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

SHIVAJI UNIVERSITY, KOLHAPUR - 416004,
MAHARASHTRA

PHONE:EPABX-2609000, www.unishivaji.ac.in, bos@unishivaji.ac.in

शिवाजी विद्यापीठ, कोल्हापूर -४१६००४,महाराष्ट्र

दूरध्वनी-ईपीएबीएक्स -२६०९०००, अभ्यासमंडळे विभाग दुरध्वनी ०२३१—२६०९०९४

Ref./SU/BOS/Com & Mgt./399 **Date : 30/06/2025**

To,

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

Subject :Regarding structure and syllabi of M. Com. Part-I (Sem. I & II) (Online Mode) degree programme under the Faculty of Commerce & Management as per National Education Policy, 2020 (NEP 2.0)

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the structure and syllabi of **M. Com. Part-I (Sem. I & II) (Online Mode)** under the Faculty of Commerce & Management as per National Education Policy, 2020 **(NEP 2.0)**

This syllabi shall be implemented from the academic **year 2025-2026** onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website www.unishivaji.ac.in (Online Syllabus).

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

Thanking you,

Yours faithfully,

(Dr. S. M. Kubal)
Dy. Registrar

Encl : As above

Copy to,

1. Dean, Faculty of Commerce & Management
2. Chairman, BOS under Faculty of Commerce & Management

} for information

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

} for information and necessary action.

11. P.G. Seminer Section
12. IQAC Section

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PHONE:EPABX-2609000, www.unishivaji.ac.in, bos@unishivaji.ac.in
शिवाजी विद्यापीठ, कोल्हापूर -४१६००४,महाराष्ट्र
दूरध्वनी-ईपीएबीएक्स -२६०९०००, अभ्यासमंडळे विभाग दूरध्वनी ०२३१–२६०९०९४

संदर्भ क. : शिवाजी वि./अमं /148 दिनांक:- २८/ ०२/ २०२४

प्रति,

मा. संचालक,
दूरशिक्षण व ऑनलाईन शिक्षण केंद्र,
शिवाजी विद्यापीठ, कोल्हापूर

मा.प्राचार्य/संचालक,
सर्व संलग्नित महाविद्यालये/मान्यताप्राप्त संस्था,
शिवाजी विद्यापीठ, कोल्हापूर

विषय :–दूरशिक्षण व ऑनलाईन शिक्षण केंद्राकडे ऑनलाईन मोडव्दारे सुरू असलेल्या एम.बी.ए.(ऑनलाईन) या पाठयक्रमाच्या अभ्यासक्रमातील नियमावली सुधारणेबाबत

संदर्भ :– SU/BOS/Com & Mamt./0067 Date 04/04/2022 रोजीचे पत्र

महोदय/महोदया,

उपरोक्त विषय संदर्भानुसार आपणास कळविण्यात येते की, विद्यापीठ अधिकार मंडळाच्या निर्णयानुसार शैक्षणिक वर्ष 2021–22 पासून दूरशिक्षण केंद्राअंतर्गत ऑनलाईन एम.बी.ए. हा अभ्यासक्रम ऑनलाईन मोडव्दारे सुरू करणेत आला. तसेच अधिकार मंडळाच्या निर्णयानुसार SU/BOS/Com & Mamt./0067 Date 04/04/2022 रोजीच्या पत्रानुसार सदरचा अभ्यासक्रम लागू करण्यात आला आहे.

दूरशिक्षण व ऑनलाईन शिक्षण केंद्राअंतर्गत ऑनलाईन एम.बी.ए. अभ्यासक्रमाकरीता विद्यार्थ्यांची प्रवेश परीक्षा, यु.जी.सी. अथवा ए.आय.सी.टी.ई मार्फत प्रवेश परीक्षेस अनुसरून 4 सप्टेंबर, 2020 चे राजपत्र तसेच शैक्षणिक वर्ष, 2023–24 करिता असणा–या प्रवेशाबाबतच्या मार्गदर्शक सूचना, प्रश्नपत्रिका स्वरूप, प्रवेशाची पात्रता इत्यादी बाबींचा विचार करून विद्यापीठ अधिकार मंडळाने घेतलेल्या निर्णयानुसार एम.बी.ए. ऑनलाईन अभ्यासक्रम व त्याच्या नियमावलीत दुरूस्ती करण्यात आली आहे. (सोबत :सुधारित अभ्यासक्रम व नियमावली जोडली आहे.)

उपरोक्त बाब सर्व संबंधित शिक्षक व विद्यार्थी यांच्या निदर्शनास आणावे. तसेच सुधारित अभ्यासक्रम व नियमावली विद्यापीठ संकेतस्थळावर www.unishivaji.ac.in (Online Syllabus) ठेवण्यात आली आहे.

कळावे,

आपला विश्वासू

(डॉ. एस. एम. कुबल)
उपकुलसचिव

सोबत : वरील प्रमाणे

प्रत :

1. मा. अधिष्ठाता, वाणिज्य व व्यवस्थापन विद्याशाखा, शिवाजी विद्यापीठ, कोल्हापूर
2. मा. संचालक, परीक्षा व मूल्यमापन मंडळ
3. परीक्षक नियुक्ती अ व ब विभाग
4. इतर परीक्षा 1 विभाग
5. आय.टी. सेल

माहितीसाठी व पुढील योग्य त्या कार्यवाहीसाठी

Estd:1962
NAAC "A+ +" Grade with CGPA 3.52

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

Syllabus For

Master of Business Administration (MBA)

Through Online Mode

Part – I (Semester- I & II)

Under the Faculty of Commerce and Management

(To be implemented from 2021-22)

SHIVAJI UNIVERSITY, KOLHAPUR
CENTRE FOR DISTANCE AND ONLINEEDUCATION (CDOE)
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
Through Online Mode
(AICTE Approved)
(Introduced from the Academic Year 2021-2022 onwards)

Shivaji University, Kolhapur is one of the oldest, premier, NAAC 'A++' Reaccredited, State University. Centre for Distance and Online Education is offering AICTE Approved Master of Business Administration (MBA) programme through OnlineMode from the academic year 2021-2022 under the Faculty of Commerce and Management. It has one thousand intake capacities and the programme is designed by considering the achievements of the following aims:

1. Aims of the Programme:

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.

2. Duration of the Programme:

- The duration of the programme is two years divided into four semesters.
- There will be semester end examination in the winter and summer session for all the semesters, besides that in each semester, a candidate has to complete continuous internal evaluation as prescribed by the Centre for Distance and Online Education.

3. 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:

- Graduate of minimum 03 years duration from any faculty from any recognized University with minimum 50% marks for General Category and 45% for reserved categories. (for reserve category, candidate has to produce relevant documents that are applicable to concern Reservation Policy from time to time.)

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

4. Entrance Test:

- To get admission to Online MBA Programme; **there will not be any Entrance Exam**. Learners may directly apply for Admission whenever notified by Shivaji University, Kolhapur.

5. Fee Structure

- **Fee Structure for MBA through Online Mode Programme**

Learners have to pay the prescribed fees 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 Learners 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)**

6. 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 Learner obtained Graduation from any Foreign Institute, then he / she has to produce 'Equivalence Certificate issued by the Association of Indian Universities' for admissions.

7. 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)

8. Standard of Passing

1. Standard of Passing:

1. There will be separate head of passing for internal evaluation and Semester-End-Examination. 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 Semester-End-Examination 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 / Grade will be awarded to any part of examination. It will be awarded in aggregate; after successfully completion of all the courses.

2. Passing Rules:

1. For admission to MBA Part-II, a Learner has to clear at least 11 courses of Sem-I and II all together.
2. If a Learner fails in any no. of Courses of Sem.-I; shall be allowed to proceed to Sem.-II. Similarly, if a Learner fails in any no. of Courses of Sem.-III; shall be allowed to proceed to Sem.-IV.
3. Learners have to complete MBA Programme within 2+4 years from the date of admission. If Learners fail to complete the programme within the stipulated period, then their registration to the said programme stand cancel.

9. Program 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 socialentrepreneurship, 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.

10. 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 andAnalytics 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 Behavior	4	20	80	100
		Total	28	140	560	700

MBA Part-I Semester-II

Paper No.	Course Code	Course Titles	Course credits	Internal Evaluation	University Evaluation	Total Marks
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 Evaluation	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**

***27courses of 100 Marks each and 1 course of Project Viva Voce of 200 Marks -Grand Total 2900 Marks. Each course is of 4credits. 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 (Paper IV, V and VI)
- Elective II (Paper 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	Elective-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	Startups 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	Organizational Change and Organizational 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-Behavioral 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, and 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). *Advanced Accountancy.* Mumbai: Himalaya Publishing.
Colin, D. (2015). *Management and Cost Accounting with CourseMate.* India: Cengage India.
Colin, D. (2015). *Management and Cost Accounting with CourseMate.* India: Cengage India.
Goel, M. &. (1996). *Principles and Practice of Management Accounting.* Chennai: Pearson.
Gupta, N. S. (2018). *Management Accounting: Principles and Practices.* New Delhi: Kalyani Publishers.
Jeff O. Schatzberg Charles T. Horngren, G. L. (2013). *Introduction To Management Accounting.* Chennai: Pearson.
Lal Jawahar (Author), S. S. (2019). *Cost Accounting.* New York, USA: Mc Graw Hill.
Pandey., I. M. (2018). *Management Accounting.* Noida, Uttar Pradesh: Vikas Publication House Pvt Ltd.
Rao Tukaram, M.E. (2004). *Cost and Management Accounting.* Mumbai: Newagepublishers.
Sheridan Titman, A. J. (2019). *Financial Management: Principles and Applications.* Chennai: Pearson.
Shukla M.C. and Grewal T.S. Gupta, S. (2016). *Advanced Accountancy, Vol-I,.* New Delhi: S Chand Publishing.
Shukla, M. G. (2016). *Advanced Accountancy Vol-II.* 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). *Statistics for Management.* New Delhi: S.Chand (G/L) & Company Ltd.

Bowerman. Bruce,(2015). *Essentials of Business Statistics* . Ne-York, USA: McGraw Hill.

Gupta. S,(2018). *Business Statistics.* Mumbai: Himalaya Publishing House.

Gupta.S,(2019). *Fundamentals of Statistics.* Mumbai: Himalaya Publishing House.

Richard. Levin,(2017). *Statistics for Management.* Chennai: Pearson.

McEvoy. D,(2018). *A Guide to Business Statistics.* 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). *Manegerial Economics.* New Delhi: S Chand And Company Ltd.
Mehta. P, (2013). *Managerial Economics Analysis, Problems and Cases.* New Delhi: Sultan Chand & Sons.
Nick, W. (2005). *A Problem Solving Approach.* UK: Cambridge University Press.
Paul Keat, P. Y. (2013). *Managerial Economics: Economic Tools for Today's Decision Makers.* New York, USA: Pearson Prentice Hall.
Prince.M, (2021). *Managerial Economics & Business Strategy.* New York: McGraw-Hill Education.
Varshney.R,(2014). *Managerial Economics Text Problems & Cases.* 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. Organize data using MS-Excel 4. Analyze 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, Dresscodes.
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 PersonalStress, 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). *Business communication.* New Delhi: Kalyani Publishers.
MaArcher. Robert, (2008). *Basic Business Communication.* New Delhi: Tata McGraw Hill.
Murphy, (2017). *Effective Business Communication.* New Delhi: Tata McGraw Hill.
Pradhan, (2003). *Business communication.* Mumbai: Himalaya Publishing House.
Thill, (2016). *Excellence in Business Communication.* New Jersey, USA: Pearson Prentice Hall.
Whetten. David, (2011). *Developing Management Skills.* 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 perceptron 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). *Organizational Behavior.* Mumbai: Himalaya Publishing House.
Brooks. Ian, (2018). *Organizational Behaviour*. New Jersey: Pearson
David Buchanan. David, (2020). *Organizational Behaviour*. New Jersey: Pearson.
Gupta. C, (2014). *Organizational Behavior*. New Delhi: S. Chand & Company.
Huczynski. Andrzej, (2015). *Organizational Behaviour*. Oxford, UK: Oxford University Press.
Lawley. Scott, (2019). *Organizational Behaviour*. Oxford: Oxford University Press.
Luhans. Fred, (2017). Organizational Behavior. New York: McGraw Hill.
Pettinger. Richard, (2010). *Organizational Behaviour.* London UK: Routledge Group.
Robbins. Stephan, (2018). *Essentials of Organizational Behavior.* London: Pearson Education.
Smith. Paul, (2012). *Organizational Behaviour*. London: Routledge Group.
Tosi. Henry, (2002). *The Fundamentals of Organizational Behaviour*. 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. Banding- 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-** Neuro-marketing- 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). *Digital Marketing*. New Delhi: Oxford University Press.
Grewal, D. (2016). *Marketing.* New Delhi: Tata McGraw Hill Education Pvt. Ltd.
Kamat. Nitin, (2015). *Digital Social Media Marketing*. New Delhi: Himalaya publishing House.
Karunakaran. K, (2010*). Marketing Management.* New Delhi: Himalaya publishing House.
Kotler, Philip. (2017). *Marketing Management*. New Delhi: Prentice Hall India Ltd.
Loss. Monica, (2013). *Green Marketing*: *Marketing Strategy and Consumer Behaviour*. New Delhi: Global.. Vision Publishing House.
Ramaswamy, (2017). *Marketing Management*. New Delhi: Tata McGraw Hill publishingCompany Ltd.
Saxena. Rajan, (2005). *Marketing Management*. New Delhi: Tata McGraw Hill publishing Company Ltd.
Shimp, T. (2013). *Integrated Marketing Communication in Advertising and Promotion.* San Francisco: Cengage Learning.
Singh. Surabhi (2021). *Neuromarketing and its Applications*. New Delhi: Himalaya publishing House.
Walker, (2007). *Marketing Strategy*. 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). *Principles of Managerial Finance*. New Jersey, USA:Pearson Education.

Horne, J. (2002). *Financial Management & Policy*. New Jersey: Pearson Education.

Knott, G. (1991). *Financial Management*. London: Palgrave Publications.

Khan, M. (1982). *Financial Management*. New Delhi: Tata McGraw Hill.

Prasanna Chandra, Prasanna. (2005). *Fundamentals of Financial Management*. New Delhi: Tata McGraw Hill.

Rustagi, R. (2021). *Financial Management*. New Delhi: Taxmann Publications.

Seeba, Kapil. (2015). *Fundamental of Financial Management*. New Delhi: Wiley India.

VanHorne. (2001). *Financial Management and Policy*. New Delhi: Prentice Hall Publications.

<table>
<tr><td colspan="2" align="center">MBA Through Online Mode
MBA -I /SEM-II
HUMAN RESOURCE MANAGEMENT
Paper – X</td></tr>
<tr><td>Course Outcome:</td><td>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 andbenefits.
7. Understand the concept of virtual organization; flexi time & flexi-work, moonlighting, Employee engagement, Employee branding HR Capital & Talent Management.</td></tr>
<tr><td colspan="2">Syllabus contents:</td></tr>
<tr><td>Unit 1</td><td>Human Resource Management
Concept , Nature, Scope & Functions; Development of Human Resource Management; Strategic Human Resource Management – Concept, Difference between Traditional HRM & Strategic HRM</td></tr>
<tr><td>Unit 2</td><td>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.</td></tr>
<tr><td>Unit 3</td><td>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</td></tr>
<tr><td>Unit 4</td><td>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.</td></tr>
<tr><td colspan="2">Reference Books:
Aswathappa, K. (2010). Human Resource Management. New Delhi: McGraw Hill Publication.
Byars, Lloyd. (2000). Human Resource Management. New York: McGraw Hill.
DiCenzo, David. (2021). Human Resource Management. New Delhi: Wiley India Publications.
Gary Dessler, Gary. (2017). Human Resource Management. New Jersey: Pearson Prentice Publications.
Gilbert, Joaquina (2020). Human Resource Management. Mumbai: Vibrant Publication.
Stweart, Greg (2019). Human Resource Management. USA: Wiley.
Joh M. Ivancevich, Joh. (2007). Human Resource Management. New York: McGraw Hill
Khanka, S. (2003). Human Resource Management. New Delhi: S. Chand Publications.
Mondy, Wayne. (1993). Human Resource Management. University of Michigan: Allyn and Bacon
Rao, V. (2020). Human Resource Management. New Delhi: Taxmann Publications Pvt. Ltd.
Subba Rao, P. (2011). Human Resource Management. Mumbai: Himalaya Publications.
Verhulst, Suson. (2018). Human Resource Management. USA: Wiley</td></tr>
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<tr><td colspan="2">MBA Through Online Mode
MBA -I, SEM-II
PAPER-XI
OPERATIONS MANAGEMENT</td></tr>
<tr><td>Course Outcomes:</td><td>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.</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1</td><td>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.</td></tr>
<tr><td>Unit 2</td><td>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.</td></tr>
<tr><td>Unit 3</td><td>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.</td></tr>
<tr><td>Unit 4</td><td>Store and Inventory Management –
Purchasing and Store Management - Importance of Purchasing- Purchasing Procedure and policies. Responsibilities of Purchase Manager, Store Keeping-Objective, and 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.</td></tr>
</table>

Reference Books:

Aswathappa, K. (2017). *Production & Operations Management*. Mumbai: Himalaya PublishingHouse.

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). *Business Environment*. Mumbai: Himalaya Publication.
Davis, Keith. (2015). *Business and Society.* New York, USA: McGraw Hill Publications.
Dutt, Rudder. (2019). *Indian Economy*. New Delhi: Vikas Publishing House.
Hulleman. Wim, (2021). *Economics and Business Environment*. London, UK: Routledge Publication.
Maheswari, (2020). *Mercantile Law*. Mumbai: Himalaya Publishing House.
Pailwar, Veena. (2020). *Economic Environment of Business*. New Delhi: PHI learning Pvt. Ltd.
Pathak. (2018). *Legal Aspects of Business.* Mumbai: Tata McGraw- Hill Publishing Company Limited
Sulphey, M.M. (2014). *Laws for Business.* New Delhi: PHI Learning Pvt. Ltd.

MBA Through Online Mode MBA -I, SEM-II PAPER-XIII RESEARCH METHODOLOGY	
Course Outcomes:	After studying this course student 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). *Business Research Methods*. A South Asian Perspective with Course Mate, Boston: Cengage Learning.
Cooper, Donald (2018). *Business Research Methods*. New York: McGraw Hill
Hair, Joseph (2011). *Business Research Methods.* London: Routledge Group.
Kothari, C.R. (2019). *Research Methodology*. Mumbai: New Age International Publishers.
Michael, Dr. V.P. (2010). *Research Methodology in Management*. Pune: Himalaya Publishing House.
Pannerselvan, R. (2014). *Research Methodology*. New Delhi: PHI Learning.
Zikmund, William (2019). *Business Research Methods*. 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. Analyze 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, Organizational 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). *Crafting and Executing Strategy.* New York: McGraw Hill companies .
Gerry Johnson et.al., G. J. (2019). *Exploring Corporate Strategy* . Chennai: Pearson Publication.
Hoskisson, M. (2009). *Strategic Management,* . Ireland: Cengage Learning.
Kazmi, A. (2008). *Strategic Management and Business Policy.* TMH, Europe: The McGraw Hill companies.
McMillan, E. (2008). *Complexity Management and the Dynamics of Change.* UK: Routledge: Howick place,.
Rao, B. P. (2011). *Business Policy and Strategic Management.* Pune: Himalaya Publishing House .
Wheelen, T. (2018). *Concepts in Strategic Management and Business Policy,* . Chennai: Pearson Publication.

Estd:1962
NAAC "A+ +" Grade with CGPA 3.52

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

Syllabus For

Master of Business Administration (MBA)
Through Online Mode

Part – II (Semester- III& IV)

Under the Faculty of Commerce and Management

(To be implemented from 2022-23)

SHIVAJI UNIVERSITY, KOLHAPUR
CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
Through Online Mode

MBA Part-II Semester-III

Paper No.	Course Code	Course Titles	Course credits	Internal Evaluation	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**

Electives:

1. Marketing Management	6. Entrepreneurship
2. Financial Management	7. Business Analytics
3. Human Resource Management	8. Hospitality Management
4. Production and Operations Management	9. Health Care Management
5. International Business	

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	Elective-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	Startups 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 using Python	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–II - Sem–III

<table>
<tr><td colspan="2">MBA Through Online Mode
M.B.A.-II SEM-III
Paper-XV
Chh. Shivaji Maharaj – The Management Guru</td></tr>
<tr><td>Course Outcomes</td><td>Students of this course will be able to:
1. Describe functions and skills adopted by Chhatrapati Shivaji Maharaj.
2. Relate Strategies used by Chhatrapati Shivaji Maharaj with Modern management.
3. Evaluate the planning and strategic options.
4. Design the planning and strategic options.</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1:</td><td>Chhatrapati Shivaji Maharaj and Management
a) Management Activity 1.Management as Process 2.Management as an Activity 3.Management as a Discipline
4. Management as a Group
5. Management as an Art
6.Management as a Science
b) Management Function
• Flawless Planning
• Organization,
• Human Resource Development,
• Co-ordination,
• Leadership,
• Control
• Management of Change
• Decision Making,
c) Chhatrapati Shivaji Maharaj – Management Skills
• Fair Administration
• Despised Discrimination
• Ahead of Time Thinking
• Timeless Techniques, relevance tomodern management
• Communication and Motivation skills
• Rational Thinking
Foresight</td></tr>
<tr><td>Unit 2:</td><td>Chhatrapati Shivaji Maharaj: Administration Management
a. Administration of Civil Department, Revenue and Finance, Custom and Taxes, Trade and Commerce, Banking, Total Revenue
b. Administration of Military Department - Infantry, Cavalry, Navy, Intelligence Department, Fort Management</td></tr>
</table>

	c. Ashta Pradhan Mandal Administration, Secretariat and Judicial Machinery, Concept of Swarajya. d. Welfare leader: Justice System, cultural system, economic system, social and cultural systems, conflict resolution and rewarding systems. e. Chatrapati Shivaji Maharaj and Henry Fayol's 14 principles. Shivaji Maharaj and Sun Tzu's thirteen Principles of Art of War.
Unit 3:	**Chhatrapati Shivaji Maharaj: Modern management Strategies** • Battle Management: Battle of Purandar, Battle of Pratapgad, Afjal Khan and Chhatrapati Shivaji Maharaj conference,Arrest in Agra and Escape. • Policy Management: Economic policy, Revenue system and welfare policy of Chhatrapati Shivaji Maharaj Strategies used by Chhatrapati Shivaji Maharaj implementedin today's corporate world: Guerrilla technique, Innovations,Minimize Risk, Establishing the Sequence of Activities,Proper Judgments, Patience.
Unit 4:	**Chhatrapati Shivaji Maharaj: Visionary Leader** a) Leadership Traits. Ethical setup, Diplomacy, continuous improvement, expansion policy, mergers and acquisition, conversion of Vision to reality, Shivaji Maharaj and Alexander, Shivaji Maharaj and Julius Caesar b) Shivaji Maharaj as tactician: 1. The principle of the maintenance of the aim. 2. Principle of security 3. Principle of mobility 4. Offensive techniques 5. Economy and concentration of force 6. Surprise attack on the enemy 7. Breaking the outer front and inner front.

Reference Books:

1. Administrative System of Chhatrapati Shivaji: Relevance to Modern Management – Dr. KedarPhlke, Publisher; Shri. Shivaji Raigad Smarak Mandal, Pune.
2. Raja Shiv Chatrapati - B. M. Purandare
3. Shrimanyogi - by Ranjeet Desai.
4. Chhatrapati Shivaji Maharaj memorial book by Dr. Jaysingrao Pawar.
5. Shivaji the Great republished by Dr Balakrishna published by Shivaji University, Kolhapur.
6. Shivaji his life and times – Gajanan Bhaskar Mehendale.
7. The generalship of Alexander the Great – J.F.C. Fuller.
8. Hannibal – enemy of Rome – Leonard Cottrell
9. Julius Caesar – Man, Soldier and Tyrant – J.F.C.Fuller.

Suggested Case Studies: on Management Function, Modern management Strategies, Management Skills

MBA Through Online Mode
M.B.A.-II SEM-III
Paper-XVI
PROJECT REPORT AND VIVA

Student has to undergo a practical training of minimum fifty days. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. During the training programme student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of a research guide either allotted from the approved list of guides by university or students can selected the eligible guide from their vicinity. The last date of submission of final copy of project will be declared time to time by the director of distance education, Shivaji University, Kolhapur. Student should submit two typed copies to the University. One copy for the university and another copy for his/her personal record. Students may prepare additional copies for the organization guide etc.
A viva-voce examination will be conducted online before the Semester IV examination. A viva voce committee will be appointed by the university. A committee will consist of three members. Number of committees to conduct the viva voce has to be decided by Chairman BOS in Management, Faculty of Commerce and Management, Shivaji University, Kolhapur in the consultation with the Director of Distance Education Center, Shivaji University, Kolhapur.

A viva-voce committee will be appointed by the university. A committee will consist of 3 members.
Constituent of the committee for viva voce
1. Chairman of the committee – Doctorate in the concern faculty
2. Member of the committee - Doctorate in the concern faculty
3. Member of the committee - Doctorate in the concern faculty

Guidelines for the project report

Declaration from the student that the research work is not copied from any other existing reports.
Certificate of the guide - Guide should certify that the research work is original and completed satisfactorily under his guidance.
The Chapter scheme for the project report will be as follows

Chapter No. I: Introduction to the study.
1.1 Introduction
1.2 Objectives and importance of the study
1.3 Scope and limitations of study
1.4 Research Methodology

Chapter No. II: Introduction to the organization
2.1 Introduction to the industry
2.2 Brief History of organization
2.3 Subsidiaries, Associates of the company
2.4 Departments/Manufacturing process

2.5 Important statistical information
2.6 Future prospect
2.7 Organization Structure

Chapter-III: Theoretical Background
Basic concepts Necessary theoretical inputs may be added to support the research work.

Chapter-IV: Data Analysis and Interpretation
Data should be analyzed with help of various tools studied in the Subject "Application of Research Methods in Management".

CHAPTER-V: FINDINGS/OBSERVATIONS

CHAPTER-VI: SUGGESTIONS/CONCLUSION
Appendix
The document charts, questionnaires, tables, schedules etc. which are actually referred to in the body of the project report (this consists of chapters I to V) are to be included under appendix or appendices.
So, the appendices may include.
Questionnaires used for collecting information. Schedules used for collecting information.
Tables formed for presenting the data.
Documents/forms etc., referred to in the body of the project report. Diagram, graphs etc. referred to in the body of the project report.
Guide student meeting record form.
Joining letter of industry Progress reports duly signed
Performance appraisal report duly signed by industry authority
Bibliography
Bibliography means list of books, journals, published work actually referred to or used in the writing of the project report. This is not a separate chapter. The bibliography has to be written in a specific manner
The above guidelines are not the prescription on writing the project report but can be used as a milestone while writing the Project Report. The guide has every discretion to change the chapter scheme as per the requirement
Note: 1) There should be proper linkage between objectives, data analysis and interpretation, findings and suggestions.
2) Student should not use logos and name of company on the project report pages. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.
3) Use of colours in text matter should be avoided.
4) Student has to check the plagiarism percentage of project report before submission of the hard copy of the project report. The accepted plagiarism level is less than Five percent. Plagiarism check should be done at Shivaji University’s library. Plagiarisms check done at any other institutes or at any other softwares will not be accepted. Plagiarism check report should be attached in the hard copy of the project report.

Eligibility of the Guide:

1. Director, Distance Education Center, Shivaji University, Kolhapur will declare an updated list of approved guides every year. Students may opt the guidance of experts from the list.
2. Students can select a guide for project report from their vicinity. An expert teacher working at PG level dealing with Commerce & Management courses working full time approved teacher of any university, autonomous institute is eligible to guide the student for project report. (The formal permission from the Director, Center of Distance Education, Shivaji University, Kolhapur need to be taken in writing.)
3. The teacher dealing with PG courses in Economics, Psychology, Sociology, Statistics are also eligible. Student has to take prior permission from CDE SU, Kolhapur for the same.
4. Student has to write to university for guide approval, along with brief profile of expert conveying his eligibility to guide the student for MBA project.

Note: The detailed discussion and procedures have been detailed in the Self Instructional Material of University.

JOINING REPORT

Date:
To,
The Director,
…………………………………
…………………………..
……………………………………… Sub: Joining Report
Respected Sir,
I, Shri/Ms.
……………………………………………………………………………have joined
……………………………………………………………………………… for the summer in-plant training from ....for the Project Work to be carried out.
I would be carrying out project work under the guidance and supervision of Shri. /Ms.
………………………………………………………………….. (designation)
……………………………………… in
……………………………area. The title of my project work is
I shall join the college immediately after completion of my training i.e. on 1st August 20 without fail.
(Name & signature of the Student) (Name and Signature of the Industry Guide)
Seal of Organization.

MBA Through Online Mode

M.B.A.-II SEM-III

ELECTIVE - I- MARKETING MANAGEMENT

PAPER-I

SALES AND DISTRIBUTION MANAGEMENT

Course Outcomes:	After studying this course students will be able to – 1. Understand sales management functions and sales forecasting 2. Illustrate sales force management 3. Demonstrate personal selling process 4. Explain logistic management 5. Understand advances in Supply Chain Management
Syllabus Contents:	
Unit 1	**Sales Management** – Evolution, Definition, sales management functions, place & importance of sales management in the organization. Sales forecasting – Meaning, Importance, Types of forecasting, Forecasting methods and procedure, Importance, merits & demerits of various methods. Sales related marketing policies
Unit 2	**Sales Force Management** –Determining size of sales force, Determining kind of sales personnel, Controlling sales personnel, evaluating and supervising, Sales Meeting & Sales Contests, Sales Quota, sales Territory, Sales control and cost analysis – The sales audit, sales analysis, marketing cost analysis
Unit 3	**Personal Selling** –Importance of personal selling, Formulation of personal selling strategy, Personal selling objectives, Personnel selling situations, PersonalSelling Process, Characteristics of good sales person, Selling skills, Negotiation Skills, Different phases of negotiation, B2B Selling
Unit 4	**Logistics & Supply Chain Management** - Definition & scope of logistics, key logistics activities, market logistics decision, emerging concepts in logistics. Concept of supply chain management, need for SCM, advances in SCM.

Reference Books-

1. Sales Management: Decision, Strategies and Cases- R.R.Still , E.W.Cundiff , N.A.P.Govani, Pearson Education
2. Sales and Distribution Management – K.K. Havaldar, V.M. Cavale, Tata McGraw Hill Company
3. Professional Sales Management -Anderson, Hair and Bush, McGraw Hill Company
4. Effective Salesmanship – Richard T. Hise
5. Sales Management – RustomDavar
6. Marketing Management- Kotler, Keller, Koshy, Jha, Prentice Hall.
7. Marketing Management - Ramaswamy,Namakumari, McGraw Hill Education

Suggested Additional Readings: (if web source then provide url)

1. American Marketing Association: https://www.ama.org/Pages/default.aspx.

Suggested Research Journals:

1. International Journal of Retail and Distribution Management
2. Indian Journal of Marketing
3. The IUP Journal of Marketing Management

<table>
<tr><td colspan="2">MBA Through Online Mode
M.B.A.-II SEM-III
ELECTIVE - I- MARKETING MANAGEMENT
PAPER II
INTEGRATED MARKETING COMMUNICATION</td></tr>
<tr><td>Course Outcomes</td><td>1. To make students learn about various means of marketing communication and its effectiveness.
2. To make students understand the importance of marketing communication in marketing.
3. To help them study the measurement of effectiveness of advertisement
4. To make them understand the ethics in advertising.</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1</td><td>Meaning, Evolution of IMC----Role of IMC in Marketing --- Establishing Objectives and Budgeting: Determining Promotional Objectives, Sales vs. Communication Objectives, DAGMAR, Problems in Setting Objectives, Setting Objectives for the IMC Program</td></tr>
<tr><td>Unit 2</td><td>Elements of IMC
1. Sales Promotion – Different Types of Sales Promotion, Advantages and Disadvantages.
2. Public Relation and Publicity – Types of PR, Advantages and Disadvantages, Types of Publicity.
3. Direct Marketing – Features, Advantages and Disadvantages.
4. Personal Selling – Features, Advantages and Disadvantages.
5. Advertising – Features, Advantages and Disadvantages</td></tr>
<tr><td>Unit 3</td><td>Advertising
1.Advertising Media---Print, Electronic, Broadcast, outdoor, direct mail, transit, and digital media. Advantages and disadvantages
2. Advertising Agencies – Function – Types – In-house Agencies – Direct Response Agencies – Sales Promotion Agencies – PR Firms – Interactive Agencies – Advertising Agency Structure –Client-Agency Relationship – Agency Selection – Agency Compensation</td></tr>
<tr><td>Unit 4:</td><td>1. Advertising budget: Meaning, Types of advertising budgets
2. Measuring Effectiveness of Advertisement.
Ethics in advertising.</td></tr>
<tr><td colspan="2">Reference Books:
1. Integrated Marketing Communication and Advertising, Prof. Subhashini Naikar, Himalaya publication
2. Marketing Communication, Olujimi Kayode 1st edition, 2014 bookboon.com
3. Foundations of Advertising - Theory and Practice by S.A. Chunawalla Himalaya publication</td></tr>
<tr><td colspan="2">Suggested Research Journal :
1. The Journal of Marketing
2. Journal of Marketing Communications
3. Journal of Advertising
4. International journal of advertising
5. International Journal of Internet Marketing and Advertising</td></tr>
</table>

MBA Through Online Mode M.B.A.-II SEM-III ELECTIVE - MARKETING MANAGEMENT PAPER III CONSUMER BEHAVIOUR	
Course Outcomes	1. To have insight of consumer behavior psychology 2. To understand different buying influences 3. To know the organizational buying behaviour 4. To able to compare and contrast the individual buying behavior and organizational buying behaviour
Syllabus Contents:	
Unit 1	**Introduction** – Meaning and Definition of consumer behavior- Scope and significance to study the consumer behavior- Participants in individual buying -Buying process- Consumer behavior Model concept, Traditional and Modern behavior models, Basic factors influences the consumer behavior- Demographic, Technological, Economic, Social and cultural and Political and Legal and Natural environment analysis ofbusiness environment to determine the demand understand changing individual buying behavior to design the Marketing Mix.
Unit 2	**Individual Determinants of Consumer behavior-** Personal demographic factors, Psychological factors- Perception, perceptual process and perceptual distortion, Learning- elements influences in individual buying, Personality- concept, different types of personality, How it determines individual buying behavior. Self-concept or Self-image- role in consumer buying behavior, Attitude-concept and relationship between attitude and individual buying behavior, Factors involved in attitude formation, Motivation- concept, How need and goals determines the individual buying behavior. Social Class- concept, role of social class in individual buying behavior, Group Dynamics- Types of Groups relevant to consumer behavior, Family lifecycle, Friendship Group, Formal social clubs, Shopping Friends groups, Work group, Reference group.
Unit 3	**Industrial \ Organizational Buying Behavior –** Concept, Participants in Industrial/ organizational buying- Industrial buying process- Industrial buying behavior models- Factors influencing industrial buying behavior, Compare and contrast between individual buying behavior and industrial buying behavior. Impact of cross culture and Legal and political influence in organization/industrial buying behavior. Online Consumer Behaviour

Unit 4	**Brand Concept-** Functions of Branding, Advantages and disadvantages of branding to the marketer, Types of Brands, Process of Brand building, Concept of Brand Management, Brand Management Process, Managing Brands-Selecting brand name and logo, brand extension, brand rejuvenation, rebranding, co-branding, brand re-launch, brand proliferation, celebrity endorsement, brand development through acquisition and takeover, brand portfolio restructuring. Brand Positioning.Brand Equity concept, Measuring of brand equity, Brand equity models.
Reference Books: 1. Marketing Management-Ramswamy V. S., Namakumari S., Macmil lion Publishers India Ltd. 2. Leon Schiffman, Leslie Lazar Kanuk, 'Consumer Behaviour'. 3. Suja Nair, Consumer Behaviour,Himalay publishing house Pvt Ltd. 4. Consumer Behavior - Leon Schiffman, Leslie Lazar Kanuk, Pearson Prentice Hall 5. Consumer behavior – Loudon, Della Bitta, Tata McGraw Hill 6. Industrial Marketing - Hill, Alexander, Cross, Prentice Hall 7. Marketing Management- Kotler, Keller, Koshy, Jha, Prentice Hall. 8. Consumer Behaviour with DDB Lifestyle Study Data Disk(Consumer Behaviour: Building Marketing Strategy)- Delbert Hawkins, David Mothersbaugh, Published by McGraw-Hill Education. 2009, 11th edition. 9. Keller, Kevin Lane, 'Strategic Brand Management Building, Measuring, and Managing Brand Equity: Prentice Hall. 1998 10. Brand Management the Indian Experience: Vikas Publishing, House Pvt, Ltd., 1999.	
Suggested Additional Readings: (if web source then provide url) https://scholar.google.co.in/scholar?q=Consumer+behaviour+psychology+journals&hl=en&as_sdt=0&as_vis=1&oi=scholart	
Suggested Research Journal : Indian Journal of Marketing, Journal of Consumer Marketing, Journal of Marketing Analytics by Spinger. Vikalp – IIM Ahmedabad	
Suggested case studies: Watch Consumer Behaviour Study, by VivekBindra,on https://www.youtube.com/watch?v=iWuYUhSHXHg	

<table>
<tr><td colspan="2">MBA Through Online Mode
M.B.A.-II SEM-III
ELECTIVE II- FINANCIAL MANAGEMENT
PAPER I
INDIAN FINANCIAL SYSTEM</td></tr>
<tr><td>Course Outcome:</td><td>Students of this course will be able to:
1. To Describe the Role of Financial Sector in the economy.
2. To recognize availability of various financial markets
3. To analyze the Trading Mechanism in Stock Exchanges.
4. To define different financial services.</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit1</td><td>Introduction to Indian Financial System: -Development of Financial System in India, Structure of Indian Financial System, Role of Financial Sector in the economy, Institutional framework of Indian Financial System-Regulatory, Intermediaries, Non-Intermediaries Institutions, Reserve Bank of India (RBI), Securities Exchange Board of India (SEBI) and Insurance Regulatory and Development Authority (IRDA)-
their Objectives and Functions</td></tr>
<tr><td>Unit 2</td><td>Financial Markets:
a) Capital Market: concept, types of markets-primary and secondary, Instruments in Capital Market-Shares, stocks, Debentures, bonds
b) Money Market: concept, Instruments in Money market,
Recent Developments, Composition of Money market
c) Commodities and Derivatives Market: concept, Transactions-Swaps, Options and Futures
d) Foreign Exchange Market: concept and characteristics</td></tr>
<tr><td>Unit 3</td><td>Stock Exchanges:
a) Stock Exchanges in India: National Stock Exchange (NSE), Bombay Stock Exchange (BSE), Over the Counter Exchange of India (OTCE)and other exchanges, SENSEX NIFTY
b) Trading Mechanism in Stock Exchanges: Demat, National Exchange of Automated Trading (NEAT), BSE Online Trading (BOLT), Screen based trading.
c) Depositories: Role of depositories, National Securities Depository Limited (NSDL) and Central Depository Services Limited (CDSL), Eligibility and functions of Depository Participants (DPs).</td></tr>
<tr><td>Unit 4</td><td>Financial Services:
a) Venture Capital, Merchant Banking, Hire Purchase and Leasing and Credit Rating.
b) Insurance: concept and importance, types of insurance- Life Insurance and General Insurance, Privatization and Globalization of Insurance in India.
C)NBFCs: Classification of NBFCs, Prudential Norms for NBFCs, Role of NBFCs in asset financing, Asset Reconstruction Companies, Implications of SARFAESI Act.</td></tr>
</table>

Reference Books: 1. Bhole, L.M.and Mahakud Jitendra (2009), Financial Institutions and Markets, Tata McGraw-Hill Education Private Limited, New Delhi. 2. Khan, M.Y. (2013), Indian Financial System, Tata McGraw-Hill Education Private Limited, New Delhi. 3. Pathak, Bharati (2014), Indian Financial System, Dorling Kindersley India Pvt.Ltd. Lic 4. Bhalla, V.K. (2004), Management of Financial Services, Anmol Publishing House 5. Ramesh Babu (2009), Indian Financial System, Himalaya Publishing House, Mumbai. 6. Gordon, E. and Natarajan A. (2015), Financial Markets and Institutions, Himalaya Publishing House, Mumbai. 7. Desai, Vasant (2010), Financial Markets and Financial Services, Himalaya Publishing House, Mumbai.
Suggested Additional Reading: 1. www.finmin.nic.in 2. www.sebi.gov.in 3. www.rbi.org.in
Suggested Research Journals: 1. Indian Journal of Finance 2. RBI Bulletin 3. Finance India 4. Journal of Banking and Finance 5. Banking and Finance Review

MBA Through Online Mode M.B.A.-II SEM-III ELECTIVE II- FINANCIAL MANAGEMENT PAPER- II FINACIAL DECISION ANALYSIS	
Course Outcomes	Students of this course will be able to: 1. To evaluate capital structure and dividend decision 2. To manage cash flows by using techniques of cash management. 3. To summarize objectives and provisions of receivables management 4. To differentiate between Merger and Acquisition 5. To analyze the financial management of sick units.
Syllabus Contents	
Unit 1	**Capital Structure Decision and Dividend Decision** Capital Structure Decision: Financial leverage, Operating leverages, Indifference points. Approaches to appropriate Capital structure- EBIT-EPS Analysis, Guidelines for capital structure planning,Capital structure policies in practice. Dividend Decision: Determinants of Dividend Policy, Dividend policy in practice. Bonus Shares- regulation, reasons, deciding bonus ratio. Bonus shares and stock splits.
Unit 2	**Cash Management and Receivables Management** Cash Management- Motives of holding cash, Factors determining the cash balance, Managing the Cash Flow, Cash Budget, Cash Management models – The Baumol Model, The Miller-Orr Model. Receivables Management - Concept, Costs - Collection Cost, Capital Cost, Delinquency cost, Default Cost. Benefits of Management of Receivables, Credit Policies- Evaluating the Debtor; Credit Analysis and Decision, Credit Terms and Collection Policies. Control of Account Receivables, Heuristic Approach
Unit 3	**Corporate Restructuring** a) Reasons for merger, Mechanics of Merger, Cost Benefits of Merger, Terms of Merger, Takeovers, Joint ventures, Managing and acquisition, b) Portfolio Restructuring, Financial Restructuring, Organizational Restructuring.
Unit 4	**Financial Management in Sick Units-** Definition of Sickness, Causes of Sickness, Symptoms of sickness, Prediction of Sickness, Revival of a Sick Units.
Note:	Problems should be covered on following topics only. a) Capital structure Decisions b) Cash Management and Receivables Management c) Merger and Takeover

Reference Books

1. Prasanna Chandra, Financial Management- Mc Graw Hill Publication
2. Van Horne, Financial Management- James C., Prentice-Hall Publication
3. Bhalla V.K. Financial Management and Policy- Anmol Publication
4. Khan and Jain ,Financial Management-Mc Graw Hill Publication
5. I.M.Pandey ,Financial Management-Pearson Publication
6. R.P.Rustagi , Principles of Financial Management-Taxmann Publications Pvt Ltd.
7. V.K.Bhalla, Working Capital Management- S Chand Publication
8. Scherr F.C., Working Capital Management- Prentice Hall Publication
9. Rachana Jawa Mergers, Acquisition and Corporate Restructuring in India_ procedure and Case Studies.
10. Das Ranjan-Corporate Restructuring -Mcgraw Hill Education.
11. Rabi Narayan Kar and Minakshi -Taxmann's Merger, Acquisition and Corporate Restructuring-Strategies and Practices-, Taxmann Publications (P.) Ltd.

MBA Through Online Mode M.B.A.-II SEM-III ELECTIVE II- FINANCIAL MANAGEMENT PAPER-III PROJECT APPRAISAL AND FINANCE	
Course Outcomes	Students of this course will be able to: 1. To understand concept of project management and techniques of project planning & monitoring. 2.To Equip the students with entrepreneurial skills like project formulation, valuation, monitoring and control etc. 3.To apply various methods to appraise a proposal to check the feasibility of Project 4.To acquaint the students with the decision-making skills to select the projects on various criteria
Syllabus Contents	
Unit 1	**Project Planning** Introduction to Projects; Nature of planning projects; Project Life Cycle; Identification of projects, Project manager roles and responsibilities, basics of quantitative techniques useful in project planning, preparation and contents of Detailed Project Report
Unit 2	**Project Formulation and Appraisal** Project Formulation Project identification, Project formulation and preparation : Market and Demand estimation, market survey, demand forecasting. Cost of project, means of financing, estimates of cost, financial projections. Project Appraisal Criteria Payback period, ARR, NPVI, IRR and risk analysis
Unit 3	**Process of Project Appraisal** Technical, economic, financial, legal and social appraisal of the industrial projects. Implementation, Monitoring and Control of Projects Project scheduling, network techniques for resource, project management teams and coordination. Monitoring and post implementation, evaluation of the projects.
Unit 4	**Regulatory Frameworks** Governing Projects National Rehabilitation and Resettlement Policy (2007) - Social Impact mitigation; National Environmental Policy (2006) – Environmental Impact Assessment (EIA) and Environmental Management Plan (EMP), PPP based projects, guidelines for formulation of project using PPP mode, standard procedure of formulating tender contract documents for the government and multilateral organizations.

Reference Books

- Prasanna Chandra, Project : Preparation, Appraisal, Budgeting and Implementation, Tata McGraw-Hill
- Nagendra P. Singh ,Emerging Trends in Entrepreneurship Development, Intercultural Foundation for Development Management Publisher
- D.K. Jain, Project Planning and Appraisal in Planned Economy, Uppal Publishing House
- M. Mohsin ,Project Planning and Control, Vikas Publication House
- R. Burke, Project Management: Planning and Control Techniques, John *Wiley* & Sons Ltd.

<table>
<tr><td colspan="2" align="center">MBA Through Online Mode
MBA -II SEM-III
ELCETIVE – III-HUMAN RESOUCRE MANAGEMENT
PAPER-I
HUMAN RESOURCE PLANNING AND PROCUREMENT</td></tr>
<tr><td>Course
Outcomes</td><td>Students will be able to;
1. Explain the theoretical foundations of key areas associated with Human Resource Planning in the organization.
2. Apply the HRP practices at various levels in industries or organizations.
3. Analyze the issues and strategies required to select the human resources.</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1</td><td>Human Resource Planning: Concept of HRP, Factors affecting HRP, Techniques of HRP -employee Forecasting – Trend analysis, Ratio</td></tr>
<tr><td></td><td>Analysis, Scatter Plot, Computerized Forecasting, Delphi Method, Managerial Judgment, Supply forecasting.
Job Analysis - Meaning, Purpose, Methods of Collecting Data, Process of Job analysis; Job design –Techniques of job design, Concepts of Job Enlargement and Job Enrichment</td></tr>
<tr><td>Unit 2</td><td>Procurement of Human Resource
Recruitment – Meaning and Process; Factors affecting recruitment, Modern Techniques of Recruitment, Various sources of Recruitments, Online Recruitment portal, Challenges in Talent Hunting. Concept of Selection, difference between Recruitment and Selection, Selection Process Interview – Types of Interviews- Preliminary, Core and decision-making interview, Principles of Interviewing – Do’s and Don’ts, Closing the interview, Meaning, Importance of Induction Program
– formal or informal,
individual or collective, serial or disjunctive, Investiture or Disinvestiture, Requisites of effective programme. Placement – concept & process.</td></tr>
<tr><td>Unit 3</td><td>Internal Mobility & Employees Separation
Internal Mobility: Promotion – Types Of Promotion; Promotion Policy; Transfer; Need, Types And Policies Demotion- Pros & Cons Of Demotion. Separations Policy- Retirement, Resignation, Retrenchment & Dismissal; Quality of Work Life, Employees Approaches towards Work Life Balance & work life integration</td></tr>
<tr><td>Unit 4</td><td>Changing environment of HRM – HRIS- Need, Advantages & Uses of HRIS. Competency Mapping - Concept, Competency Model Pyramid, Application of competency model into various HRM functions, benefits of using competency mapping model in organizations, Benefits of using competency based performance appraisal system.</td></tr>
</table>

Reference Books:

1. Personnel Management by Edwin Flippo.
2. Personnel & Human Resource Management – Text & Cases By P. SubbaRao.
3. Human Resource Management, Gary Dessler Dorling Kindersley Pvt Ltd.
4. Human Resource Management – An Experiential Approach by H. John Bernandin& Joyee E. A. Russell.
5. Human Resource Management- S. S. Khanka (S.Chand& Company Ltd. New Delhi)
6. Human Resource Management and Personnel Management – Aswathappa
7. Armstrong's Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Koganpage.

<table>
<tr><th colspan="2">MBA Through Online Mode
MBA -II SEM-III
ELECTIVE - III- HUMAN RESOURCE MANAGEMENT
PAPER-II
HUMAN RESOURCE DEVELOPMENT</th></tr>
<tr><td>Course Outcomes</td><td>Students will be able to;
1. Explain the theoretical foundations of key areas associated with HR development in the organization.
2. Apply the HRD practices at various levels in industries or organizations.
3. Analyze the issues and strategies required to select and develop human resources.</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1</td><td>Human Resource Development :Overview
Concept, Scope, Features, Importance of HRD. Techniques of HRD, Limitations & Challenges of HRD , Relationship between HRM &HRD, Roles & Competency of HRD Professionals, HRD Intervention
HRD process –Designing & Developing ,Implementing, Evaluating Effectiveness of HRD Program, HRD Audit, HRD Culture &Climate</td></tr>
<tr><td>Unit 2</td><td>Human Resource Training Development & Career Management
Employees Training & Development –concept , needs, Training Methods – On the job and Off job Methods, E-Training – Computer Based training.
Management Development -Needs and Importance of Management Development, Methods.
Career Management – Concept, career anchors, career mechanism
Succession planning</td></tr>
<tr><td>Unit 3</td><td>Performance Appraisal -Definition, Objectives, process, benefits of of performance appraisals, Methods of Performance Appraisal – Traditional and Modern Methods of performance appraisal Computerized & web – based performance appraisal, Problems & solutions in PA</td></tr>
<tr><td>Unit 4</td><td>HR Analytics:-
Evolution of Business Analytics, Rise of HR Analytics, Levels of HR Analytics, Application of HR Metrics, HR Dashboard Creation by Using Excel, Reinforcement of HR strategy factor with HR Analytics:- workforce planning, Recruitment and Selection Analytics, Engagement analytics, predicting employee turnover, measuring employee performance</td></tr>
<tr><td>Note:</td><td>Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.</td></tr>
<tr><td colspan="2"></td></tr>
</table>

Reference Books- 1. P. L. Rao, International Human Resource Management – Text and Cases Excel Books 2. Jaffrey A Mello , Strategic HRM, Cengage Learning
3. Charles R. Greer, Strategic Human Resource Management, Pearson Education. 4. M.N Rudrabasavara, Global Human Growth Model, Himalaya Publications, 5. Peter Dowling and Denice Welch, International Human Resource Management, , Cengage Learning RajibLochanDhar, Strategic Human resource Management Excel Books New Delhi 6. Srivastava, R.M., International Strategic Management, Himalaya Pub., House, Mumbai. 7. Tony Edwards , International Human Resource Management, , Pearson Education
Suggested Additional Readings: (if web source then provide url) 1.https://www.geektonight.com/international-human-resource-management/ 2. https://www.aihr.com/blog/what-is-hr-analytics/ 3.https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/practicingstrategichumanresources.aspx
Suggested Research Journal : 1. International Journal of Human Resource Management, Taylor & Francis 2. Journal of Human Resource Management 3. Journal of Service Research

MBA Through Online Mode MBA -II SEM-III ELECTIVE - III- HUMAN RESOURCE MANAGEMENT PAPER III COMPENSATION MANAGEMENT	
Course Outcomes	Students will be able to; 1. Gain insights of various conceptual aspects of Compensation and related laws to achieve organizational goals. 2. Evaluate the implication of Job Evaluation methods, incentives and fringe benefits 3. Design a compensation system and policy which is consistent, attracting and retaining high quality workforce in modern organization.
Syllabus Contents:	
Unit 1	**Compensation Management:** Wage and Salary Administration: Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Dearness Allowance, Job Evaluation:- Major Decisions in Job Evaluation, Job Evaluation Methods, Competitive study and Compensation management
Unit 2	**Incentives and Fringe Benefits:-** Individual Incentives and organization wide incentives, Designing and operating incentives and deferred compensation plan, Managing Employee Benefits: Nature and types of benefits, employee
	benefits programs
Unit 3	**Employee Contributions:** Pay For Performance (PFP): Competency Based Pay, Skill based Pay, Team based pay, Gain and Profit sharing Designing PFP Plans, Merit Pay/Variable Pay. Code on wages 2019 Minimum Wages, Payment of Wages, Payment of Bonus.
Unit 4	**Wage Determination:** internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions – Recent Pay Commissions. Executive compensation: - elements of executive compensation and its management, cafeteria compensation , Recent trends in compensation Management:- Restructure pay for remote working, Differentiate rewards for critical digital talent, Measure return-on-investment (ROI) on compensation spending, Golden parachute (VRS)compensation.
Note:	1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed. 2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Reference Books: 1. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004. 2. Compensation Management in Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education. 3. Compensation Management, ErSoniShyam Singh, Excel Books. 4. Compensation, Milkovich& Newman, 9th edition, 2017, Irwin/McGraw-Hill. 5. Bashker D. Biswas, Compensation and Benefit Design, , FTPress, 2012. 6. Steven Balsam, An Introduction to Executive Compensation, Academic Press, 2002. 7. Srivastava S.C., Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd., 8. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 9. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition. 10. B D Singh, Compensation And Reward Management, Excel Books, 2008 11. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition
Suggested Additional Readings: (if web source then provide url) 1. https://www.toolbox.com/hr/performance-management/articles/what-is-performance-management/ 2. https://www.hibob.com/hr-glossary/compensation-management-planning/
Suggested Research Journal : 4. IOSR Journal of Humanities And Social Science 5. Indian Labour Journal 6. Journal of Human Resource Management 7. Journal of Business and Management

MBA Through Online Mode
MBA -II SEM-III
ELECTIVE-IV- PRODUCTION AND OPERATIONS MANAGEMENT
PAPER- I
OPERATIONS MANAGEMENT STRATEGIES

Course Outcomes	After studying this course students will be able to 1. Describe various Operations Management Strategies. 2. Create comprehensive product development framework. 3. Explain Decision Areas for Formation of operations strategy. 4. Formulate outline for project scheduling.
Syllabus Contents:	
Unit 1	**Concept of Manufacturing and Operations Strategy :** Operation strategies in global economy–Formation of operations strategy– Formulation &implementation of manufacturing policies – Building competitive advantage through manufacturing policy – Technology management and competitiveness
Unit 2	**Product Development :** Product Development-Production Process design -Product proven Design- Product life testing- Product designing – standardization and diversification.
Unit 3	**Decision Areas:** Structural decision areas: –Facilities management- Capacity planning –process technology Infrastructural Decision Areas: -Planning and Control–Quality- responsibilities and accountabilities in operations- Human factor in Production
Unit 4	**Production system and project scheduling-** Analysis of production system, planning for project production system, crashing, manpower planning through PERT, CPM – Utility data and time cost curves – Direct indirect cost, Optimum cost, and resources allocation and leveling – project programme review – Updated network – Activity based costing.

Reference Books:
1) Norman Gaither, Greg Fraizer, "Operations Management" Thomson Asia Pvt. Ltd.,Singapore
2) Chary S.N. "Production and Operations Management", Tata McGraw Hill, NewDelhi.
3) Joseph S. Martin, "Production & Operations Management – An applied modern Approach" John Wiley and Sons (Asia) Pvt. Ltd., Singapore

Suggested Research Journal :
-International journal of operations & production management.
-Journal of operations & strategic planning.
-Journal of operations management.

Suggested Case Studies: on
Operations strategies in global economy, product development & designing, structural decision areas, project scheduling techniques.

MBA Through Online Mode MBA -II SEM-III ELECTIVE-IV- PRODUCTION AND OPERATIONS MANAGEMENT PAPER- II PRODUCTION PLANNING AND CONTROL	
Course Outcomes	Students of this course will able to : 1. Understand objectives, functions and characteristics of PPC 2. Understand forecasting techniques of PPC 3. Explain routing ,scheduling and dispatching in PPC 4. Understand applications of computer in PPC
Syllabus contents-	
Unit-1	**Introduction to production planning and control (PPC)-**Objective, Meaning, characteristics, stages, functions and scope. Challenges of PPC, factors affecting PPC. Types of planning-job based, batch method, flow method, mass production method, process manufacturing method.
Unit-2	**(A)Production planning System**-Making the production plan, Process planning, manufacturing planning and control system. Role of PPC in manufacturing industry. **(B)Forecasting**-Importance of forecasting, types of forecasting and uses, forecasting techniques-qualitative and quantitative.
Unit-3	**(A) Routing** –Definition, procedure, route sheet, Bill of material, factors affecting routing procedure. Scheduling- definition, standard scheduling methods-job shop, flow shop, line balancing, aggregate planning, chase planning, expediting. **(B) Dispatching-** Activities of dispatching, dispatching procedure, follow up-definition, types of follow up.
Unit-4	**Application of computer in PPC**- Computer Aided Process planning (CAPP), Steps in CAPP, benefits of CAPP, ERP production planning module- objectives, features, benefits
Reference Books: 1.S.N.Chary," Production and Operations Management" (4th edition) ,TMH 2. Samuel Eilon," Elements of Production Planning &Controll", Universal publishing corporation. 3.Baffa & Rakesh Sarin," Modern Production & Operations management",8th edition,John Wiley, 4.S.K.Sharma, Savita Sharma," A course in Industrial Engineering and Operations Management", TMH	
Suggested Research Journal- 1. Journal of production engineering research and development.-Springer 2.International Journal of Operations and Production Management-Emerald 3.Journal of Operations Management- Wiley online libraray	
Suggested case studies on- Production Planning, Forecasting, Computer applications in PPC	

MBA Through Online Mode MBA -II SEM-III ELECTIVE-IV- PRODUCTION AND OPERATIONS MANAGEMENT PAPER- III MATERIALS & INVENTORY MANAGEMENT	
Course Outcomes:	Students of this course will be able to: 1. Describe various functions of materials management. 2. Formulate inventory planning with various aspects. 3. Implement various inventory control techniques. 4. Explain various other aspects of Materials Management
Syllabus Contents:	
Unit 1:	**Introduction to Materials Management:** Meaning, Objectives, functions, Importance of materials management, purchasing of material, 5R purchasing, Purchasing cycle, Vendor rating and development, Vendor managed inventory.
Unit 2:	**Inventory Planning:** Inventory planning-effect on service level, integration with sales forecasting. Purpose of Inventory, Inventory cost, Lot size & safety stock, Material requirement planning, Bill of Material, MRP records, Surplus management.
Unit 3:	**Inventory Control:** Inventory models - EOQ, Inventory Model with price discounts, Selective Inventory Control techniques – ABC, VED, HML, FSN, fixed period model
Unit 4:	**Other aspects of Materials Management:** Codification, standardization, material handling, stores management, location of Warehouses, Material Cost reduction techniques, Future of materials management, Challenges in materials management.

Reference Books:

1. Production and Inventory control handbook – Greene, James – H.
2. Production and Inventory control – Mc Leavey, Dennis W & Narasimhan SL
3. Manufacturing Planning and Control – Valimari T.E.
4. Materials Management – An Integrated Approach – Prentice Hall India, New Delhi – P. Gopalkrushnan & M. Sudarshan
5. Materials Management – Procedure, Text & Cases – Prentice Hall India – A. K. Dutta.
6. Production & Opn. Management – S.N. Chary – McGraw Hill Publication
7. Operations Management – Amol Gore, Robert Pannizolo – Cengage Learning
8. Materials and logistics Management – Prof. Shailesh Kasande
9. Materials and logistics Management – Dr. L. C. Jhamb
10. Materials Management – Mr. K. K. Ahuja.

Suggested Additional Readings:

1. https://quickbooks.intuit.com/**Inventory**/Solutions
2. https://www.manageengine.com/DesktopCentral/**Inventory**Mgmt
3. https://www.goodfirms.co/blog/best-free-open
4. https://www.computerworld.com/article/3430223

Suggested Research Journals:

1. International Journal of Supply Chain Management and Inventory Management.
2. International Journal of Inventory Research.
3. International Journal of Inventory Control and Management.
4. Production and Inventory Management Journal.

Suggested Case Studies:

1. Inventory Management Amazon FBA - Million Dollar Case Study
2. Inventory Management Case Study - AB&R (American Barcode
3. Case Studies of Successful Enterprise Resource Planning
4. Inventory / Warehouse Management Case Studies

<table>
<tr><td colspan="2">MBA Through Online Mode
MBA -II SEMESTER -III
ELECTIVE - V- INTERNATIONAL BUSINESS
PAPER-I
INTERNATIONAL BUSINESS ENVIRONMENT</td></tr>
<tr><td>Course Outcomes</td><td>Students of this course will be able to:
1. Explain business expansion abroad and key issues related to their operations in other countries.
2. Compare and contrast cultures and societies globally using socioeconomic and cultural frameworks.
3. Develop an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization.</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1</td><td>An overview of Business Environment ,Business Environment and Strategic Decisions in International Business , Economic Environment , Political and Regulatory environment, Demographic Environment, Social/Cultural Environment, Geographic Environment , Ethics and CSR in International Business.</td></tr>
<tr><td>Unit 2</td><td>Foreign Investments - Pattern, Structure and Effects. Theories of Foreign Direct Investment, Traditional and Modern Theories of FDI, Modes of FDI - Greenfield, Brownfield Investments, Mergers and Acquisitions, Motives of FDI, FDI Contrasted with FPI. Basics of Forex Market.</td></tr>
<tr><td>Unit 3</td><td>WTO, IMF, World Bank, UNCTAD Tariff and Non-Tariff Barriers. Balance of Payment Account: Concept and Significance of Balance of Payments, Current and Capital Account Components. Introduction to Basic Concept of IFRS.</td></tr>
<tr><td>Unit 4</td><td>Growing Concern for Ecology, Digitalization; Outsourcing and Global Value Chains. Labor and Other Environmental Issues, Impact of Pandemic COVID-19 on International Trade.</td></tr>
<tr><td colspan="2">Reference Books:
1. Francis Cherunilam-International Business environment, Himalaya Publishing House
2. Anant K Sundaram and J Stewart Black-he International Business Environment, PHI New Delhi, Estern Economy Edition
3. Charles W L Hill and Arun Kumar Jain-International Business – Competing in the Global Marketplace , The Tata McGraw Hill publishing Company Ltd.
4. John D Daniels and Daniel P Sullivan- , International Business Environments and Operations, Pearson
5. K. Aswathappa-Essentials of Business Environment, Himalaya Publishing House</td></tr>
</table>

MBA Through Online Mode MBA -II SEM-III ELECTIVE - V – INTERNATIONAL BUSINESS PAPER-II EXPORT AND IMPORT POLICY	
Course Outcomes	Students of this course will be able to: 1. Understand the export import procedure and documentation. 2. Demonstrate export and import process. 3. Illustrate Foreign Investment Policy.
Syllabus Contents:	
Unit 1	**Introduction to Export and Import:** Meaning and Basics of Export and Import, Licenses & Documentation, Selection of Products, Various Registration Authorities, Types of Export, General, EOU(Export Oriented Units), SEZ (Special Economic Zones) ,EH(Export Houses), TH (Trading Houses), SSTH (Super Star Trading Houses)
Unit 2	**EXPORT**: Selection of Importers, Pre-shipment and Post shipment Documentation, Certificate of Origin, Free Trade Agreements (FTAs) and Preferential Trade Agreements (PTAs), Importing Countries Rules of origin, Documents required as per the commodity and Country, Import Licenses. Overview of various export promotion schemes
Unit 3	**IMPORT**: Import Procedures, Selection of Exporters, Import of Samples, Trade Enquiry and Finalizing the Terms of Import, Project Import/EPCG, Import Licensing Policy, Custom Clearance of Imported Goods, Custom Duty Calculation, Import Documents - Import General Manifest (IGM), Bill of Entry and Other required documents as per Import Country Customs. Pre-shipment Inspection & Quality
Unit 4	**Foreign Investment Policy**: Direct Foreign Investment, Foreign Collaborations, Inter Government Loans, and Loans from international institutions and External Commercial Borrowings (ECB), FDI policy. Risks of Export and Import business and How to avoid those Risks.

Reference Books:

1. New Import Export Policy - Nabhi Publications
2. A Guide on Export Policy Procedure & Documentation– Mahajan
3. Foreign Trade & WTO- M.L.Narasaiah Discovery Publishing House, New Delhi.
4. Foreign Exchange Hard Book – H. P. Bhandari
5. International Business, K. Ashwatthapa, Himalaya Publication.
6. Export Import Management- Justin Paul, Rajiv Aserkar
7. Annual Report (Recent Years) Ministry of Commerce, Government of India
8. India Balance of Payments, RBI Bombay
9. Economic Survey Ministry of Finance Government of India.
10. EXIM Policy & Handbook of EXIM Procedure – VOL I & II

Suggested Additional Readings: 1. https://dgft.gov.in/sites/default/files/ft17-051217.pdf (Foreign Trade Policy) 2. http://www.pib.nic.in 3. https://www.eximbankindia.in/ 4. www.cbic.gov.in 5. http://www.cbec.gov.in/ 6. http://www.icegate.gov.in/ 7. http://www.nacen.gov.in/ 8. http://www.ltu.gov.in 9. https://cbec-easiest.gov.in/EST/ 10. https://www.india.gov.in/
Suggested Research Journal: International Journal of Export Marketing RET Academy for International Journals of Multidisciplinary Research (RAIJMR) FOCUS: Journal of International Business International Journal of Economics and Financial Issues

MBA Through Online Mode
MBA -II SEM-III
ELECTIVE - V- INTERNATIONAL BUSINESS

PAPER-III
CROSS CULTURAL MANAGEMENT

Course Outcomes	1. To understand Importance of cross-culture, Values, culture and styles of Management, communication in different cultures 2. To understand the implications of the globalization of business for effective management 3. Exhibit a high degree of cultural intelligence and cross-cultural communication skills applicable to the real world of business and travel 4. Acquire a sharper understand of their own culture and how it impacts their behavior in a multicultural setting 5. Interpret behavior, attitudes and communication styles of people from different cultures correctly 6. Deal with ambiguity in an ever-changing and unpredictable context that results from the globalization of business and people 7. Exhibit a high degree of effectiveness when working in culturally diverse group
Syllabus Contents:	
Unit 1	**Introduction to cross-cultural management**, the globalization of business and people in the 21st century, Understanding culture and cultural differences around the globe, Key cultural values and concepts, how culture affects behavior. Culture and Organizations: Culture and corporate structures – Culture and Leadership -Culture and Strategy – Cultural change in Organizations-Culture and marketing – Cultural Diversity.
Unit 2	**Developing cultural intelligence**: Stages, process and supporting activities, National and global cultures explored, Decision-making models across cultures, Goals, motivation and ethics in decision-making, Culture and Communications: Business communication across cultures – Barriers to intercultural communication. Cross-cultural communication failures, the cross-cultural communication process, Verbal language, codes and conventions, Non-verbal communication.
Unit 3	**Leadership across cultures:** styles, expectations and management examples, culturally intelligent leadership in a globalized business world, Working in multi-cultural teams: concepts, processes and performance, culturally intelligent team management: skills and strategies. Multicultural Teamwork -Managing diversity in the global work culture. Synergetic team management. Strategies of cross-cultural interaction. Strategies of “cultural domination”, “cultural discrepancy”, “cultural compromise”, “cultural adaptation”, and “cultural synergy”.

Unit 4	**Leadership and Culture-**The process of leadership and interaction in a multicultural team. Key concepts of global leadership. Global leadership and the change in knowledge about cultural differences. The role of leadership in the change of the organizational culture. National culture knowledge management. The role of leadership in creating cultural synergy. Problems of global leadership. Negotiations and Culture. Conflict Behaviour and Culture-Conflict resolution.

Reference Books:

1. Marie-Joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
2. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
4. ParissaHaghirian: Multinational and Cross-Cultural Management, Routledge, 2012.
5. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
6. Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA
7. Beer, L. A. (2012). Essential Concepts of Cross-Cultural Management : Building on What We All Share (Vol. 1st ed). [New York, N.Y.] [222 East 46th Street, New York, NY 10017]: Business Expert Press. Retrieved from http://search.ebscohost.com/login.aspx?direct=true&site=eds-live&db=edsebk&AN=493190

<table>
<tr><td colspan="2">MBA Through Online Mode
MBA -II SEM-III
ELECTIVE-VI- ENTREPRENEURSHIP
PAPER - I
PROJECT PLANNING AND IMPLEMENTATION</td></tr>
<tr><td>Course
Outcomes</td><td>Students of this course will be able to:
1. Comprehend the concept and significance of project.
2. Understand management of functional dimensions of Project.
3. Analyze risk and opportunities involved in project management.
4. Apply feasibility test to the given project</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1:</td><td>A. Project: Nature, Classification, Project Cycle.
B. Project Idea : Sources of idea generation; New product development process; Product planning and development strategy
C. Project Formulation: Stages of project formulation; Risk and uncertainty in investment decisions; Project Profitability Projection. Project Design and Network Analysis: Importance of network analysis,
PERT and CPM</td></tr>
<tr><td>Unit 2:</td><td>A. Marketing Management: Importance of marketing, Marketing segmentation;, Marketing Mix.
B. Production Management : Plant location; Layout; Production design; inventory, control and quality control; material handling
C. Human Resource Management : Job requirement, Human Resource Planning, Recruitment, Selection, Training and development; Remuneration
D. Total Quality Management: Need, Importance and Process</td></tr>
<tr><td>Unit 3:</td><td>A. Financial management: Sources of Long term and short term finance; Venture Capital funding in India, Venture capitalfunding process
B. Institutional Finance: Commercial Banks, Other financial institutions.
C. Lease Financing and Hire Purchase: Advantages and disadvantages, difference.
D. Taxation benefits Tax benefits and tax concessions</td></tr>
<tr><td>Unit 4:</td><td>A. Business Plan: Contents, formulation of business plan</td></tr>
<tr><td></td><td>B. Planning commission’s guidelines for formulating project report:
C. Project Report: Contents of project report; Format of project report
D. Preparation of Feasibility Report on innovative business planProcedure and documentations for establishment of new business enterprise</td></tr>
</table>

Reference Books:

1. Essentials of Entrepreneurship and Small Business Management; Thomas W. Zimmerer, Norman Scarborough; PHI
2. Entrepreneurship- New Venture Creation; David H. Holt; PHI
3. Entrepreneurship Development; Dr. S. S. Khanka; S. Chand
4. The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH
5. Entrepreneurship; R.V. Badi and N. V. Badi; Vrinda Publications
6. Theories of Entrepreneurship; Vasant Desai; HPH

Suggested Additional Readings:

1. Entrepreneur
2. Journal of Entrepreneurship and innovation in emerging economics
3. Journal of business venturing

MBA Through Online Mode MBA -II SEM-III ELECTIVE-VI- ENTREPRENEURSHIP PAPER - II STARTUPS AND NEW VENTURE	
Course Outcomes	Students of this course will be able to: 1. Comprehend various structures of business enterprises. 2. Enable recognition and shaping of various opportunities for new venture. 3. Evaluate the role of different institutions providing a support system for new ventures. 4. Explore the challenges of starting new ventures. 5. Understand and develop a credible business plan for real life situations.
Syllabus Contents:	
Unit1	**MSME** (Micro Small and Medium Enterprises) - Meaning, definition, types. Rationale behind micro and small enterprises. **Launch a Start-up**- Opportunity creating, shaping, recognizing & seizing. Screening venture opportunities, gathering information and analyzing. Evaluating venture opportunities develop start-up strategy. Feasibility analysis, risk taking ability **Legal Issue and Other Formalities-** Legal form of new venture. Entrepreneurial challenges as an individual and as an entrepreneur, both. Skills of managingbusiness risk enhancing success.
Unit2	**Types of Enterprises- Features, Advantages and limitations of** Sole proprietorship, Partnership, Private Limited Company, Public Limited Company, Co- operatives, Joint Hindu Family business and Limited liability partnership, Franchising, Problems of MSME.
Unit3	**Business Incubation Centre-** Meaning, Role and importance, Centre for innovation, incubation and Entrepreneurship IIMA, NSRCEL, IIM Bangalore. **Venture Feasibility Study-** Market feasibility, financial feasibility, technical feasibility and organizational feasibility **IPR-** Concept**,** Significance of IP, Types of IP, IP Audit **Totals Quality Management -** Principles of TQM, Elements of TQM, Core concepts of TQM.
Unit4	**Developing Team and Presenting Business Plan** –Importance of team, forming and building team. Examining sample business plans and writing business plan. Understanding the investor's perspective and presenting the business plan. Valuation of business plan and the elevator arena. **E-Commerce:** E- commerce; meaning, evolution, prospective areas. **International business:** Meaning, forms of business, types of documents.

Reference Books:
1. Satish Taneja, S. L. Gupta- Entrepreneurship Development New Venture Creation, Galgotia Publishing House
2. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International.
3. David H. Holt - Entrepreneurship New Venture Creation, 2010, Prentice-Hall Of India Pvt. Limited
4. Dr. S. S. Khanka - Entrepreneurship Development, 1999, S. Chand and Company Ltd. New Delhi,
5. H. Stevenson, H. Irving Grousbeck, M. J. Roberts and Amar V. Bhide- New Business Ventures and the Entrepreneur, 1999, 5th edition, Irwin/McGraw-Hill.
6. Kuratko F. Donald and Hornsby S. Jeffery (2009): New Ventures Management, Entrepreneur Road Map, and Pearson Education.
7. Jeffry A. Timmons, Stephen Spinelli -New Ventures Creation; Entrepreneurship for the 21st Century, 2009, McGraw Hill.
8. PoornimaCharantimath - Total Quality Management;3rd edition 2017 ; Pearson India Education Services Pvt. Ltd. Chennai
9. AlpanaTrehan – Entrepreneurship, 2011, Wiley India Pvt. Limited
10. Michael Roberts, Howard Stevenson, William Sahlman, Paul Marshall, Richard Hamermesh- Business Ventures and the Entrepreneur, 6th Edition, 2006, McGraw-Hill India.
11. O'Rourke S. James; Writing and presenting business plan, Cengage Learning, 2016
12. Richard Stutely- The Definitive Business Plan, 2nd Edition, 2002, FT Prentice Hall

MBA Through Online Mode MBA -II SEM-III ELECTIVE-VI- ENTREPRENEURSHIP PAPER - III INSTITUTIONAL SUPPORT AND VENTURE FUNDING	
Course Outcomes	Students of this course will be able to: 1. Understand need for financial support for entrepreneurship development 2. Understand role of various financial and non-financial institutions 3. Analyze role of institutional support with international perspective 4. Understand the concept of venture funding
Syllabus Contents:	
Unit 1:	**Introduction to Institution Finance:** Need for Institutional Finance; Types of Industrial Finance-Short –term, Medium – term, Long – term Planning for Fixed and Working Capital; Source of Finance Estimation of Working Capital Sources of Working Capital
Unit 2:	**Financial Institutions:** Objectives, Roles and Functions of Financial Institutions at National and State level. SIDBI BANKS. Commercial Banks. RRBs. Co-op. banks STATE LEVEL: 1. SFCs 2. SIDCs 3. SIICs4. SSIDCs OTHERS: 1. NABARD 2. NSIC.3 Rural Small Business Development Centre (RSBDC). Other Central or State Government funding schemes like-Start-up India, Stand Up India, Case study of any one national and international incubation center
Unit 3:	**Institutional Support to Entrepreneurs:** Institutional Support to Small Entrepreneurs 1)NSIC, 2) SIDO, 3) SSIB, 4) SSID, 5) SISIs, 6) DICs, 7)Industrial Estate, 8) Technical Consultancy organizations (TCOs), 9) Specialized Institution Central Institute of Tool Design , Hyderabad, Central Tool Room Training Centers, Central Institute of Hand Tool , Jaladpur, Institute for design of Electrical Measuring Instruments (IDEM),Mumbai, National Institution of Entrepreneurship and Small Business Development (NIESBUD), Hyderabad Case study of any one developing/ developed nation's institutional support system (Preferably members of OECD)
Unit 4:	**Venture Capital:** Meaning of Venture capital. Features of Venture Capital Investments, Methods of Venture Capital Financing, and types of VC funding. Venture capital Vs. Angle Investor and seed capital. VC vsLoans, VC vs. Crowd funding. Process of venture capital funding, Advantages and disadvantages of venture capital funds. Case study of any one International venture capital providing institutions

Reference Books: 1) Entrepreneurial Development by Dr. S. S. Khanka, S. Chand publication
2) Fundamentals of Entrepreneurship 2^{nd} edition by H. Nandan. 3) Entrepreneurship and Small Business Management by Dr.(prof.) S. K. Sarangi. 4) Entrepreneurship Development by C. B. Gupta and N.P. Srinivas 5) Entrepreneurial Development by Manish Vohra, Animal publication. 6) Entrepreneurship Development by VassantDessai
Suggested Additional Readings: (if web source then provide url) 1. https://www.oecd.org/industry/smes

MBA Through Online Mode MBA -II SEM-III ELECTIVE-VII- BUSINESS ANALYTICS PAPER-I BUSINESS DATA MANAGEMENT	
Course Outcomes	Students of this course will be able to: 1. Understand DBMS and components of DBMS. 2. Explain the basic concepts of relational data model, entity-relationship model, relational database design, relational database Design for business applications. 3. Apply relational database theory to construct relation and various operations on relations. 4. Apply advanced SQL to fulfill an industry perspective.
Syllabus Contents:	
Unit 1	Introduction to DBMS Introduction to Databases and Transactions ,DBMS,, Need and advantages of DBMS, view of data, relational databases, database architecture, Applications of DBMS for business data management
Unit 2	Concept of RDBMS, Difference between DBMS and RDBMS, Features of RDBMS. Role and responsibilities of DBA. entity-relationship model, Relational Model ,RDBMS Terminology- Relation, Tuple, Cardinality, Attribute, Degree, Primary Key, Domain, Codd's Rules, Normalization
Unit 3	Structures Query Language Features of SQL, Data types, Classification of SQL Commands – DDL (create, alter, drop), DML (insert, update, delete), DCL (grant, revoke), TCL (rollback, commit). DQL(select) SQL Integrity Constraints-(Primary key, Foreign key, unique key, not null, default, check), group by and order by clause , SQL Operators-arithmetic, relational, Logical, Like, Between, IN operator ,SQL Functions- , String functions,. Arithmetic functions, Conversion Functions, Aggregate functions
Unit 4	Advanced SQL Join types - Inner Join, Outer Join, Cross Join and self-Join
	Sub-queries, Multiple sub queries, nesting of sub queries, sub queries in DML commands. Correlated queries, Indexes, Sequences. Views-Create View, Drop, View audits Advantages.

Reference Books:

- Database System Concept – Henry korth and A. Silberschatz
- Fundamentals of Database System- Ramez Elmasri, Shamkant B. Navathe(Pearson)
- Database Management System- Raghu Ramkrishnan, Gehrke(McGraw Hill)
- SQL, PL/SQL: The Programming Language- Ivan Bayross- (BPB)
- Structured Query Language- by Osbome
- SQL by Scott Ullman.

MBA Through Online Mode MBA -II SEM-III ELECTIVE-VII - BUSINESS ANALYTICS PAPER-II BUSINESS ANALYTICS IN MANAGEMENT	
Course Outcomes	Students of this course will be able to: 1. Understand basics of business analytics 2. Describe business analytics in different functional areas of business 3. Create basic calculations including basic arithmetic calculations and aggregations. 4. Applications of Ms- excel for visualizations of business data.
Syllabus Contents:	
Unit 1	**Business Analytics Basics**: Definition of analytics, Evolution of analytics, Need of Analytics, Business analytics vs. business analysis, Business intelligence vs. Data Science, Data Analyst Vs Business Analyst, Types of Analytics, Tools for Analytics. Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge and data maturity.
Unit 2	**HR Analytics –** Overview: Workforce Analytics: definition, evolution, function of Workforce analytics, **Marketing Analytics:** Overview, Segmentation Analytics, Analytics for Tracking Customer Growth **Supply Chain Analytics:** Overview, store operation analytics, vendor analytics, Production and quality analytics **Financial Analytics:** overview, Financial statement Analytics, analysis of bonds and long term financing, capital structure analysis,
Unit 3	**Excel Basics:** Introduction to spreadsheets, Office and Excel overview- Basic text and cell formatting ,Basic arithmetic calculation, Special paste , Freeze pane, Auto completion of series ,Sort and filter, Charts
Unit 4	**Advanced Excel Capabilities:** Conditional formatting, Importing data and text to columns, Functions o Mathematical o String o IF, AND, OR o Searching: match, search, vlookup, Dates, Misc\ Pivot tables, Recording and editing, Macros Excel Dashboard.

References:

1. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Shonna D.Waters, Valerie N. Streets, LindsayMcfarlane, Rachael Johnson-Murray
2. HR Analytics: Understanding Theories and Applications , Dipak Kumar Bhattacharyya
3. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger
4. Cutting-edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Paul Farris, RajkumarVenkatesan, and Ronald T. Wilcox
5. The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance, Fisher and Raman
6. The Little Book on Big Data: Understand Retail Analytics Through Use Cases and Optimize Your Business, Mahogany Beckford
7. Financial Analytics with R: Building a Laptop Laboratory for Data Science Hardcover by Mark J.Bennett
8. Excel with Microsoft Excel: Comprehensive & Easy Guide to Learn Advanced MS Excel Paperback – 2019by Naveen Mishra

MBA Through Online Mode MBA -II SEM-III ELECTIVE-VII - BUSINESS ANALYTICS PAPER-III DATA VISUALIZATION USING PYTHON	
Course Outcomes	Students of this course will be able to: 1. Understand the importance of data visualization. 2. Identify the process data manipulation in the Python 3. Analyze different data visualization tools available with Python. 4. Apply Matplotlib to create plots using Jupyter notebooks.
Syllabus Contents:	
Unit 1	**Introduction to Python** Importance of data visualization, Data Visualization Process, Data visualization formats, Introduction to Python: History, Features and Applications, Installing and Running Python Program, Modes: Interactive Mode, Script Mode, Exploring Jupyter Notebook: Overview of Jupyter Notebook, Setting up Jupyter Notebook, Running code in Jupyter Notebook.
Unit 2	**Data Manipulation in Python** A Modular Approach to Program Organization, Importing Modules, Packages in Python, Mathematical Computing with Python: NumPy and Ndarrays, Ndarray Properties, Data Manipulation with Pandas: Series in Pandas, Basic operations on Series, Data frames in Pandas, Reading Data stored in CSV Format.
Unit 3	**Data Visualization in Python** Introduction to Matplotlib, Data Visualization in Python using Matplotlib: Simple Line Plots, Simple Scatter Plots, Visualizing Errors, Density and Contour Plots, Histograms, Customizing Plot Legends, Customizing Colorbars, Multiple Subplots, Text and Annotation, Three-Dimensional Plotting in Matplotlib.
Unit 4	**Advanced Visualization in Python** Visualizing Graphs and Networks, Geographic Data with Basemap, Plotting data on Maps, Data Visualization with Seaborn: Introduction to Seaborn, Using Pandas for Seaborn, Plotting Bars with Seaborn, Understanding Aggregates, Plotting Aggregates, Box and Whisker Plots in Seaborn.
Reference Books: 1. Python Data Science Handbook, Jake Vander Plas, 2016, First edition, O'Reilly. 2. Data Visualization with Python, Mario Dobler, Tim Grobmann, 2019, Apress. 3. Python Data Visualization: An Easy Introduction to Data Visualization in Python with Matplotlip, Pandas, and Seaborn, 2019, Samuel Burns. 4. Data Visualization with Python for Beginners: Visualize Your Data using Pandas, Matplotlib and Seaborn, 2020, AI Publishing. 5. Practical Python Data Visualization, Ashwin Pajankar, 2021, First edition, Apress	

Practical List

1. Write a Python program to draw a line with suitable label in the x axis, y axis and a title using Matplotlib.
2. Write a Python program to plot two or more lines on same plot with suitable legends of each line using Matplotlib.
3. Write a Python program to plot two or more lines with different styles using Matplotlib.
4. Write a Python programming to display a bar chart of the popularity of programming Languages using Matplotlib. Use uniform color.
   Sample data:
   Programming languages: Java, Python, PHP, JavaScript, C#, C++
   Popularity: 22.2, 17.6, 8.8, 8, 7.7, 6.7
5. Write a Python program to create bar plot from a Data Frame using Matplotlib.
   Sample Data Frame:
   a b c d e
   2 4,8,5,7,6
   4 2,3,4,2,6
   6 4,7,4,7,8
   8 2,6,4,8,6
   10 2,4,3,3,2
6. Write a Python programming to create a pie chart of the popularity of programming Languages using Matplotlib.
   Sample data:
   Programming languages: Java, Python, PHP, JavaScript, C#, C++
   Popularity: 22.2, 17.6, 8.8, 8, 7.7, 6.7
7. Write a Python programming to create a pie chart of gold medal achievements of five most successful countries in 2016 Summer Olympics using Matplotlib.

Read the data from a csv file.

Sample data:

medal.csv

country,gold_medal
United States,46
Great Britain,27
China,26
Russia,19
Germany,17

8. Write a Python program to draw a scatter plot comparing two subject marks of Mathematics and Science using Matplotlib. Use marks of 10 students.
   Sample data:
   Test Data:
   math_marks = [88, 92, 80, 89, 100, 80, 60, 100, 80, 34]
   science_marks = [35, 79, 79, 48, 100, 88, 32, 45, 20, 30]
   marks_range = [10, 20, 30, 40, 50, 60, 70, 80, 90, 100]
9. Write a Python programming to display a bar chart of the popularity of programming Languages using Seaborn. Use uniform color.
   Sample data:
   Programming languages: Java, Python, PHP, JavaScript, C#, C++
   Popularity: 22.2, 17.6, 8.8, 8, 7.7, 6.7
10. Write a Python programming to display a Box Plot for Forest Fires dataset.

	X	Y	month	day	FFMC	DMC	DC	ISI	temp	RH	wind	rain	area
0	7	5	mar	fri	86.2	26.2	94.3	5.1	8.2	51	6.7	0.0	0.0
1	7	4	oct	tue	90.6	35.4	669.1	6.7	18.0	33	0.9	0.0	0.0
2	7	4	oct	sat	90.6	43.7	686.9	6.7	14.6	33	1.3	0.0	0.0
3	8	6	mar	fri	91.7	33.3	77.5	9.0	8.3	97	4.0	0.2	0.0
4	8	6	mar	sun	89.3	51.3	102.2	9.6	11.4	99	1.8	0.0	0.0

MBA Through Online Mode MBA -II SEM-III ELECTIVE – VIII - HOSPITALITY MANAGEMENT PAPER-I FUNDAMENTALS OF HOSPITALITY MANAGEMENT	
Course Outcomes	After studying this course students will be able to- 1. Understand nature and characteristics of Hospitality Industry 2. Identify demand and supply in hospitality services 3. Able to analyze 7 P's of marketing of hospitality firm 4. Design blue print for hospitality firm 5. Evaluate services quality of hospitality organization
Syllabus Contents:	
Unit 1	**Introduction to Hospitality Industry** – Meaning and nature, Characteristics of Hospitality Industry, Growth and change in hospitality industry, Factors
	influencing hospitality industry, Major companies in Hospitality Industry in India, Career Prospects of Hospitality Industry
Unit 2	**Service Management in Hospitality** – Characteristics of services, 4 I's of services, Service design, Managing Demand and Supply in Hospitality-Service Capacity, Demand for services, Demand and Capacity Interfaces, Strategies to deal with imbalances
Unit 3	**Marketing of Hospitality Services** – STP for hospitality services, Consumer Behaviour, 7 P's of service marketing – Hospitality Product, Pricing, Place, Promotion, Process, People, Physical Evidence
Unit 4	**Service Quality** –Quality in Services, Service Quality and Quality Dimensions, Service Quality Model- Gaps Model, SERVQUAL Model of measuring service quality, Improving service quality- Root-Cause Analysis, Blueprinting
Reference Books: 1. Introduction to Hospitality Management - John Walker, Pearson Education. 2. Introduction to Management of Hospitality Industry - Clayton Barrows, Tom Powers, Denis Reynolds, Wiley Publications 3. Hospitality Management - JagmohanNegi, GauravManohar, University Science Press 4. Service Management – CengizHakserver, Barry Render, Pearson Education Inc. 5. Service Marketing – Harsh Verma, Pearson Education 6. Service Marketing: People, Technology, Strategy – Christoper L., Jochen W. Jayanta C., Pearson Education	

<table>
<tr><td colspan="2">MBA Through OnlineMode
MBA-II, SEM-III
ELECTIVE – VIII - HOSPITALITY MANAGEMENT
PAPER-II
HOTEL MANAGEMENT</td></tr>
<tr><td>Course Outcomes:</td><td>At the end of this course students will be able to –
1. Understand various types of hotels.
2. Demonstrate various front office functions.
3. Illustrate housekeeping functions
4. Apply standard housekeeping practices to deliver quality service to the customer.
5. Develop Banquet plan.</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1</td><td>Introduction to Hotel Industry - Types of hotels, Advantages and disadvantages of different types of hotels, Various departments of hotel, Organization of Hotel, Types of Hotel ownership, Modes of Hotel Management, Growth and Development of hotel industry in India</td></tr>
<tr><td>Unit 2</td><td>Front Office Operations - Significance and importance of the front office department, Types of Rooms and Criterion for charging room rents, Room pricing method, Reservation function, Front office functions, Interdepartmental coordination</td></tr>
<tr><td>Unit 3</td><td>Housekeeping in Hotel Operations: Importance and Functions of Housekeeping-Organization of Housekeeping Departments, Housekeeping SOP (Standard Operating Procedure) and Its Importance, Attributes of staff-Job Descriptions and Specifications, Skill Training and Coordination, Motivation and Employee Discipline, Standard Housekeeping Practices; Housekeeping as a business.</td></tr>
<tr><td>Unit 4</td><td>Food and Beverage Production and Service –Introduction to Food and beverage production, It’s Importance and classification, Different sections of kitchen, Functions of Food and Beverage department, Types of restaurants, Menu planning, Concept of Banquet- types, functions and recent trends, Banquet planning, pricing</td></tr>
</table>

Reference Books:

1. Denney G. Rutherford, Hotel Management and Operations, 2 Ed., Wiley,1994.
2. GRaghubalan,Hotel housekeeping Operations and Management, 3/e, Oxford University Press, 2015.
3. J M S Negi, Professional Hotel Management, S. Chand Publishing, 2014.
4. Jatashankar R. Tiwari, Hotel Front office and Operations management, Oxford University Press.
5. Peter Jones, Andrew Lockwood, Management of Hotel Operations, Cengage Learning EMEA, 2002.
6. Sudhir Andrews, Hotel House Keeping Training Manual, Tata McGraw Hill Publishers, New Delhi, Edition 2,2005.
7. Sudhir Andrews, Introduction to Tourism and Hospitality Industry, Tata McGraw-Hill Education, 2007
8. Tarun Bansal, Hotel Facility Planning, Oxford University Press India,2010
9. Bhakta Anutosh, Professional Hotel Front Office Management, Tata McGraw Hill Education Pvt. Ltd.

MBA Through Online Mode **MBA -II SEM-III** **ELECTIVE – VIII - HOSPITALITY MANAGEMENT** **PAPER-III** **TOURISM MANAGEMENT**	
Course Outcomes	1. To Understand Various Tourism Trends 2. To Know the Tourism Development Policies of India 3. Role of Tourism Organization in Tourism Development. 4. To Manage Tourism Marketing Mix 5. To Develop Tourism Product
Syllabus Contents:	
Unit 1	**Tourism Concept**- Meaning and Definition, Need and Importance of Tourism development in India, Classification tourist, Types of tourism, Emerging Trends in Tourism. Management of Tourism Components- 5A's i.e. Accommodation Accessibility Amenities, Attractions and Activities and its impact on tourism. Compare and contrast inbound and outbound tourism
Unit 2	**Tourism resources** -natural, manmade, cultural, social, business and other. Indian Tourism Policies for Tourism Planning and Development. Role and importance of
	various Tourism Organization and its organizational structure - United Nations Educational, Scientific and Cultural Organization (UNESCO Indian Tourism Development Corporation(ITDC) , Indian Association of Tour Operators(IATO) and State tourism development corporations like MTDC.
Unit 3	**Concept of Tourism management**-Functions of Tourism management – Principles of Tourism Management, Transport System in tourism- Role of IRCTC for tourism promotion in India – Role of Travel Agency and Tour Operation in tourism development. Accommodation options in tourism -Information Technology and its application in tourism. Government laws in tourism management.
Unit 4	**Concept of Tourism Marketing Mix**, Marketing Mix Management, Developing the Tourism Product / Service, Product Decisions-Product Line, Product Mix, New Product Development, Branding Decisions, Pricing Decision - Pricing Considerations and Approaches in tourism product- Pricing Strategies, Problems in tourism marketing. Importance of social media marketing for tourism promotion. Changing Marketing trends in tourism industry in India and outside India. Role and Importance of People, Packaging, Partnership and Physical Evidence in Customer Satisfaction and to obtain new customer. Virtual Tourism – Concept, nature and scope

Reference Books:
1. Kamra, K. and Chand M.(2002), Basics of Tourism: Theory, Practice and Operation, Kanishka Publisher and Distributors, New Delhi
2. Stephen J., Tourism Management, Elsevier Limited, U.S.A.
3. Tourism Principles and Practice, Swain Sampad Kumar and Mishra Jitendra Mohan, published by Oxford University press, 2011
4. A.K.Bhatia, Tourism Development – Principles & Practices
5. JagmohanNegi, Tourism & Travel : Concepts &Principles
6. Rabindranath Seth and Om Gupta, Tourism in India-An overview, Published by Kalpaz publication, 2005, Vol.2
7. R.B. Gupta, Transportation Management
8. Philip T. Kotler, John T. Bowen, Marketing for Hospitality and Tourism
9. P.K.Mishra and J.K. Verma, Tourism in India-Potential, Problems and Prospects, New Century Publication 2018, 1st edition.

MBA–II - Sem–IV

MBA Through Online Mode M.B.A.-II SEM-IV ELECTIVE – I- MARKETING MANAGEMENT PAPER IV SERVICES MARKETING AND RETAIL MARKETING	
Course Outcomes	1. Explain the role of Extended Marketing Mix in Services 2. Analyze the significance of services marketing in the Indian and global economy 3. Evaluate Segmentation, Targeting & Positioning of Services in dynamic marketing environment
	4. Develop marketing mix for various services offering 5. Analyze the contemporary issues affecting Retail marketing decisions 6. Evaluate the effectiveness of Retail marketing mix used by different Retail formats 7. Formulate effective retail marketing strategy
Syllabus Contents:	
Unit 1	**Services Marketing-** An Insight into Emerging Sector of Economy Introduction, Nature & Definition of Services, Difference between goods & Services: Service-Continuum, Key classifications of the Services, Service Characteristics; Traditional elements of Services Mix; Need for extended marketing mix elements in Services. Need to study Service Marketing: Evolution of Services as Value Contributors, Service Sector beyond 2020 - Indian, Asian & Global perspectives
Unit 2	**Role of Process, People& Physical Evidence in Services Marketing:** Process - Service system - Service system, Services cape and Servuction system, Importance of Process in Services; Service Blueprint; Mapping the Process-Horizontally & Vertically; Variety in Service Process; Value addition in Process. People- The Key to a Service Marketing; People Dimensions in Services Marketing; Service Encounters; High- Contact & Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture Physical Evidence- Contribution of Physical Evidence to the Service Understanding, Managing the Physical Evidence in Service Marketing
Unit 3	**Introduction to Retailing**: Meaning, Nature and Scope of Retailing, Evolution of Retailing, Global and Indian Scenario in retailing, Drivers of Retail change in India, Opportunities and Challenges in Retailing in India, Major Players nationally and internationally Importance and Functions of Retailing, Classification of Retailing, Product Retailing vs. Service Retailing. **Online Retailing:** Different platforms on online retailing, Significance of online retailing. Online Retailing strategy

<table>
<tr><td>Unit 4</td><td>Retail Marketing Strategies: Definition, scope, Importance of Market Segmentation in Retailing, Targeted Marketing Efforts, and Criteria for Effective Segmentation, Dimensions and Differentiation Strategies, Limitations of Market Segmentation. Retail Planning Process, Retail Models, Retail “EST” model. Formats of Retailing: Super markets, Hyper Markets, Departmental stores, Convenience store. Retail Institutions categorized by ownership: Independent, franchising, leased, vertical marketing system; Non- store Retailing. Store Location -Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Location & Site Evaluation, Site Selection. Store design and Retailing mix, store layout , circulation plan, Floor Space management Retail Merchandising, Understanding Merchandising Management, Activities of a Merchandiser. Planogram, Visual Merchandising</td></tr>
<tr><td colspan="2">Reference Books:
1. Service Marketing Concepts Applications & Cases Mk Rampal, S Gupta, Galgotia Publishing Company
2. Services Marketing: People Technology Strategy, by WirtzJochen (Author), Lovelock Christopher (Author),</td></tr>
<tr><td colspan="2">ChatterjeeJayanta, Pearson Education; 8thedition (2017)
3. Services Marketing by Zeithaml, Bitner, Gremler&Pandit, TMGH, 4th Edition
4. Services Marketing: Global Edition by Christopher Lovelock (Author), Jochen Wirtz, Pearson Education; 7 Edition
5. Services Marketing- Valarie A Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, Mcgrawhill
6. Retailing Management by Swapna Pradhan, TMGH Publication
7. Retail Marketing Management by David Gilbert, Pearson Publication
8. Retail Business Management by R. Perumalsamy, Anmol Publications
9. Retailing Management by Arif Sheikh, Himalaya Publication
10. Retail Management by Gibson, Pearson Publication</td></tr>
<tr><td colspan="2">Suggested Additional Readings
1. https://www.youtube.com/watch?v=5MBEHY7Q0Ls
2. https://www.youtube.com/watch?v=xFvbgddv7C4
3. https://www.youtube.com/watch?v=1zYsQSJvbog
4. https://www.youtube.com/watch?v=MnsVEKEqVoM</td></tr>
</table>

MBA Through Online Mode M.B.A.-II SEM-IV ELECTIVE - I- MARKETING MANAGEMENT PAPER V DIGITAL MARKETING	
Course Outcomes	1. DEFINE various concepts related to Digital Marketing. 2. EXPLAIN the role of Face book, Google Ad words, YouTube and Email indigital marketing. 3. DESIGN digital media campaign using appropriate mix of Face book,Google Ad words, you tube and Email. 4. CREATE appropriate content for Face book, Google Ad words, YouTube and Email campaigns.
Syllabus Contents:	
Unit 1	**Introduction to Digital Marketing –** Objectives, Concept and process, Scope and importance of Digital Marketing today, Digital Marketing Landscape. Online Buying Behaviour and The Digital Consumers, For B2C and For B2B. Concepts of Digital Marketing - Basic Definitions and Terminology. Online + Offline Marketing for Business Growth and Development. **Website Development: Concept, Process and implementation-** WWW, Domains, Buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing Word press Website.
Unit 2	**Face book Marketing Fundamentals:** Profiles and Pages, Business Categories, Getting Assets Ready, Creating Face book Pages, Page Info and Settings, Face book Page Custom URL, Invite Page Likes, Featured Video, Pin Post and Highlights, Scheduling Posts, Face book Events, Reply and Message, Face book Insights Reports, Competitor's Face book Page, Ban User on Face book Page, Connect with
	Twitter. Face book Ad Campaigns: Organic v/s Paid, Face book Ad Structure, Setting Up Face book Ad Account,
Unit 3	**SEO: Search Engine Optimization + Online Campaign management- Introduction to Google Analytics, Off-page SEO-** Schema Markup, Page Speed Optimization, **On-page SEO-** Content Optimization, Keyword Optimization, Keyword Placement, Local Search Optimization, Localized Content Back link Creation. **Online Ads-** Introduction to Online Display Advertising, Digital Advertising Media, Buying Models of Online Ads, Related terms and concepts: Display Ads, Cost per 1000 impressions, Cost per Click (CPC), Cost per Lead (CPL), Cost per Acquisition (CPA). **Google Adwords:** Understanding Adwords, Google Ad Types, Pricing Models, PPC Cost Formula, Ad Page Rank, Billing and Payments, Adwords User Interface, Keyword Planning, Keywords Control.

<table>
<tr><td>Unit 4</td><td>YouTube Marketing: Video Flow, Google Pages for YouTube Channel, Verify Channel, Webmaster Tool –Adding Asset, Associated Website Linking, Paid You tube Channel, Channel Analytics, Real Time Analytics, Case Studies.
Email Marketing - Content Writing: Email Machine –The Strategy, Email Frequency, Triggers in Email using 4Ps, Sequence of Email Triggers, Email Example - Topic, Intro, Product, Auto-Responder Series, Triggering Auto – Responder Emails, Auto Responder Actions.
Marketing Analytics, Marketing Automation</td></tr>
<tr><td>Note:</td><td>Students are expected to visit Facebook, You tube, Google website.</td></tr>
<tr><td colspan="2">Reference Books:
1. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky,
2. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales With Email Marketing, Ian Brodie
3. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah</td></tr>
<tr><td colspan="2">Suggested Additional Readings:
www.google.com
www.facebook.com
www.youtube.com</td></tr>
</table>

<table>
<tr><th colspan="2">MBA Through Online Mode
M.B.A.-II SEM-IV
ELECTIVE - I- MARKETING MANAGEMENT
PAPER VI
CONTEMPORARY ISSUES IN MARKETING</th></tr>
<tr><td>Course Outcomes</td><td>1. Analyze the significance of global marketing.
2. Evaluate Segmentation, Targeting & Positioning of global marketing environment
3. Develop marketing mix for rural market offering
4. Formulate effective event management planning
5. Analyze the importance of green Marketing</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1</td><td>Global Marketing: Global Marketing Environment, Entry Strategies, Global market segmentation, targeting and Positioning, Global Marketing mix- Product Design Decisions, Geographic expansion strategic alternatives, New product in Global Market, Global Pricing Strategies, Global Pricing Policy alternatives, Channel Objectives and constraints, Channel Structure, Advertising decisions in Global marketing.</td></tr>
<tr><td>Unit 2</td><td>Event Marketing: Meaning and importance, STP for event marketing, Event Marketing Mix- Product, Price, Place, Promotion, Partnership, physical evidence, People, Programming, Applications of event marketing – Entertainment, Sports, Festivals, Social events, Corporate events</td></tr>
<tr><td>Unit 3</td><td>Rural Marketing: Introduction, Characteristics of rural marketing, Rural marketing mix challenges, Rural marketing environment, Rural consumer behavior, STP for Rural Markets, Rural Marketing mix strategies, Services Marketing in rural areas, ICT in Rural Areas, The future of Rural marketing in India. Marketing of Agricultural Inputs, agricultural products, nonfarm products</td></tr>
<tr><td>Unit 4</td><td>Green Marketing: What does it mean to be green? The environment and consumption, providing value via green marketing & communications, Consumption paradigms, Green Consumers, the new green marketing paradigm, Designing green products and Innovation, The role of the corporate spokesperson. Outreach and partnerships.</td></tr>
<tr><td colspan="2">Reference Books:
1. Global Marketing Management – Keegan W.J., Bhargava N. K., Pearson Education
2. Global Marketing Management – Lee K., Carter S., Oxford University Press
3. Rural Marketing- C S G Krishnamacharyulu ,Lalitha Ramakrishnan, Pearson Education
4. Rural Marketing: Pradeep Kashyap, Siddhartha Raut ,Biztantra, New Delhi
5. Rural Marketing- T P Gopalaswamy, Vikas Publishing House New Delhi
6. Event Marketing – Preston C.A., John Wiley and Sons Inc., New Jersey
7. Event Marketing and Management – Gaur S., Saggere S. V., Vikas Publications
8. Green Marketing Management, Robert Dahlstrom. # South-Western College Pub; ISBN: 978-0324789140</td></tr>
</table>

Suggested Additional Readings
"Greenwashing Report 2010" available for free download at
http://sinsofgreenwashing.org/findings/greenwashing-report-2010/.
"Green Marketing Myopia," available as a free download at
www.greenmarketing.com/files/articles/Stafford-MyopiaJune06.pdf

MBA Through Online Mode M.B.A.-II SEM-IV ELECTIVE II - FINANCIAL MANAGEMENT PAPER-IV: INVESTMENT MANAGEMENT AND PORTFOLIO ANALYSIS	
Course Outcomes	Students of this course will be able to: 1. Comprehend fundamental concepts of investment avenues. 2. Evaluate risk and return in different investment avenues. 3. Apply Fundamental and Technical analysis in portfolio management. 4. Prepare and evaluate the performance of different investment plans for individual.
Syllabus Content	
Unit-1	**Introduction to the Investment Management** a) Investment: Introduction, Concept, Objectives, Investment vs. Saving, Investment v/s speculation, Features of good Investment b) Avenues of Investment: <u>Non-marketable Fixed Income Avenues</u>- Bank Deposit, Fixed Deposit with companies, PPF scheme, PF, National Savings scheme, National Pension Scheme, National Savings Certificates and Ponzi schemes. <u>Marketable Fixed Income Avenues</u>- Preference Shares, FCD, NCD, Bonds, Govt. Floating Rate Savings Bonds, Gilt edged securities. <u>Other Avenues</u>- Equity Shares, Antiques and Art, Mutual Fund, Life Insurance, Real Estate, Sovereign Gold Bond Scheme, Sovereign Gold Bonds vs. Gold ETF ,Digital Currency-Crypto c) Risk and Return: Meaning of Risk, Types of Risk, Systematic Risk and Unsystematic Risk, Measurement of systematic risk- Calculation of Risk and return, Expected Return of a portfolio, Calculation of portfolio Risk and return, risk-return trade off and precautions to minimize the risk. d) Investment Management Process: Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation.
Unit-2	**Portfolio Analysis for investment** a) Fundamental Analysis: Introduction, Economic Analysis, Industry Analysis and Company Analysis. b) Technical Analysis: Introduction, Technical vs. Fundamental Analysis, The Dow's Theory, Trends, Indicators, Indices and moving averages applied in Technical Analysis. c) Portfolio Analysis: Portfolio Selection, Feasible set of portfolio, efficient set of portfolio-The Efficient Frontier, Selection of optimal portfolio. Random Walk Theory-Assumptions of Random Walk Theory, Capital Asset Pricing Model(CAPM), Efficient Market Hypothesis

Unit-3	**Debt and Mutual Fund as Avenues of Investment** a) Debt Instruments: Risk in Debt, Innovations in Debt Securities, Structure of Interest Rates in India, Bank Fixed Deposits, Company Fixed Deposits, Introduction to Bond-Features, Bond Valuation, Bond Duration, Bond Yields, Current Yield, Yield to Maturity. b) Mutual Funds: Concept, Advantages of MF, Management of MF, Role of SEBI in MF, Types of Funds- Open-end vs. Close-end Funds, Mutual Fund Types based on Nature of Investment, Investment Objective and Risk Profile. Investment in MF- Investment in Units- Purchase and redemption of units, entry and exit load.
Unit-4	**Personal Investment Management at various life cycle stages** A) Investment Plans as per Life cycle Stages: a) Young unmarried stage b) Young Married stage: i) Where both partners work ii) If only one of the two partners earns in the family living c) Young Married with Children Stage, d) Married with Older Children Stage e) Pre- retirement Stage f) Retirement Stage. B) Income tax Provisions pertaining to investment plan

Reference Books:

1. Donald E. Fischer and Ronald J. Jordon, Security Analysis and Portfolio Management, Pearson India Education, New Delhi.
2. V.K. Bhalla , Investment Management, S. Chand Publication
3. Preeti Singh , Investment Management, Himalaya Publishing House, Mumbai.
4. Prasanna Chandra , Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi, Mumbai.
5. Punithavathy Pandian, Securities Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
6. N.J.Yasaswy, Personal Investment & Tax Planning, Vision Books Pvt. Ltd., New Delhi. Gerald Krefetz , The Basics of Investing ,Vision Books Pvt .Ltd., New Delhi. M. Ranganathan & R. Madhumathi, Investment Analysis and Portfolio Management, Pearson Education, New Delhi.
7. V.A. Adhvani, Security Analysis and Portfolio Management, Himalaya Publishing House
8. Suyash N.Bhatt, Security Analysis and Portfolio Management, Wiley
9. S. Kevin, Security Analysis and Portfolio Management. PHI Learning

	MBA Through Online Mode M.B.A.-II SEM-IV ELECTIVE II- FINANCIAL MANAGEMENT PAPER V BEHAVIORAL FINANCE
Course Outcome	1. Understand the key terms associate with behavior finance and investment in financial markets &corporate finance. 2. Enumerate the various theories associated with behavior finance and parameters of investing in financial market. 3. Analyze the various behavioural finance factors related to corporate &individual investors. 4. Apply various investment strategies of effective investment in the financial market on the basis of various theories and factors of behavioural finance.
Syllabus Contents	
Unit1	**Introduction:** Meaning, nature, scope and history of Behavioural Finance; Comparison between Behavioral Finance and Standard Finance; Economics of Decision Making, Limitation of Efficient Market Hypothesis, Behavioral Financial Market Strategies, Behavioral Indicators, Psychology: Social, Behavioral, Physiological, Applied, Educational, Cognitive Psychology, Boom & Bust Cycles, Prospect Theory, Loss aversion theory,
Unit 2	**Behavioral Biases theories** : Heuristics, Overconfidence Bias, Representativeness, Anchoring and Adjustment bias, cognitive dissonance bias availability bias, self-attribution bias, illusion of control bias conservation bias, endowment bias, optimism bias, confirmation bias, Impact of bias on investors, External factors defining investors behavior, Fear and Greed in Financial Market, Finance &Emotions, Investors & types, Characteristics of extremely successful investor, Bubbles and systematic investors sentiments
Unit 3	**Behavioral Corporate Finance**: Introduction, Corporate decision making: Heuristic approach, prospect theory, market variables, herding effect, behavior of investor and inefficiency of market, Behavioral life cycle
Unit4	**Emotions and Decision –** Making: Experimental measurement of risk-related Measuring Risk, Emotional mechanisms in modulating risk-taking attitude – Neuro finance: Neural processes during financial decision making, Future of Neuro finance.
References Books-	

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
2. Understanding Behavioral Finance by Ackert
3. The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)
4. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
5. Behavioral Finance by Shuchita singh, Shilpa Bahl
6. Mihe Elvin, An Introduction to the psychology of Trading and Behavioural Finance, John Wiley.

MBA Through Online Mode M.B.A.-II SEM-IV ELECTIVE II- FINANCIAL MANAGEMENT PAPER-VI INTERNATIONAL FINANCE	
Course Outcomes	Students of this course will be able to: 1. To discuss international financial markets and institutions. 2. To analyze Exchange Rate Mechanism 3. To appraise Export Import Financing Mechanism. 4. To enumerate Financial Management of Multinational Corporations
Syllabus Contents	
Unit 1	**International Finance:** a) Concept and Scope of International Finance, Foreign Exchange Reserve, Balance of payment current Account, Convertibility-Current Account and Capital Account. b) World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market, World Bank and International Monetary Fund (IMF).
Unit 2	**Foreign Exchange Market:** a) Foreign Exchange Market: Structure, Types of Transactions, Exchange Rate quotations and arbitrage between Exchange rate and Interest Rate b) Exchange Rate Mechanism: Determination of exchange rate in spot market and forward market, Factors influencing exchange rate, Theories of Exchange Rate Behavior. c) Risks in International Operations: Exchange rate risk, Interest rate risk and Political risk.
Unit 3	**Import-Export Mechanism and Finance:** a) Export Credit Guarantee Corporation, EXIM Bank, Foreign Exchange Dealers' Association of India. b) Export Import Financing Mechanism: Buyers' Credit, Suppliers 'Credit, Financing in foreign currency for exports and rupee finance c) Non-resident Accounts: Repatriable and Non-Repatriable, Significance of NRA
Unit 4	**Financial Management of Multinational Corporations(MNCs):** Foreign Direct Investment, Cost of Capital and Capital Structure of a MNC, Capital Budgeting and Cash Management of MNC, Country Risk Analysis, International Taxation, and Double Taxation Avoidance Agreements
Note:	Problems should be covered on following topics only. a) Exchange Rate quotations and arbitrage b) Determination of exchange rate in spot market and forward market. c) Techniques of covering risks d) Multinational Capital Budgeting

Reference Books:

1. Vij, Madhu (2006), International Financial Management, Excel Books, New Delhi.
2. Avadhani, V.A.(2013),International Financial Management, Himalaya Publishing House,Mumbai.
3. Apte,P.G.(2011),InternationalFinancialManagement,TataMcGraw-HillPvt.Ltd., New Delhi.
4. Rajwade, A.V.and Desai, H.G.(2014),Foreign Exchange International Finance and RiskManagement, Shroff Publishers and Distributors Pvt.Ltd., Mumbai.
5. Cowdell, Paul; Hyde;Watson,Alasdair(2000),Finance of International Trade, Financial WorldPublishing.
6. CheolD.Eun & Burce G. Resnick (2001), International Financial Management, IrwinMcGraw-Hill.
7. M.Y.Khan&P.K.Jain, Fifth Edition, Financial Management, Tata McGraw-Hill
8. P.K.Jain, Josette Peyrard & Surendra S. Yadav (2007), International Financial Management, Macmillan India Ltd.

MBA Through Online Mode MBA -II SEM-IV ELECTIVE - III - HUMAN RESOURCE MANAGEMENT PAPER-IV STRATEGIC HRM AND INTERNATIONAL PERSPECTIVES	
Course Outcomes	1. Identify the concept of cultural difference, HR Analytics, SHRM and IHRM 2. Assess the theories and methods which can be integrated into practical applications of IHRM and SHRM 3. Design metrics that measure financial impact
Syllabus Contents:	
Unit 1	**Strategic Human Resource Management**: - Human Resource Strategy (HRS): Concept, Approaches, 5P Models of SHRM, Efficient Utilization of Human Resources:- Dealing with employee shortage and employee surpluses. Strategic HRP – types, Strategies for Recruitment and Selection and strategies for retention of employees.
Unit 2	**Strategies for HR Functions:** Training & Development: Planning and strategizing training, creating learning organizations, linkage between business strategy and training, training evaluation, Kirk- Patrik model, ROI approach, cross cultural training, multi-skilling, succession planning. Managing career and aspirations: A SHRM approach.
Unit 3	**Introduction to IHRM: -** Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, European Model.
Unit 4	Country Culture versus MNE Culture. Culture and employee management issues, impact of Country culture on IHRM. Multi-culturalism, Cultural pre-dispositions- Ethno-centralism –Polycentricism – Regio-centricism-Geocentricism. Geert Hofstede's cultural dimensions, Communication, Leadership and Motivation across cultures, Issues in International Human Resource Planning, International Staffing: Linking staffing with stage of MNC
Note:	Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.

Reference Books: 10. P. L. Rao, International Human Resource Management – Text and Cases Excel Books 11. Jaffrey A Mello , Strategic HRM, Cengage Learning 12. Charles R. Greer, Strategic Human Resource Management, Pearson Education. 13. M.N Rudrabasavara, Global Human Growth Model, Himalaya Publications, 14. Peter Dowling and Denice Welch, International Human Resource Management, , Cengage Learning 15. RajibLochanDhar, Strategic Human resource Management Excel Books New Delhi 16. Srivastava, R.M., International Strategic Management, Himalaya Pub., House, Mumbai. 17. Tony Edwards , International Human Resource Management, , Pearson Education
Suggested Additional Readings: (if web source then provide url) 1.https://www.geektonight.com/international-human-resource-management/ 2.https://www.aihr.com/blog/what-is-hr-analytics/ 3.https://www.shrm.org/resourcesandtools/tools-and samples/toolkits/pages/practicingstrategichumanresources.aspx
Suggested Research Journal : 1.International Journal of Human Resource Management, Taylor & Francis 2.Journal of Human Resource Management 3.Journal of Business and Management

<table>
<tr><td colspan="2">MBA Through Online Mode
MBA -II SEM-IV
ELECTIVE - HUMAN RESOURCE MANAGEMENT
PAPER-V
INDUSTRIAL RELATIONS AND LABOUR LAWS</td></tr>
<tr><td>Course Outcomes</td><td>Students will be able to
1. Discuss the concepts and theories to manage Industrial Relations and Labor Laws
2. Apply the concept of industrial relations, legal issues to the system in which it operates.
3. Solve industrial related legal issues used in the resolution of conflict.
4. Design the collective bargaining process, including preparation, negotiation, and settlement.</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1</td><td>INDUSTRIAL RELATIONS:-
Background of Industrial Relations - objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India - Historical perspective & post-independence period.
Causes of Industrial Disputes, Prevention and Settlement of Industrial</td></tr>
<tr><td>Unit 2</td><td>TRADE UNION , GRIEVANCES AND DISCPLINARY PROCEDURE
Meaning, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Grievance - Meaning and forms, sources of grievance, Grievance procedures, model grievance procedure. Disciplinary procedure</td></tr>
<tr><td>Unit 3</td><td>COLLECTIVE BARGAINING AND NEGOTIATION
Collective Bargaining: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, functions of collective bargaining, importance of Collective Bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements.
Forms of Workers Participation in Management</td></tr>
<tr><td>Unit 4</td><td>LABOUR LAWS IN INDIA – introduction to different codes
The code on social security 2020
Industrial Relation code 2020
Occupational Safety, Health and working conditions code 2020</td></tr>
<tr><td colspan="2">Reference Books:
1. ArunMonappa, Industrial Relations, Tata McGraw Hill Publishing Company Ltd.
2. Dhyani S.N., Industrial Relations Systems, PrintwellPublishers
3. John Fossum, Labour Relations, Development, Structure, Process, McGraw HillEducation
4. Mamoria C.B, Dynamics of Industrial relations, HimalayaPublishing House</td></tr>
</table>

MBA Through Online Mode MBA -II SEM-IV ELECTIVE - III -HUMA RESOURCE MANAGEMENT PAPER VI ORGANIZATIONAL CHANGE AND ORGANISATIONAL DEVELOPMENT	
Course Outcomes	Students will be able to; 1. Insights of various conceptual aspects of Organizational Change & Organizational Development 2. Evaluate the process Organizational Development 3. Apply the OD interventions in industry or organizations.
Syllabus Contents:	
Unit 1	**Introduction to Organizational Change & OD** Meaning of Organizational Change & organizational development, history of OD, Theories of planned change, types of change, competencies of an effective OD practioner
Unit 2	**Process of OD:** Entering & contracting, diagnosing, collecting, analyzing & feedback diagnostic information, designing interventions, managing change, evaluating & institutionalizing OD
Unit 3	**OD Interventions in HR** Human process interventions – interpersonal & group process approaches, organization process approaches Techno-structural Interventions – restructuring Organizations, employee involvement, work design HR interventions – Performance Management, Talent Management, Workforce diversity & Wellness Strategic change Interventions – Transformational change, continuous change, trans organizational change
Unit 4	**Special applications of OD** – OD for economic, ecological & social outcomes OD in Non-industrial settings – Health care, school system, public sector and family owned business Future directions in OD – trends within OD
Reference Books: 1. Organization Development and Change – Thomas G. Cummings and Christopher G. Worley, Cengage Publication, 10th edition 2. Organizational Behaviour, Text & Cases – Kavita Singh, Vikas Publications, 3rd edition 3. Organizational Behaviour – Hellriegel& Slocum & Woodman, South – Western Thomsan learning publication, 9th edition.	

MBA Through Online Mode MBA -II SEM-IV ELECTIVE-IV- PRODUCTION AND OPERATIONS MANAGEMENT PAPER- IV SUPPLY CHAIN MANAGEMENT	
Course Outcomes	Students of this course will be able to: 1. Describe the key concepts and structure of Supply Chain Management and the – driving forces in contemporary Supply Chain Management. 2. Identify the various flows in real world supply chains. 3. Compare and contrast push and pull strategies in Supply Chain Management. 4. Illustrate the relationship between Customer Value and Supply Chain Management and understand the current trends in SCM
Syllabus Contents:	
Unit 1:	**Supply Chain Structure:** Introduction to SCM, Shift from enterprise to network, Structure of a SC, Push based SC, pull based SC, Tradeoff between Push & Pull, identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC. Flows in Supply Chain: Forward & Reverse SC, Product, Services, Information, Funds, Demand, and Forecast flows in Upstream & Downstream direction.
Unit 2:	**Total Supply Chain Management:** Changing business landscape – driving forces: Shift from Operations to Services, Impact of globalization & technological revolution, Shift from linear SC to collaborative networks, power shifts in the SC- demands for flexibility of partnerships, core competencies, growth in outsourcing, Increased complexity of processes. **Customer Value:** Empowered consumer, Customer focused Marketing & SC service outputs, customer service – availability, operational performance, reliability. Customer satisfaction – customer expectations, enhancing customer satisfactions, limitations of customer satisfaction. Customer success – achieving customer success, value added services, customer value requirement mapping, CRM.
Unit 3:	**SCM Building blocks:** Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM. Key Operational Aspects in SC, Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kanban, VMI.
Unit 4:	**Current Trends in SCM:** Current trends in Warehousing, IT/Digitization in SCM, AI, ML, IOT Application in SCM, Sustainability in SCM, Cloud Technology in SCM etc.

Reference Books: Supply Chain & Logistics Management, Bowersox, Closs & Cooper, Tata McGraw Hill Designing & Managing the SC – Concepts, Strategies & Case studies, Levi, Kaminsky et. al., Tata McGraw Hill Supply Chain Management: Strategy Planning & Operations, Sunil Chopra, Peter Meindl, Pearson. Supply Chain Management Process, System & Practice, N.Chadrasekaran, Oxford Total Supply Chain Management, Basu & Wright, Elsevier Logistics Management & Strategy, Harrison and van Hoek, Prentice Hall Supply Chain Management, Mentzer, Response Books. 8. Logistics Management: The Supply Chain Imperative, Vindo Sople, Pearson Education.
Suggested Research Journal : -Journal of Supply Chain Management - Wiley Online Library -Supply Chain Management | Emerald Insight -International Journal of Integrated Supply Management
Suggested Case Studies: on Supply chain management, forces or factors affecting the supply chain management, recent trends in supply chain management etc.

<table>
<tr><td colspan="2" align="center">MBA Through Online Mode
MBA -II SEM-IV
ELECTIVE-IV- PRODUCTION AND OPERATIONS MANAGEMENT
PAPER- V
GLOBAL OPERATIONS & LOGISTICS</td></tr>
<tr><td>Course Outcomes</td><td>Students of this course will be able to:
1. Describe various global operations & logistics strategies.
2. Formulate Supply Chain Network Design.
3. Explain Risk Management in global operations & logistics
4. Outline effective management of global operations & logistics.</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1:</td><td>Global Operations & Logistics Strategies:
Global Logistics, Concepts, GOL Strategies, Strategic Role and strategies of Storage, warehousing, materials handling, Packaging, Inventory, Transport, Information and control, Reverse Logistic in logistics & supply chain management.</td></tr>
<tr><td>Unit 2:</td><td>Supply Chain Network Design
Supply Chain Network Design: Concepts, Supply Chain Network process design: Procurement, Manufacturing, Finished good, factors influence the Supply Chain design network: Strategic, Technological, Macro economical, Designing Supply Chain Network, Network Design cost optimization</td></tr>
<tr><td>Unit 3:</td><td>Risk Management in Global Operations
Operating exposure: Concept, Operating exposure to exchange rate risk and its management- Managing operating exposure-Use of operational flexibility to minimize operating exposure.</td></tr>
<tr><td>Unit 4:</td><td>Effective Management of Global Operations & Logistics
Information management for global logistics – performance measurement & evaluation in global logistics – measuring performance in functional integration, organization structure for global logistics excellence.</td></tr>
<tr><td colspan="2">Reference Books:
1. Global Operations & Logistics (Text and Cases) by Phillippe-Pierre Dornier, Ricardo Ernst, Michel Fender &Panos Kouvelis.
2. Logistics Management by V.V.Sople, Pearson Publication
3. Sunil Chopra And Peter Meindl, “Supply Chain Management – Strategy Planning And Operation”, Pearson Education (Singapore) Pvt. Ltd., Indian Branch, Delhi.
4. Sunil Sharma, “Supply Chain Management”, Oxford University Press.
5. Donald J.Bowersox& David J. Closs “Logistical Management” The integrated supply Chain Process, Tata,Mc-grawhill Edition.
6. S.K. Bhattacharya, Logistics management, S.Chand publication.
7. John T. Mentzer, “Fundamentals Of Supply Chain Management (5th Edition2007)” Response Books.</td></tr>
</table>

Suggested Research Journal : 1. International Journals of logistics research and applications 2. International Journals of logistics management 3.International Journal of Integrated Supply Management
Suggested Case Studies: on Supply Chain Network Design, measuring performance in functional integration, organization structure for global logistics excellence.

MBA Through Online Mode MBA -II SEM-IV ELECTIVE-IV- PRODUCTION AND OPERATIONS MANAGEMENT PAPER- VI WORLD CLASS PRODUCTION MANAGEMENT	
Course Outcomes	Students of this course will be able to: 5. Understand the philosophy of World class manufacturing 6. Evaluate the competitiveness of manufacturing 7. Explain labour and HRD requirements in WCM 8. Understand the system and tools for world class manufacturing
Syllabus Contents:	
Unit 1:	**World Class Manufacturing Environment** Different manufacturing eras, Global business condition today, strategic decisions in manufacturing management, Emergence of information age, Global competitiveness and manufacturing excellence, problems in manufacturing industry. Concept, principles of world class manufacturing, Schonberger framework of WCM, Various models of WCM , framework of value added engineering
Unit 2:	**System and Tools for World class manufacturing** Role of IT in world class manufacturing, types of manufacturing automation, automated production system, group technology/cellular manufacturing. software systems for automation, automation issues, Product and process design tools, material processing and material handling tools, lean production tools, poke yoke
Unit 3:	**Total Quality Management and Total Productive Maintenance** Definition, Evolution and Stages of TQM, Principles of TQM, Tools of TQM, Quality management systems, introduction to ISO 9000,QS 9000 Definition of total productive maintenance, Pillars and activities in TPM, Role of employees in TPM, concept of reliability, maintainability, reliability improvement, maintainability improvement
Unit 4:	**JIT and WCM** Concept of JIT , Mechanism of JIT Production, Reducing machine breakdowns, Quality and JIT Production, continuous improvement techniques, implementing JIT Production , JIT in world class manufacturing HRM Dimensions in WCM- Morale, Teamwork, Cross Functional Teams, Work study methods

Reference Books: 1) Norman Gaither, Greg Fraizer, “Operations Management” Thomson Asia Pvt. Ltd.,S ingapore 2) Chary S.N. “Production and Operations Management”, Tata McGraw Hill, New Delhi. 3) Joseph S. Martin, “Production & Operations Management – An applied modern Approach” John Wiley and Sons (Asia) Pvt. Ltd., Singapore 4) Richard Schonberger, World class manufacturing, Free Press 5) Richard Schonberger, World class manufacturing – Next Decade , Free Press 6) Merek Szwejczewski, Malcolm Jones, Learning from World Class Manufacturers, Palgrave Macmillan 7) Joseph Helm, Manufacturing System – Foundation of World class Practice, National Academy Press
Suggested Research Journal : -International journal of operations & production management. -Journal of operations & strategic planning. -Journal of operations management. - Journal of Production Research and Management -International Journal Of Production Research
Suggested Case Studies: world class manufacturing, total quality management, total productive maintenance, J

MBA Through Online Mode
MBA -II SEMESTER -IV
ELECTIVE - V – INTERNATIONAL BUSINESS
PAPER-IV
ISSUES IN INTERNATIONAL BUSINESS

Course Outcomes	Students of this course will be able to: 1. Understanding of International Logistics 2. Understanding role of International transportation. 3. Enhancing knowledge of supply chain management. 4. Creating awareness of Ethics and CSR at international business.
Syllabus Contents:	
Unit 1	**International Logistics:--** Meaning and objectives, Make or buy Global sourcing, INCO TERMS, Logistical Packaging, Types of shipping, International laws related to logistics and transportation of goods, Financial processing and distribution channels.
Unit 2	**International Transportation:-**Importance of Transport in Global Logistics, Containerization, International Sea Transport, Air Transport, Road Transport and Multimode Transport, Characteristics of all Mode of Transport, Factors influencing Mode and Carrier Selection decision. Role of Shipping Lines, Freight Forwarder, Custom House Agent. Vessel details How to select FF and CHA,CHA License, Containers – Types, Standard Dimension
Unit 3	**International Supply Chain Management**:-Planning the Global Supply Chain, Risk Management in the Global Logistics, Measuring the Logistic Cost and Performance, Travel Times, Country Sea Ports, Air Ports. Free Trade Zone and their Impact on Supply Chain Management. Customs and Regulations, Trade Documentation.
Unit 4	**Ethics and CSR in International Business :-** Business ethics, Social responsibility of Business, Environmental issues, labour issues, TRIPS & TRIMS, Trademark and Copy Rights, Intellectual property rights laws and impact on developing countries. Other Agreements on Goods andServices

Reference Books:

1. International Business – Text and Cases by Dr. P. SubbaRao, Himalaya Publishing House, Delhi.
2. International Business by K. Aswathappa, Tata McGraw Hill Education Private Limited, NewDelhi
3. International business – Test and Cases by Francis Cherunilam. PHI Learning Pvt.Ltd. New Delhi.
4. International Business by Justin Paul. PHI Learning Pvt. Ltd, NewDelhi.
5. International Business by Rakesh Mohan Joshi, Oxford Publication.
6. International Logistics: The management of International Trade Operations- Pierre A.David
7. International Logistics: Global Supply Chain Management- Douglas Long- Southern MarylandBooks.
8. Global Supply Chain Management and International Logistics- Alan E.Branch

Suggested Additional Readings: web sources-FEMA Act, Hedging of Currency, World Bank, EEFC, FDI, FII
Suggested Research Journals : 1. Asian Journals of Shipping andLogistics 2. Asia Pacific Journals of Marketing andLogistics 3. International Journals of Shipping and TransportLogistics 4. International Review of Retail, Distribution and ConsumerResearch 5. International TradeJournals 6. International Journals of Business Governance andEthics 7. International Journals of Business Performance and Supply ChainModeling

MBA Through Online Mode MBA -II SEMESTER-IV ELECTIVE - V– INTERNATIONAL BUSINESS PAPER-V INTERNATIONAL MARKETING	
Course Outcomes	1. Student will able to understand the concept of international marketing. 2. Students will learn the market entry strategies. 3. Students will understand, how to take international product, pricing, and promotion and distribution decisions.
Syllabus Contents:	
Unit 1	**Introduction to international marketing** Internationalization stages, international marketing decisions, scope of marketing Indian products abroad, driving and restraining forces. **Market selection.** Market selection process, determinants of market selection, market profiling, market segment selection
Unit 2	**Market entry strategies.** Licensing and franchising, exporting, contract manufacturing, turn key contracts, fully owned manufacturing facilities, joint ventures, mergers and acquisitions, strategic alliances. **International organization**. Built in export deportment , separate export department, export sales subsidiary, international division, global organization
Unit 3	**Market coverage strategies**. Concentrated marketing strategy, niche marketing, market segmentation and differentiated marketing strategy **International Product decisions**. Product decisions, product, product mix, product life cycle, new product development, branding, packaging and labeling, business environment and product strategies, product communication strategies.
Unit 4	**International pricing.** Exporter's cost, pricing objectives, factors affecting pricing, pricing methods/approaches, transfer pricing, dumping, steps in pricing, retrograde pricing, export price structure, export price quotations and inco terms, information requirements for pricing, **International distribution.** International channel system, direct exports, indirect exports, types of intermediaries. Marketing environment and distribution strategies. International logistics, **International promotion.** Marketing environment and promotion strategies, major decisions in international marketing communications, communication mix, role of export promotion organizations, trade fairs and exhibitions, personnel selling in international marketing, Problems in international marketing communication.

Reference Books: 1. International Marketing (text and cases), Francis Cherunilam , Himalaya Publishing House 2. International Marketing, Analysis and strategy, SakOnkvisit and John J. Shaw by Routledge publication 3. International Marketing Within And BeyondVisegrad Borders, Elena Horská et al. by WYDAWNICTWO EPISTEME publication.
Suggested Research Journal: *1. Journal of International Marketing* *2. The* International Journal of Research in Marketing *3. Journal of Global Marketing* *4.* International Marketing Review

MBA Through Online Mode
MBA -II SEMESTER -IV
ELECTIVE - V–INTERNATIONAL BUSINESS
PAPER-VI
INTERNATIONAL BUSINESS NEGOTIATIONS

Course Outcomes	Students of this course will be able to: 1. Effectively prepare to any negotiations; 2. Find and use an effective leverage in negotiations 3. Elaborating the plan of the negotiation game 4. Correctly analyze the negotiations outcome
Syllabus Contents:	
Unit 1	**Introduction to Negotiations:** Alternative Negotiation Strategies (Cooperation vs. Competition, and Various Intermediate Approaches). Defining and Quantifying your Interests and Objectives. Defining Goals and Limits. Basic Factors Affecting Negotiation. Classification of Negotiator Types. Ideal Negotiator: a Set of Qualities. Personal Power. Understanding the Limits of Your Negotiating Authority.
Unit 2	**Preparation for Negotiation:** Public Speaking and Persuasion skills. Disputing Technique. Presenting Information. Using Visual Aid. Building Argument. Using Rhetorical Questions. Emphasizing and High-lighting Key Points. Controlling the discussion. Negotiating Games/Techniques. Perception of the Opponent. Art of Listening to Hear. Skills of a Good Listener. Verbal and Non-Verbal Communication. Preparing to Negotiate. The Preliminary Stage. The Information Stage.
Unit 3	**Implementing the Negotiations:** Question-Answer Skills. Important Factors: Time, Place, Authority, Participants etc. The Competitive/Distributive Stage. Psychological Entrapment. Tension Between Principals and Agents. The Pros and Cons of Using an Agent. Tacit and Overt Advising. Expectations. Tension Between Empathy and Assertiveness. The Ability to Exploit an Inequality and Unleveled Playing Field. The Ability to Fish Out and Protect Sensitive Information. The Ability to Be Believable and to Spot the Bluff. The Ability to Strike the Right Balance in Competing and Compromise. Post Negotiation Assessment
Unit 4	**International Negotiations:** Negotiation Ethics. Multilateral Negotiations. Coalitions. Devising a Constructive Concession Pattern. Control of Emotions of Both Sides. “Pause” Knob. Mechanisms for Dealing with Difficult Issues and Negotiators. Separating Factual Differences/Disagreements from Emotional. Playing several games at the same time. Combining Negotiations and litigation. Russian realities of negotiating procedure. Closing of the Deal. The Closing Stage. The Cooperative/Integrative Stage. Drafting Definitive Documentation. Importance of Due Diligence.

Reference Books:

1. **R. Fisher, W. Uri with B. Patton, GETTING TO YES**, Penguin Books, ISBN 0 14 01.5735 2
2. **William Uri, GETTING PAST NO,** Negotiating Your Way From Confrontation to Cooperation,
3. Bentam Books, ISBN 0-553-37151-2, 200 p., available in PDF.
4. **Michael Wheeler**, Harvard Business School. **The Art of Negotiation:** How to Improvise Agreement in a Chaotic World. Simon & Schuster, 2013, ISBN 978-1-4516-9042-2, ISBN 978-1-4516-9042-6 (ebook);
5. **Peter B. Stark, IT'S NEGOTIABLE,** The How-To Handbook Of Win/Win Tactics, Jossey-Bass Pfeiffer, ISBN 0-88390-418-7, **pp. 53-113** (Fifty Tactical Techniques For Successful Negotiation), available in WORD.
6. **Peter D. Johnston, Negotiating with Giants**, Negotiation Press (Cambridge, Massachusetts), 2012, ISBN: 978-0-9809421-0-1;
7. **Gov. Bill Richardson, How to Sweet-Talk a Shark**, Rodale Books, 2013, ISBN-10: 1623360579, ISBN-13: 978-1623360573
8. **George Ross, Trump Style Negotiation:** Powerful Strategies and Tactics for Mastering Every Deal, ISBN -13 978-0-470-04586-2

Suggested Additional Readings: web sources-Business Resources, Harvard Law School, The Reagon Method, Game of Thrones.

Suggested Research Journals:

1. Asian Journals of Shipping and Logistics
2. Asia Pacific Journals of Marketing and Logistics
3. Journals of Business and Industrial Marketing
4. International Journal of Business and Management Studies
5. International Trade Journals
6. International Journals of Business Governance and Ethics
7. International Journals of Business Research.

<table>
<tr><td colspan="2" align="center">MBA Through Online Mode
MBA -II SEM-IV
Elective-VI- Entrepreneurship
Paper - IV
Family Business Management</td></tr>
<tr><td>Course Outcomes</td><td>Students of this course will be able to:
1. Understand the concept and dynamics of family business management
2. Analyze the challenges and dynamics of family business
3. Diagnose the principles of successful family business
4. Understand features of Joint Hindu Family Business</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1</td><td>1. Family Business: - Meaning, Types, Advantages and Disadvantages.
2. Family Business in India- A Historical Perspective
3. Business succession planning
Case study of TATA group and Birla group with special focus on succession planning</td></tr>
<tr><td>Unit 2</td><td>1. The Family Dynamics Challenge
2. Role of genograms and family messages in helping us understand the family system
3. Family Emotional Intelligence
4. The family business interaction factors
Any one case study of family business conflict</td></tr>
<tr><td>Unit 3</td><td>1. Diagnosing the family business
2. Enterprise sustainability
3. The 12 elements of strategic fit
Case study of any one India's oldest family businesses in India</td></tr>
<tr><td>Unit 4</td><td>1. Evolution and Meaning of Joint Hindu Family business
2. Features of Joint Hindu Family Businesses
3. Advantages and Disadvantages of HUF
Case study of any one firm registered under Hindu Undivided Family Act.</td></tr>
<tr><td colspan="2">Reference Books:
1. Essentials of Entrepreneurship and Small Business Management; Thomas W. Zimmerer, Norman Scarborough; PHI
2. Entrepreneurship Development; Dr. S. S. Khanka; S. Chand
3. The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH
4. Entrepreneurship; R.V. Badi and N. V. Badi; Vrinda Publications
5. Theories of Entrepreneurship; Vasant Desai; HPH</td></tr>
<tr><td colspan="2">Suggested Additional Readings: (if web source then provide url)
1. Business Legends; GeetaParimal
2. Stay Hungry Stay Foolish
3. www.entrpreneur.com</td></tr>
<tr><td colspan="2">Suggested Research Journal : Entrepreneur
Journal of Entrepreneurship and innovation in emerging economics
Journal of business venturing</td></tr>
</table>

MBA Through Online Mode MBA -II SEM-IV ELECTIVE-VI- ENTREPRENEURSHIP PAPER - V VENTURE VALUATION AND ACCOUNTING	
Course Outcomes	Students of this course will be able to: 1. Understand the technique of venture valuation 2. Comprehend different joint venture models 3. Illustrate financial estimates 4. Apply financial projections to venture under consideration
Syllabus Contents:	
Unit 1:	**Meaning –** Need and significance of Venture Valuation Factors considered in Venture Valuation – Management, Market, Science and Technology, Financials and funding phase –Basics of Accounting – Journal, Ledger, Income Statements and Balance Sheets
Unit 2:	**Joint Venture Accounts** 1. Features – Accounting for joint ventures, Amalgamation, Absorption and External Reconstruction 2. Meaning – Types of Amalgamation – Purchase Consideration –Meaning and computation; 3. Valuation of shares; Methods of accounting for Amalgamation –Pooling of Interests Method and Purchase Method Model Journal entries and Ledger Accounts Simple problems only.
Unit 3:	**Financial Estimates and Projections:** 1. Cost of Project, Means of Finance, Estimates of Sales and productions 2. Cost of production- Working capital requirement and its financing, Profitability projections 3. Projected cash flow statement; Projected balance sheet Financial Modeling using spreadsheet.
Unit 4:	**Sources of Finance** 1. Internal and External Sources; Debt and Equity – Merits and Demerits 2. Initial Public Offering; Term Loan; Commercial Paper; Factoring 3. Raising capital in International Markets Approach of financial institutions while appraising venture; discuss format of any financial institute while appraising venture funding.
Reference Books: 1. Projects- Planning, Analysis, Selection, Financing, Implementation and Review; Prasanna Chandra; The McGrawHill Companies 2. Financial Management; I M Pandey; Vikas Publishing House PVT 3. Project Management; Clifford Gray and Erik W. Larson; The McGraw Hill Companies 4. Venture Capital and the Finance of Innovation; Andrew Metrick and Ayaka Yasuda; John Wiley and Sons.	
Suggested Additional Readings: (if web source then provide url) 1. Connect Dots	

2. https://www.mca.gov.in/Ministry/notification/pdf/AS_14.pdf 3. www.entrpreneur.com
Suggested Research Journal : Entrepreneur Journal of Entrepreneurship and innovation in emerging economics Journal of business venturing

<table>
<tr><td colspan="2" align="center">MBA Through Online Mode
MBA -II SEM-IV
ELECTIVE-VI- ENTREPRENEURSHIP
PAPER - VI
INNOVATION TECHNOLOGY MANAGEMENT</td></tr>
<tr><td>Course Outcomes</td><td>Students of this course will be able to:
1 Understand the concept and dynamics of innovation
2 Analyze the challenges of innovation.
3 Diagnose the principles of innovation and creativity.
4 Illustrate process of innovation</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1:</td><td>Innovation-Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation. Differences between invention and innovation, brain hardware and innovation process, Innovation and entrepreneurship, Sustainability and Innovation, Innovation Management Strategies.
Theories of Innovation- Peter Drucker, Schumpeter, X- Efficiency Theory.</td></tr>
<tr><td>Unit 2:</td><td>Planning and organizing for innovation-Innovation Environment, Innovation Opportunities, Strategizing Innovation, Innovative Organization Structures</td></tr>
<tr><td>Unit 3:</td><td>Creative Thinking-What is Creativity, Components of Creativity, Creativity Process and Techniques for improving creativity process, Mechanism of Thinking. Barriers to creativity, Organization and personal factors to promote creativity. Principles and Techniques for Creative Ideas, Six Hat Thinking Exercises and Lateral Thinking Exercises. Methods and Tools for Creative Problem Solving.</td></tr>
<tr><td>Unit 4:</td><td>Managing Innovations:- Product Innovations, Process Innovations, Innovation Diffusion, Legal Aspects of Innovation ,innovation in services, protecting the innovation, commercializing the innovation</td></tr>
<tr><td colspan="2">Reference Books:
1. Khandwalla, N. Pradip (2009). Lifelong Creativity – An Unending Quest, New Delhi: Tata McGrawHill
2. Drucker, F. Peter (2015). Innovation and Entrepreneurship, UK: Elsevier, John Wiley
3. Christensen, M. Clayton, Raynor, E. Michael (2003). The Innovators Solution, Harvard Business School Press Boston
4. De Bono, Edward (2008). Creativity Workout: 62 Exercises to unlock Your Most Creative Ideas, 2/e; Amorata Press</td></tr>
</table>

5. De Bono, Edward (2015). Lateral Thinking: Creativity Step by Step, International Edition; Harper Perennial Publishers
6. Business Innovation in the 21st Century, Praveen Gupta, S Chand.
7. Entrepreneurship & Innovation Management (An Industry Perspective) by R. Gopal and Pradip M anjrekar, Excel Books
8. Paul Trott, Innovation Management and New Product Development, 4e, Pearson, 2018.
9. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
10. Innovation Management, C.S.G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
11. A. Dale Timpe, Creativity, Jaico Publishing House, 2003.
12. Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.

Suggested Additional Readings:

A. Business Legends; GeetaParimal
B. Stay Hungry Stay Foolish
C. www.entrpreneur.com

Suggested Research Journal :

Journal of Entrepreneurship and innovation in emerging economics
Journal of Innovation and Entrepreneurship
International Journal of Entrepreneurship and Innovation Management

MBA Through Online Mode MBA -II SEM-IV ELECTIVE-VII - BUSINESS ANALYTICS PAPER-IV CLOUD COMPUTING AND VIRTUALIZATION	
Course Outcomes	Students of this course will be able to: 1. Defining different types and services of cloud computing. 2. Determining the role of virtualization in cloud computing. 3. Understanding security issues in cloud computing. 4. Describe risk assessment and management in cloud.
Syllabus Contents:	
Unit 1	**Introduction to Cloud Computing :**Introduction to cloud, Centralized and Distributed Computing, Layers and Types of Cloud, Desired Features of a Cloud, Cloud Architecture, Services and Applications: Infrastructure as a Service, Platform as a Service, Software as a Service. Benefits and Disadvantages of Cloud Computing,
Unit 2	**Virtualization:** Introduction to Virtualization Technologies, Load Balancing and Virtualization, Understanding Hyper visors, Understanding Machine Imaging, Porting Applications, Virtual Machines Provisioning and Manageability Virtual Machine Migration Services, Virtual Machine Provisioning and Migration in Action,
Unit 3	**Cloud Management &Security:** Administrating the Clouds, Cloud Management Products, Emerging Cloud Management Standards, Securing the Cloud, SecuringData, Establishing Identity and Presence, Storage Area Networks, Disaster Recovery in Cloud.
Unit 4	**Risk Assessment & Management:** Risk of Cloud computing and Related Cost ,Risk Assessment and Management , Risk of Vendor Lock- in, Risk of Loss of control over IT services, Risk of Poor Provisioning, Risk of Multi tenancy environment , Risk failure of cloud provider. Risk management framework,

Reference Books:

1. "Cloud Computing", U S Pandey and Kavita Choudhary, S.Chand, 1st edition, 2014

2. "Cloud Computing Bible", Sosinsky B., Wiley India ISBN 13: 9788126529803.

3. "Cloud Computing: Principles and Paradigm", Buyya R., Broberg J., Goscinski A., John Wiley & Sons ISBN NO: 81–7758– 575-4

4. "Cloud Computing – A practical Approach",Velte T., Velte A., Elsenpeter R., Tata McGrawHill.

5. "Cloud Computing with Security", NareshKumarSehgal, Springer, 2019

6. "Cloud Computing Black Book", KailashJayaswal, JagannathKallakurchi, Donald J. Houde, D. Deven Shah, DreamTech Press,2014

MBA Through Online Mode MBA -II SEM-IV ELECTIVE-VII - BUSINESS ANALYTICS PAPER-V BUSINESS ANALYTICS USING R	
Course Outcomes	Students of this course will be able to: 1. Understand basics of programming and R. 2. Install and configure software necessary for data analytics 3. Make use of various functions and control statements. 4. Analyze data graphically by creating a variety of plots using the appropriate visualization tools of R.
Syllabus Contents:	
Unit 1	**Programming Fundamentals and Overview of R:** Introduction, Algorithm, Flowchart, Programming Languages, History and Overview of R, Basic features of R, R Resources, Limitations of R
Unit 2	**R Environment** R Installation, Getting started with R interface, Basic Syntax, R Data Types, Variables, Objects, Attributes, Vectors, Matrices, Lists, Factors, Operators, Getting data into R, Data Frames, R Environment
Unit 3	**Control Statements and Functions** Manage Data Frames with R Packages, Decision Making, Control Structures – If Else, Looping Statements – For Loop, While Loop, Functions, Loop Functions, Argument Matching, Develop R Scripts, Dates and Times, Data Interfaces, Removing NA Values
Unit 4	**Data Visualization**
	Introduction, Data Visualization using R packages, Visualizing Distributions, Plots for Data Visualization, Basic Statistical Analysis, Model Basics, Primary R Functions, R objects for Statistical modeling, Model building, Visualizing Models

Reference Books:

1. R for Business Analytics, A Ohri
2. Hadley Wickham, Garrett Grolemund, R for Data Science: Import, Tidy, Transform, Visualize, and Model Data, O'Reilly Media; 1 edition
3. Murray Aitkin, Brian Francis, John Hinde, and Ross Darnell, Statistical Modelling in R, Oxford University Press; 1 edition, 2009
4. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: JohnWiley and Sons
5. Data science in R: a case studies approach to computational reasoning and problem solving, Deborah Nolan.Boca Raton: CRC Press

MBA Through Online Mode MBA -II SEM-IV ELECTIVE-VII - BUSINESS ANALYTICS PAPER-VI BUSINESS FORECASTING	
Course Outcomes	Students of this course will be able to: 1. Understand business forecasting 2. Explain qualitative methods of business forecasting 3. Illustrate quantitative methods of business forecasting 4. Demonstrate statistical tools for business forecasting 5. Use statistical tools for business forecasting
Syllabus Contents:	
Unit 1	**Concepts:** Definition, Objectives, Principles of forecast, Collection of data, Types of Forecasting: General Business Forecasting, Financial Forecasting, Accounting Forecasting, Demand Forecasting, Sales Forecasting and Capital Forecasting. Parameters to choice of forecasting methods, Advantages of Business Forecasting, Limitations of Business Forecasting.
Unit 2	**Qualitative Methods of Business Forecasting**: Grass Roots, Market Research, Panel Consensus, Historical Analogy, Market surveys, sales force opinion, Life cycle analysis, Nominal group testing, Delphi method, Executive opinion.
Unit 3	**Quantitative Methods of Business Forecasting: Intrinsic and Extrinsic –** Average Demand, Time Series Analysis: Simple Moving Average, Weighted Moving average, Exponential smoothing, Naïve Method; Seasonal Index, Regression analysis, Box Jenkins Technique
Unit 4	**Statistical Tools for Business Forecasting**: Factor Analysis, Cluster Analysis, Logistics Regression analysis, Conjoint Analysis. **Forecast Accuracy:** Concept, Factors affecting accuracy of forecast, Monitoring of Forecast Accuracy, Forecast Errors, and Forecast Accuracy Metrics. Assessing Forecast Quality. Case studies related to business forecasting.

Reference Books:

1. Basic econometrics – Gujarati D. N., 4th International Ed., McGraw Hill, Singapore.
2. Business Statistics – Hooda R. P.
3. Business Statistics – Sharma J K
4. Basics of Supply Chain Management –Study Guide for APICS, CPIM Course Certification Course of Institute of Manufacturing Resource Management of India.
5. Business Forecasting- John E. Hanke, Dean Wicheren
6. Econometric Models and Economic Forecasts - Pindyck, R. S., and D. L., Rubinfeld, McGraw Hill, New York.
7. Forecasting: in Business and Economics – Granger C. W. J.
8. Forecasting Methods and Applications- Makridakis, S., S. C., Wheelwright and V. E. McGee, John Wiley & Sons, New York.
9. Future Ready: How to Master Business Forecasting- Steve Morlidge Methods and Techniques of Business Forecasting, Butler, W. F., Prentice-hall, Inc., New Jersey.
10. Practical Business Forecasting - Michael K. E., Wiley.

MBA Through Online Mode **MBA-II, SEM-IV** **ELECTIVE – VIII - HOSPITALITY MANAGEMENT** **PAPER-IV** **TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT**	
Course Outcomes:	After studying this course students will be able to 1. Identify the future trends in travel agency. 2. Manage employees in a travel business. 3. Understand scope in tour and travel business. 4. Know the governments' rules and policies. 5. Develop tour package
Syllabus Contents:	
Unit1	**Travel Trade** - Historical Perspectives - Emergence of Incredible India - Types of Tour Operators - Wholesale and Retail Travel Agency business- Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade.
Unit2	**Travel Agency**- Definition, Concept, Origin of Travel Agency, Development of Travel agency Business. Functions and Organizational structure of travel agency. Approval of Travel agency – Rules of IATA, Dept. of Tourism , Govt. of India (DOT)
Unit3	**Tour Operations Management**- Different functions of a travel agent, Services of Travel Agents – Liasioning, Counseling, Organizing & Distributing, Functions of Travel Agents – Itinerary planning, reservations, hotel booking, and car rental services.
Unit4	**Itinerary Planning** - Importance, Types of Itinerary -Resources and Steps for Itinerary Planning - Tour Formulation and Designing Process. Tour Packaging - Importance, Components, Classifications of Tour Packages. Costing - Types of costs – Components of it- cost sheet Preparation - Tour pricing - Calculation of tour price – Pricing strategies

Reference Books:

1. Mohinder Chand, Travel Agency Management, Anmol Publications Pvt. Limited, 2009
2. Sudhir Andrews, Introduction to Tourism and Hospitality Industry, Tata McGraw-Hill Education, 2007
3. JagmohanNegi, Travel Agency and Tour Operation -Concepts and Principles, Kanishka Publishers, Distributors, 2006
4. Dennis L. Foster, The Business of Travel - Agency Operations and Administration, Glencoe Division, Macmillan/McGraw-Hill, 2011
5. SunetraRoday, ArchanaBiwal, Joshi Vandana, Tourism Operations and Management, Oxford University Press, 2009
6. Ralph G. Phillips, Susan Webster, Group Travel Operating Procedures, Van Nostrand Reinhold Company, 1993
7. Chuck Y. Gee, James C. Makens, Dexter J. L. Choy, The Travel Industry, Van Nostrand Reinhold Publication, 2011
8. Holloway, J.C. (2002), The Business Of Tourism, Prentice Hall, London, pp.220- 279.
9. Roday. S, Biwal. A & Joshi. V. (2009), Tourism Operations And Management, Oxford University Press, New Delhi, pp-164-296.
10. Goeldner, R & Ritchie. B (2010), Tourism, Principles, Practices And Philosophies, John Wiley & Sons, London.

<table>
<tr><td colspan="2">MBA Through Online Mode
MBA-II, SEM-IV
ELECTIVE – VIII - HOSPITALITY MANAGEMENT
PAPER-V
CUSTOMER RELATIONSHIP MANAGEMENT</td></tr>
<tr><td>Course Outcomes</td><td>Students of this course will be able to:
1. Understand the significance of CRM
2. Envisage important technological tools in CRM
3. Develop e- CRM strategy
4. Understand Role of CRM in various operational areas
5. Evaluate the role of CRM in different service sectors</td></tr>
<tr><td colspan="2">Syllabus Contents:</td></tr>
<tr><td>Unit 1:</td><td>Fundamentals of Customer Relationship Management:
A. Relationship Management- Theoretical perspective of relationship management., Evolution of relationship marketing, Issues in Relationship Marketing
B. CRM: Meaning and definition and importance of CRM; Types of CRM; CRM Cycle
Basic Concepts: Attributes of CRM, Strategic issues in Relationship Marketing, CRM Success factors</td></tr>
<tr><td>Unit 2:</td><td>Technological Tools for CRM:
A. Data Mining for CRM: CRM and Data Mining; level of data mining operations; Data mining task; Tools and Techniques
B. E-CRM: Meaning, The six E’s of e CRM; e CRM strategy alignment
Defining CRM Requirement: Selecting a CRM tool; Determining CRM requirements; Defining the functions of CRM; Identifying technological requirements</td></tr>
<tr><td>Unit 3:</td><td>Operational CRM
A. Sales and CRM: Role of CRM in Sales, Sales force automation
B. Marketing automation: Concept of marketing automation; some applications of marketing automation.
Business Network and CRM: Role of CRM in network marketing, Concept of Business Network management</td></tr>
<tr><td>Unit 4:</td><td>CRM in services
A. Relevance of CRM in Hospital Service
B. CRM in banking and financial services
C. Relevance of CRM of Hospital services
D. CRM in Insurance Sector</td></tr>
<tr><td colspan="2">Reference Books:
1. Customer Relationship Management; P.P. Singh, N. Jinender Kumar; Regal Publication
2. Customer Relationship Management; William G Zikmund, Raymond McLeod, JR., Faye W. Gilbert; Wily India PHI
3. Customer Relationship Management; Dr. Jaspreet Kaur Bhasin; Dreamtech
4. Customer Relationship Management, Emerging Concept, Tools and Application; Jagdish Sheth, Atul Parvatiyar, G Shainesh; Tata McGraw Hill Education Pvt. Ltd.</td></tr>
</table>

MBA Through Online Mode
MBA-II, SEM-IV
ELECTIVE – VIII - HOSPITALITY MANAGEMENT
PAPER-VI
EVENT MANAGEMENT

Course Outcomes:	After studying this course students will be able to - 1. Understand the concept and importance of Event Management. 2. Analyze the process of strategic marketing and the need for strategic marketing for events
	3. Analyze the requirement of clients and do the planning of activity. 4. Create plan for various types of events 5. Evaluate the plan developed for events.
Syllabus Contents:	
Unit1	**Introduction to Event Management** Introduction to Events and principles of event management, type and Size of event, planning and execution of Event, Legalities, permissions and licenses, Characteristics of an event manager, The role of an event manager.
Unit2	**Marketing for Events** Need Assessment– Research, customer focus, product focus ,Ideation and planning, Introduction to sales and sales pitches, Strategic budgeting and negotiations, Sponsorships – sponsor types / categories, identifying potential sponsors, preparing sponsorship decks, Media plan – designing a media plan, Introduction to email marketing and copywriting
Unit3	**Event Planning And Management** Planning an event – steps, Feasibility study, site survey and inspection, venues, time and scope of work, Understanding event and stage design and layouts – putting ideas on paper, Vendor management and planning with vendors, budget allocation and work delegation
Unit4	**Event Production And Logistics** Elements of production, Stage construction and elements, Infrastructure, Framing and branding, Parking, travel and logistics, Sanitation and hygiene, Safety and security

Reference Books:

1. Event Management, 2nd Edition, ELSEVIER Publication, Glenn A.J. Bowdin, Johnny Allen, William O'Toole, Robert Harris, lanMcDinnell
2. Event Management by Lynn Van Der Wagen and Brenda R. Carlos
3. Event Planning by Prof. Nisar Merchant

Suggested Research Journal :

International Journal of Hospitality and Event Management
International Journal of Event Management Research

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

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

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**

Shivaji University, Kolhapur

Centre for Distance and Online Educating

Online MBA, Part-I

Tentative Schedule for Activities of SEM-II

Sr. No.	Content	Tentative Commencement
1	Admission Process	25.05.2025 to 09.06.2025
2	Contact / Live sessions	10.06.2025 to 31.07.2025
3	Discussion forum and assignments	01.08.2025 to 15.09.2025
4	Assignment submission	16.09.2025 to 15.10.2025
5	Examinations	16.10.2025 to 31.10.2025

checked by
Supriya U. Mogale
21-5-25

Supriya U. Mogale
(Programme Coordinator)

21.05.2025
Drafted by
Dr. [illegible]

Shivaji University, Kolhapur

Centre for Distance and Online Educating

Online MBA, Part-II

Tentative Schedule for Activities for SEM-III

Sr. No.	Content	Tentative Commencement
1	Admission Process	25.05.2025 to 10.06.2025
2	Research Project orientation and Guide allotment	11.06.2025 to 25.06.2025
3	Preparation of Research Proposal (Synopsis) and submission	26.06.2025 to 15.07.2025
4	Contact / Live sessions	16.07.2025 to 31.08.2025
5	Discussion forum and Assignment	01.09.2025 to 15.10.2025
6	Research Report and Assignment submission	16.10.2025 to 15.11.2025
7	External and Internal Examinations- Viva voce	16.10.2025 to 30.11.2025
	Project guidance and follow-up from guide	**From 11.06.2025 onwards**

Checked by
Sunogal
21-5-25
Programme Coordinator

21.05.2025
Drafted by
Dr. Neejira Mali

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

Shivaji University, Kolhapur
Centre for Distance and Online Education

Online MBA, Part-I, Sem.-I (Batch-July, 2025)

Orientation Programme- Diksharambha Event

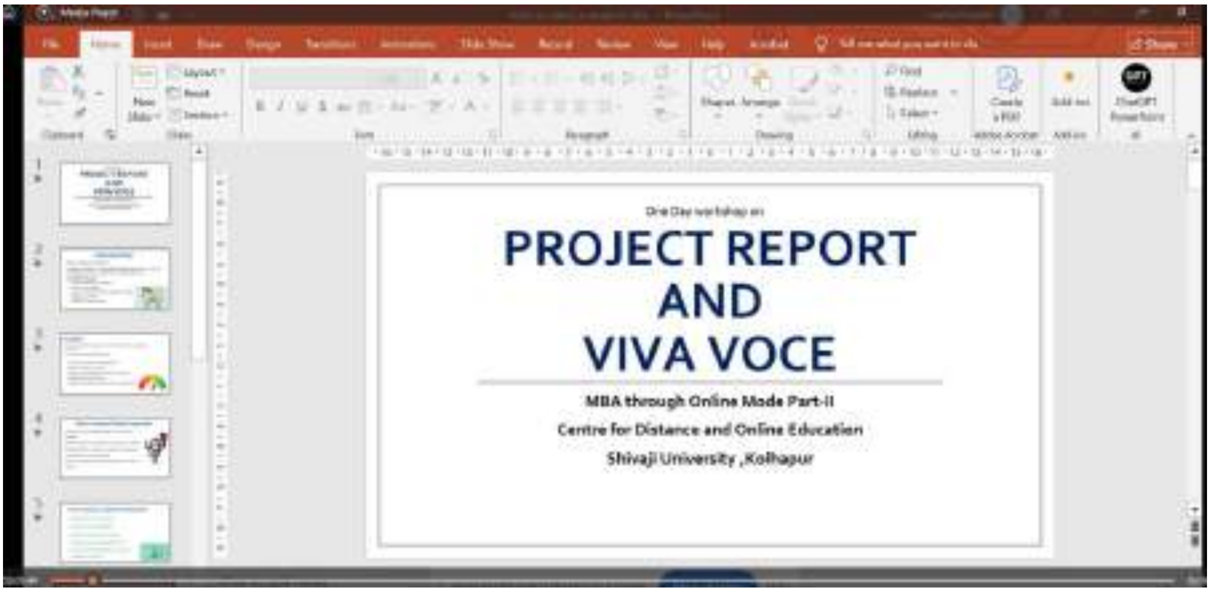
Day and Date: Monday, 10.11.2025. **Time:** 04.00 pm to 06.00 pm

Content of Introduction	Concern Faculty
Welcome and Introductory Address	Dr. Nagina Mali
Faculty Introduction	Dr.Ketaki Powar Dr.Nagina Mali Smt. Priyanka Surve Smt.Naziya Mullani Shri. Santosh Devekar Shri.Pruthviraj Ghatage
Syllabus orientation	Dr.Ketaki Powar
Contact Session, Discussion Forum, Assignment, Examination orientation	Smt.Priyanka Surve
Event orientation	Shri.Pruthviraj Ghatage
LMS orientation	Smt.Naziya Mullani
Vote of Thanks	Shri. Santosh Devekar
Anchoring	Dr.Nagina Mali

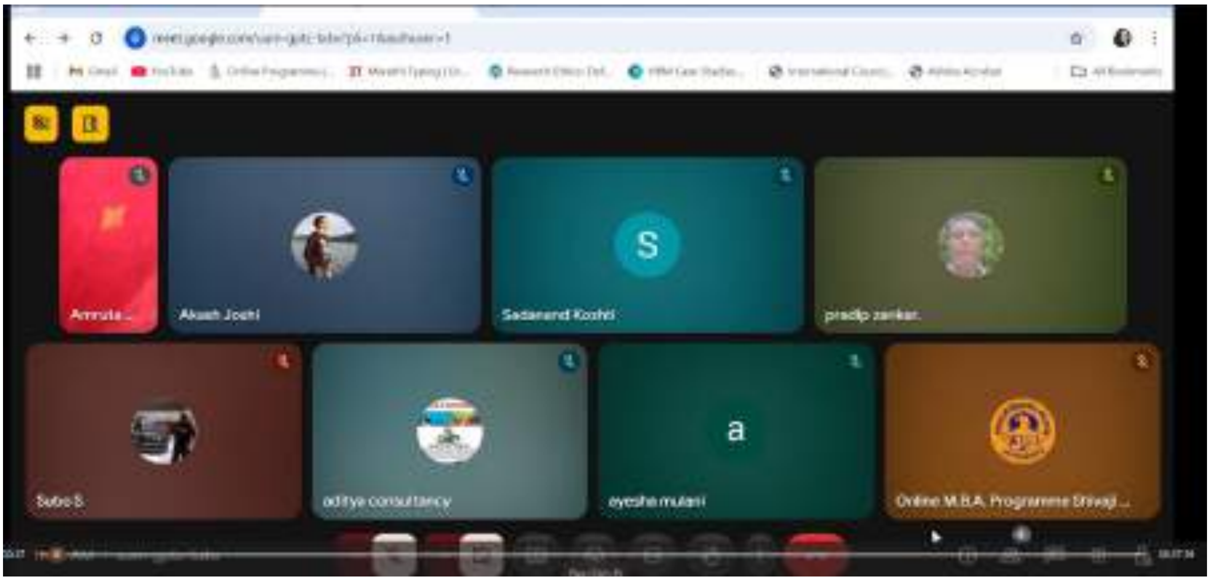
Note: Link will be provided before 1 hour of the said day and date.

Sd/-

Programme Coordinator



One Day workshop on
PROJECT REPORT
AND
VIVA VOCE
MBA through Online Mode Part-II
Centre for Distance and Online Education
Shivaji University ,Kolhapur



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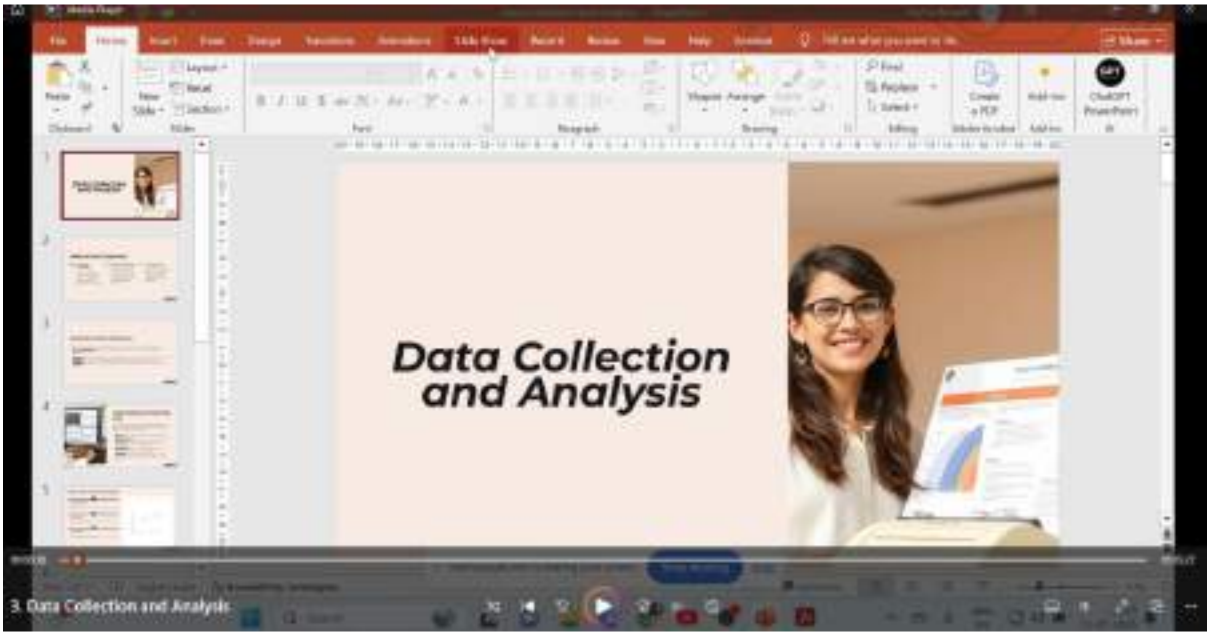
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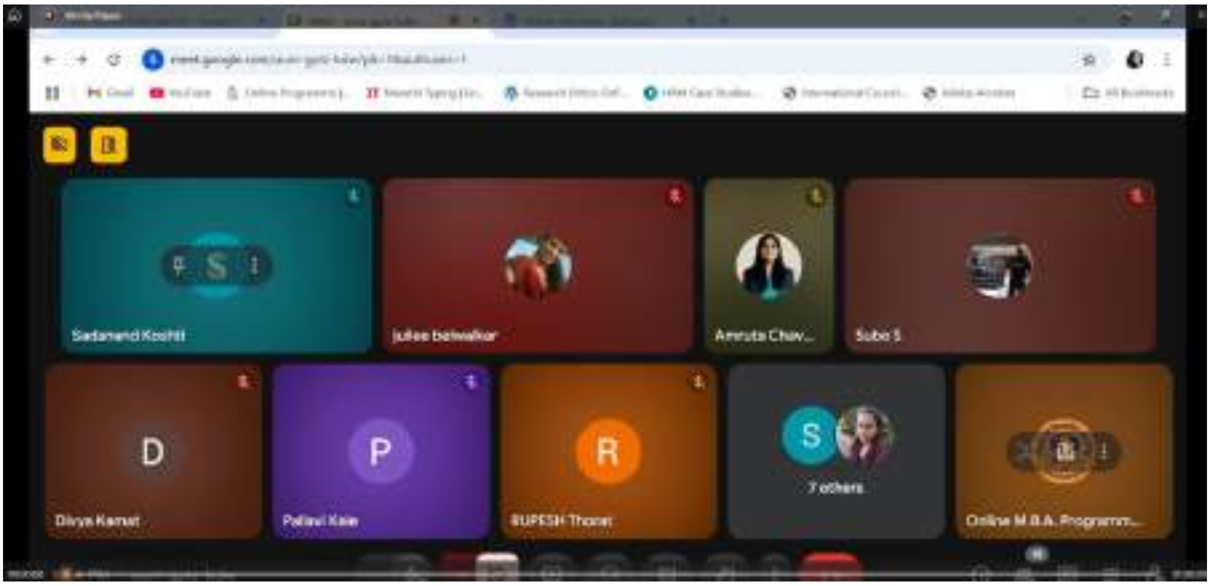
3. Data Collection and Analysis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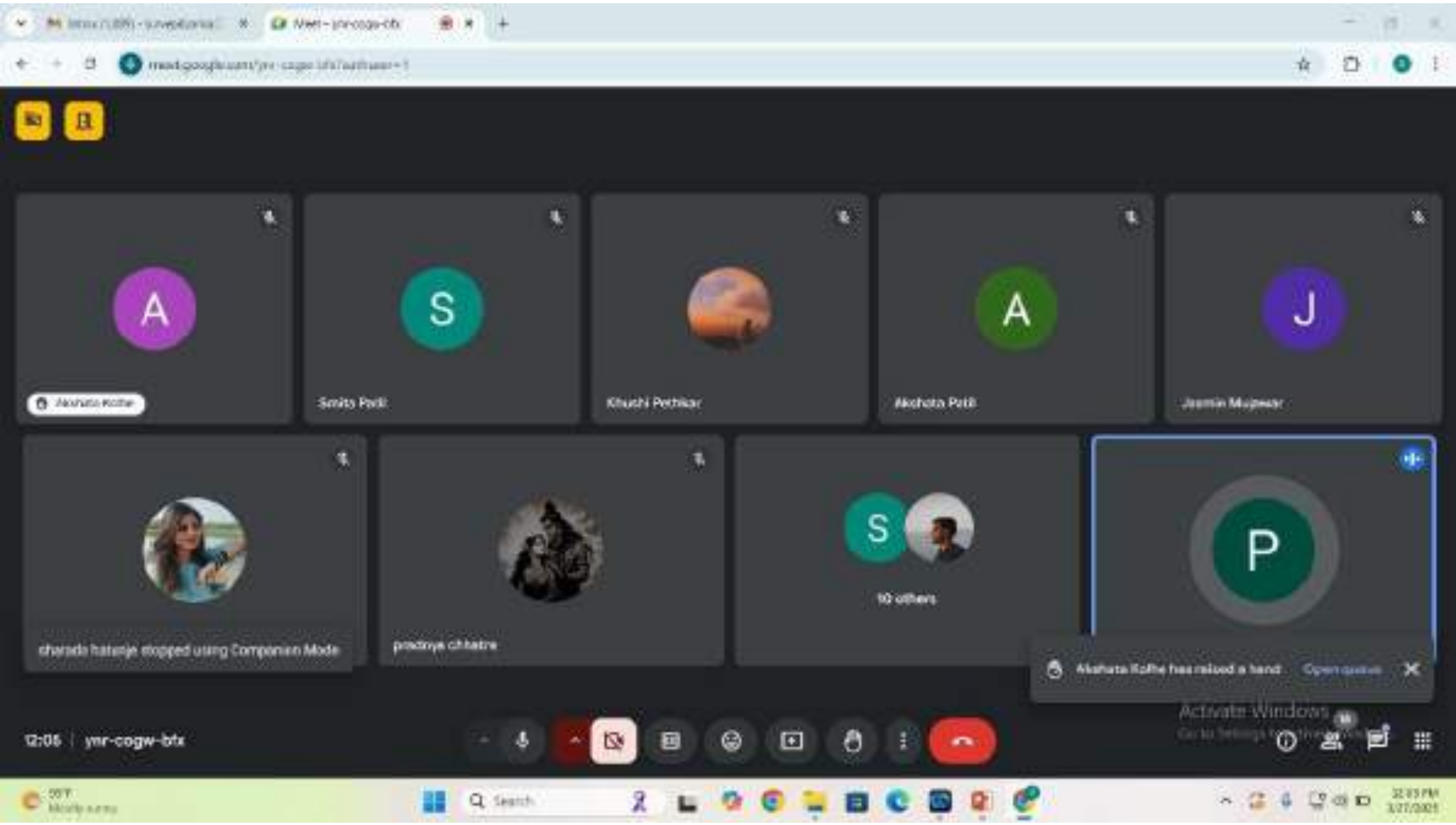
Online M.B.A.



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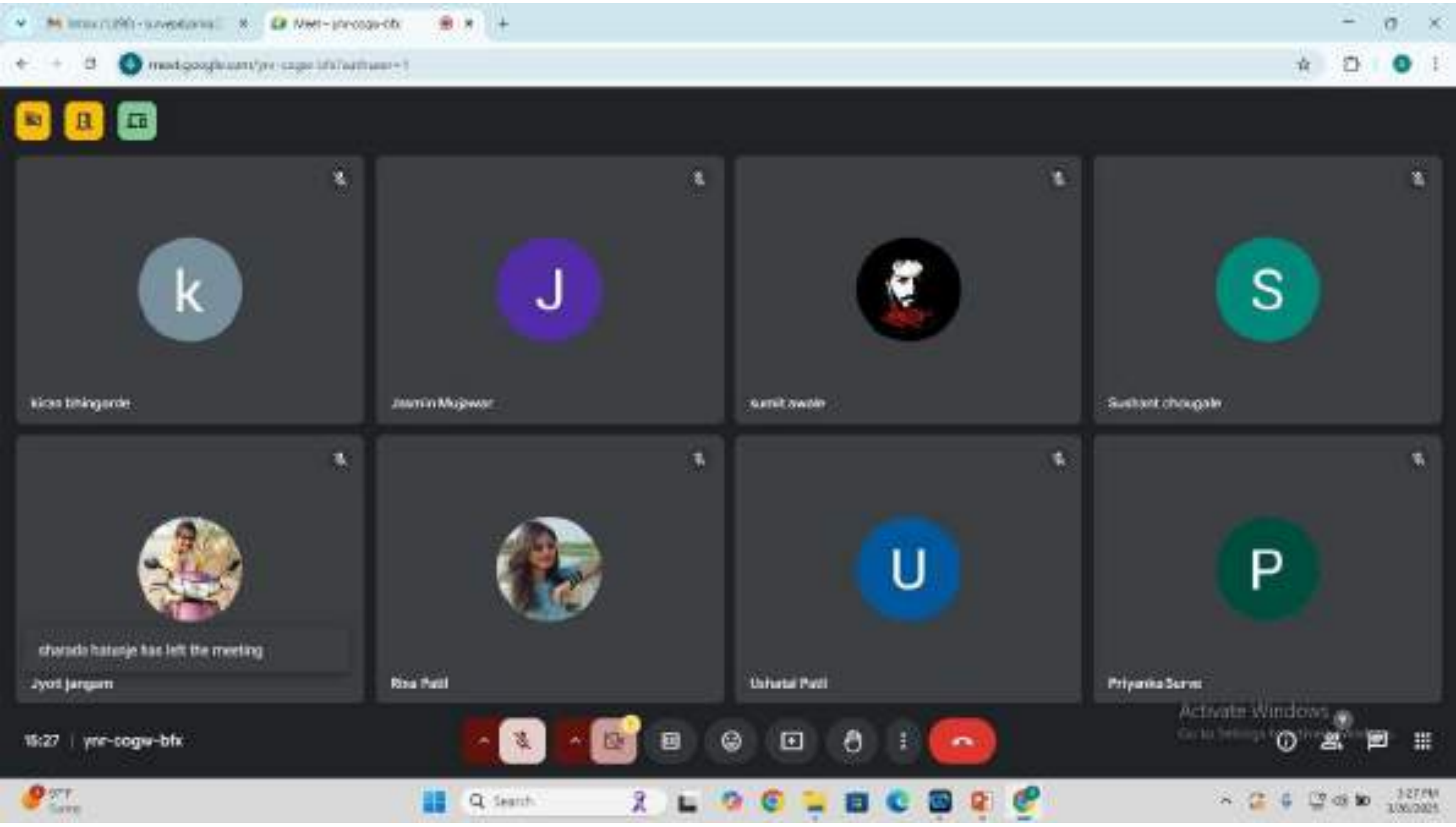

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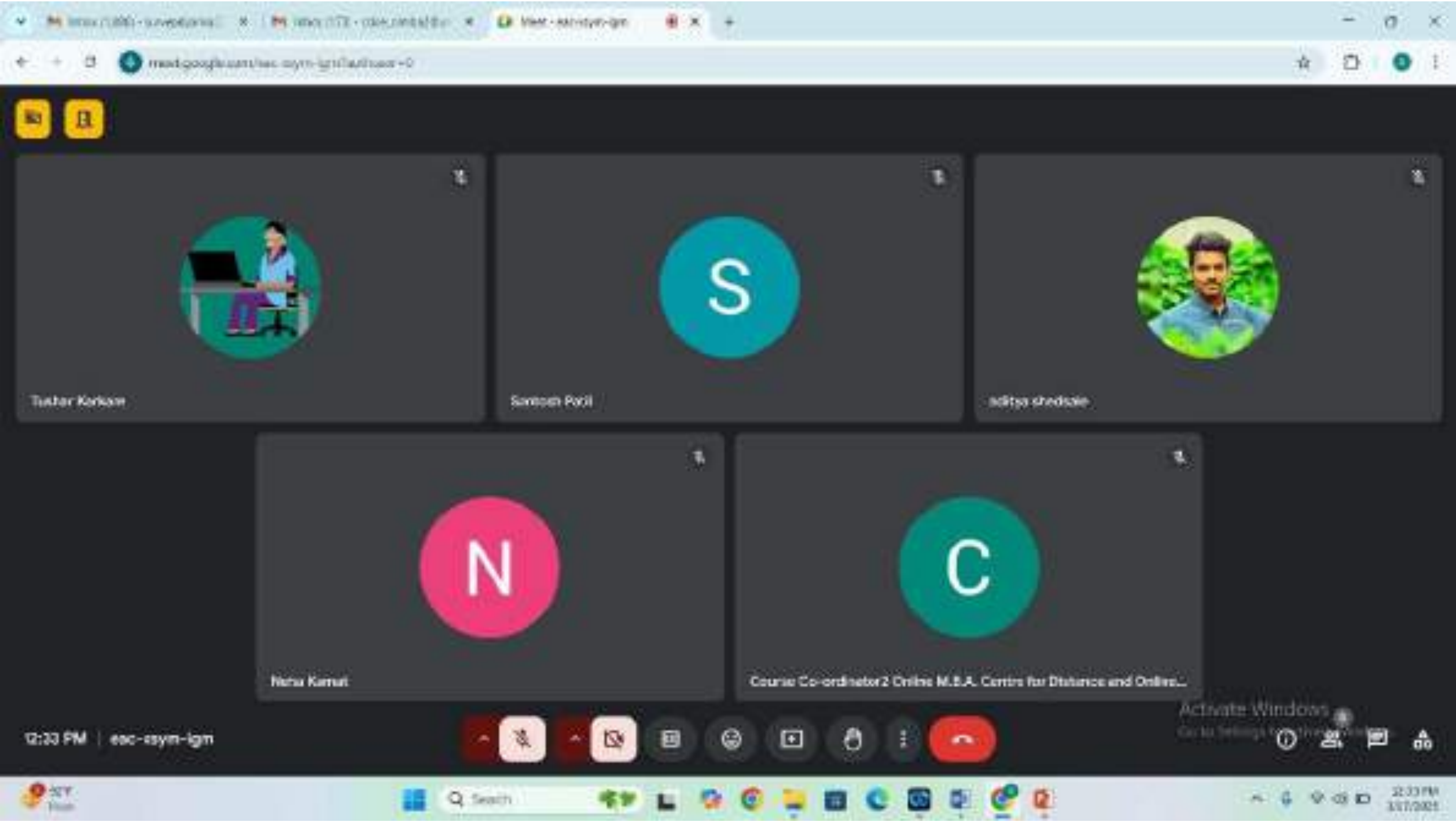

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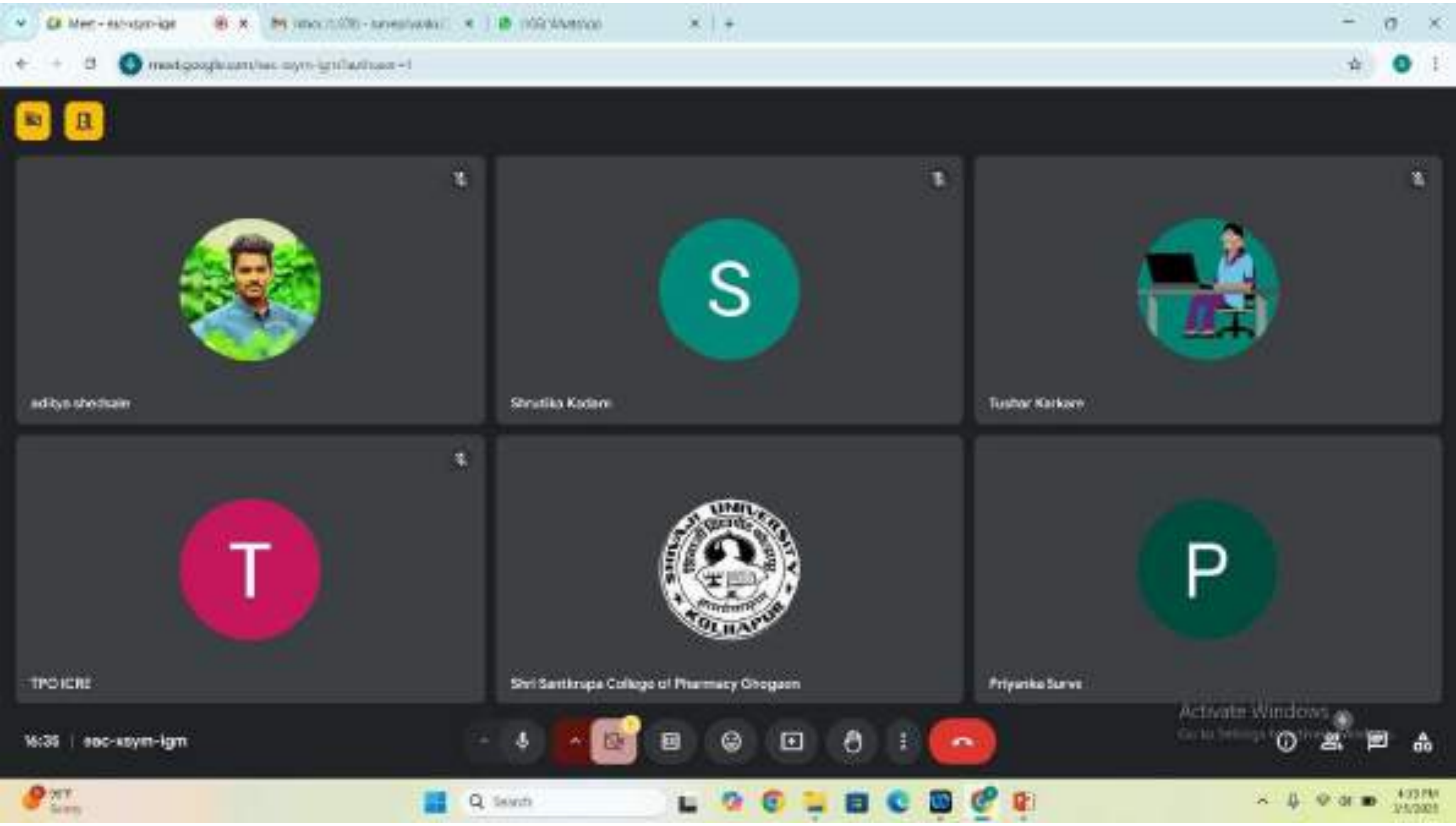

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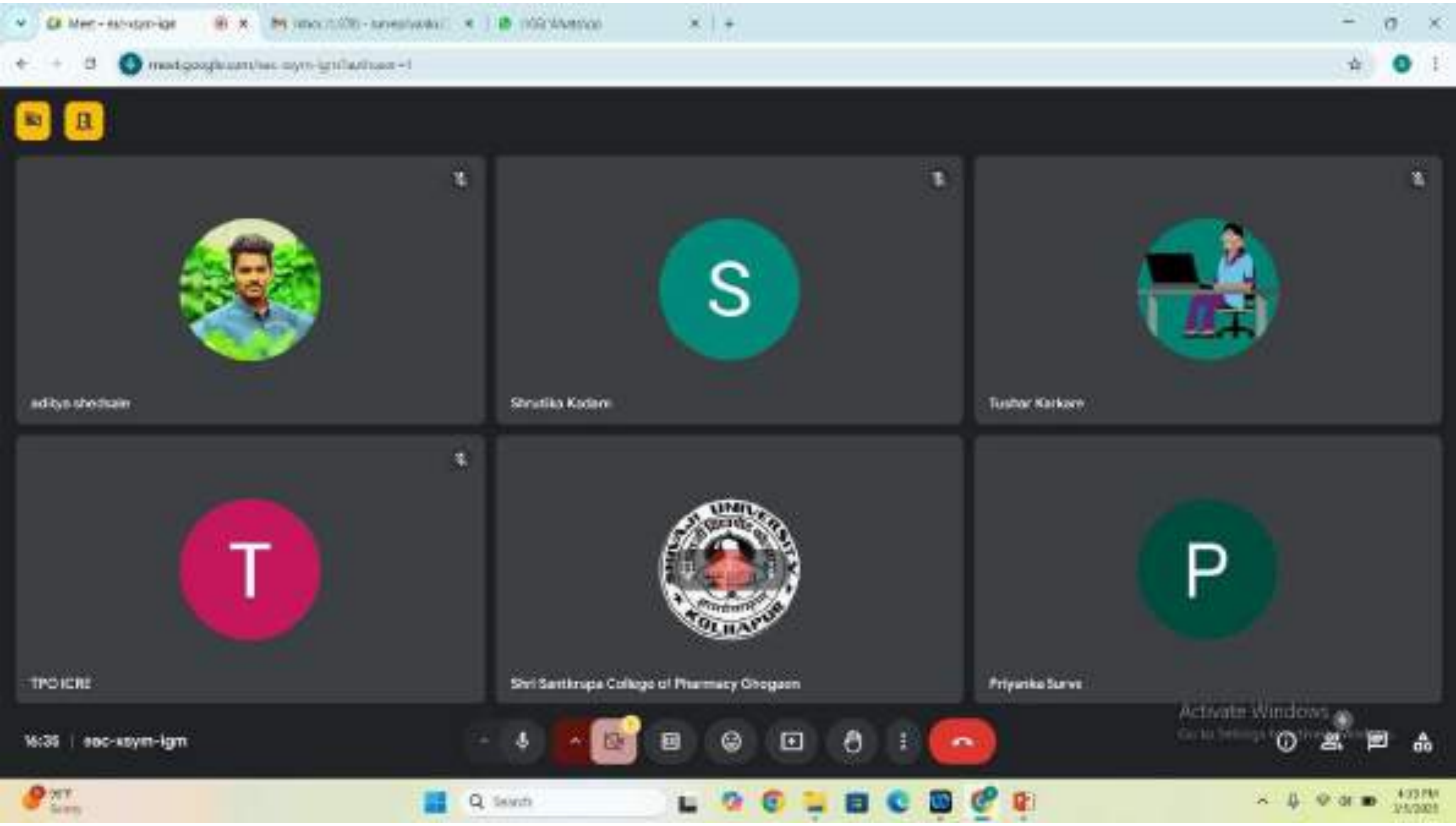

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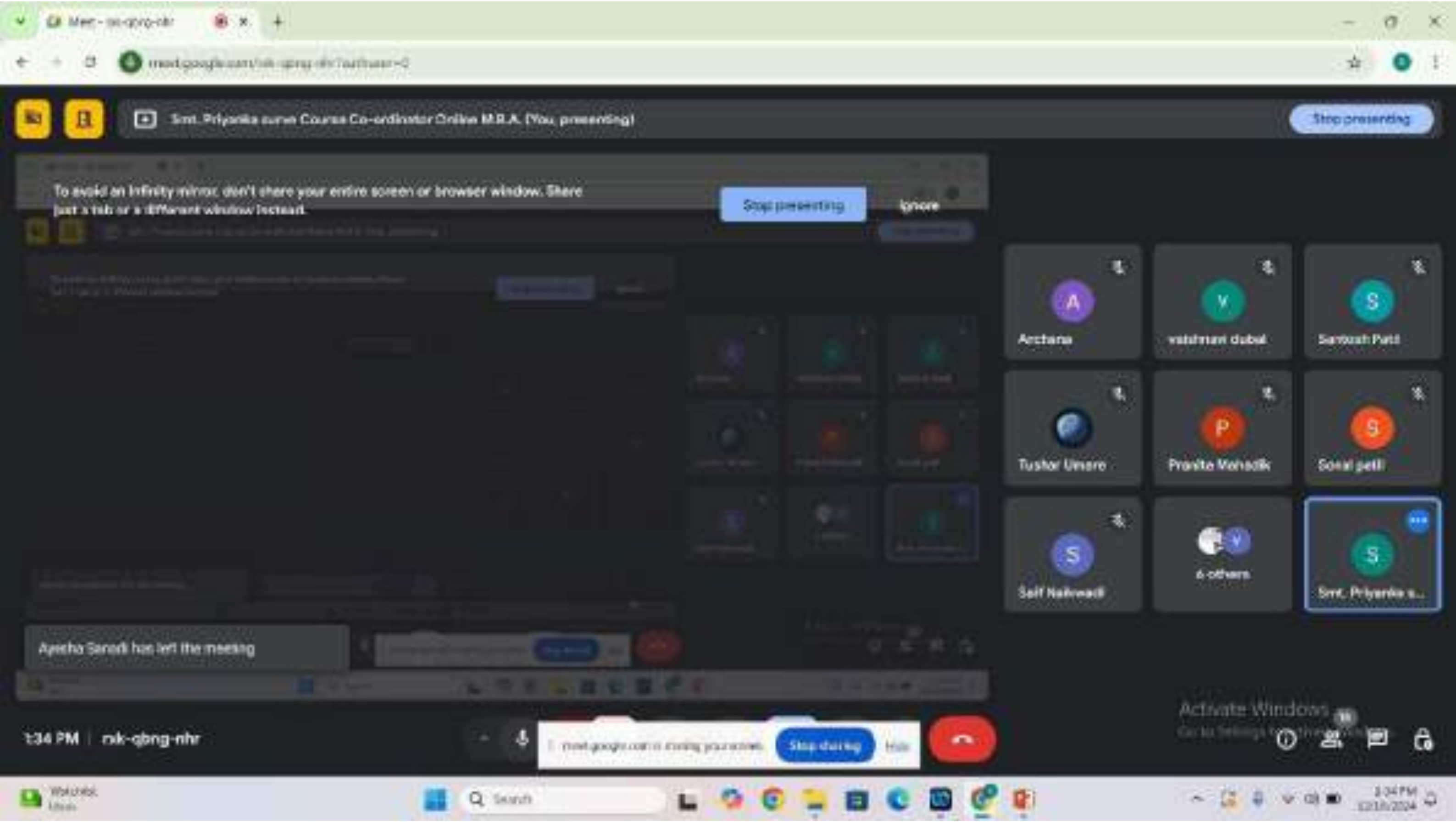
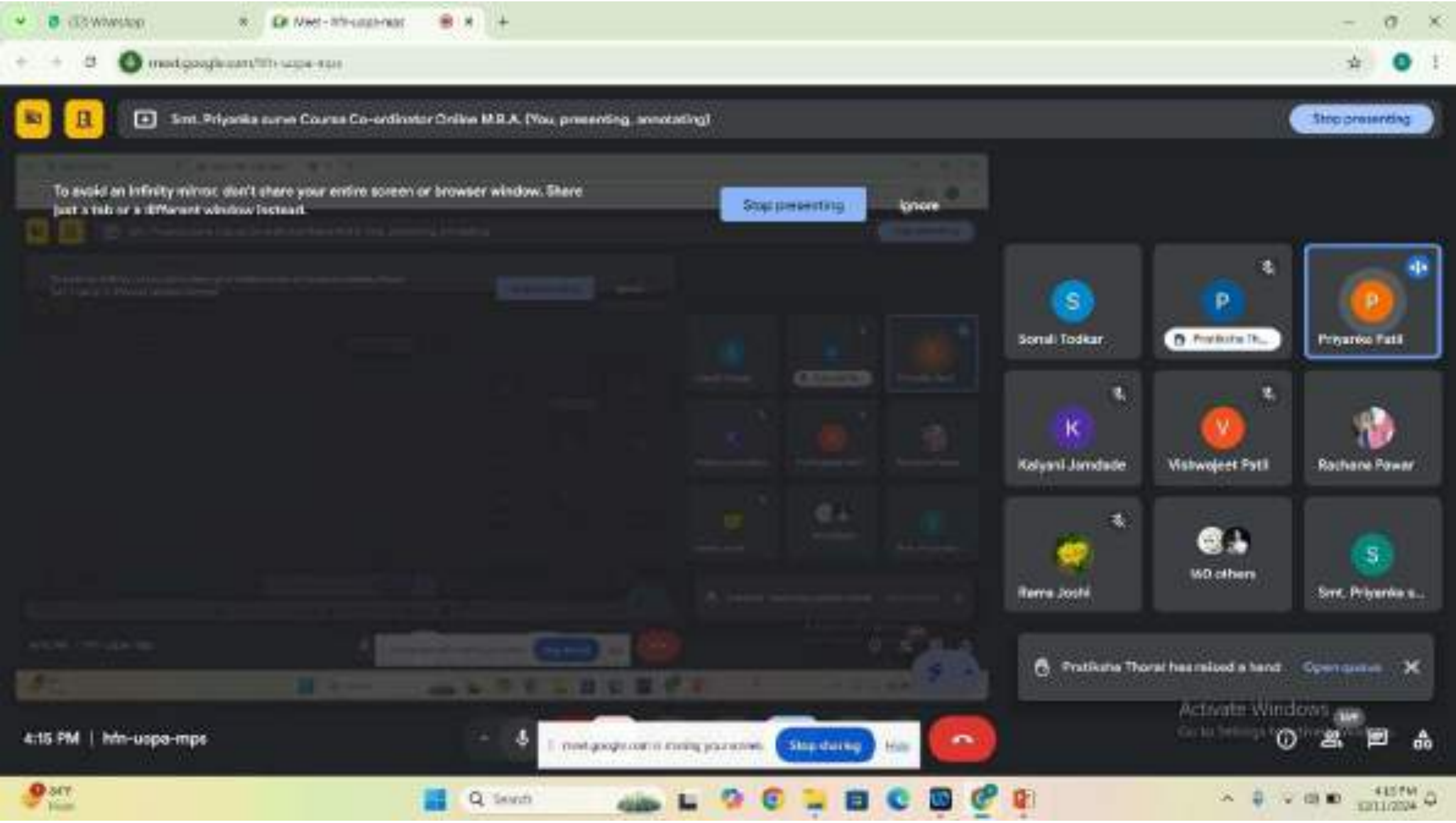
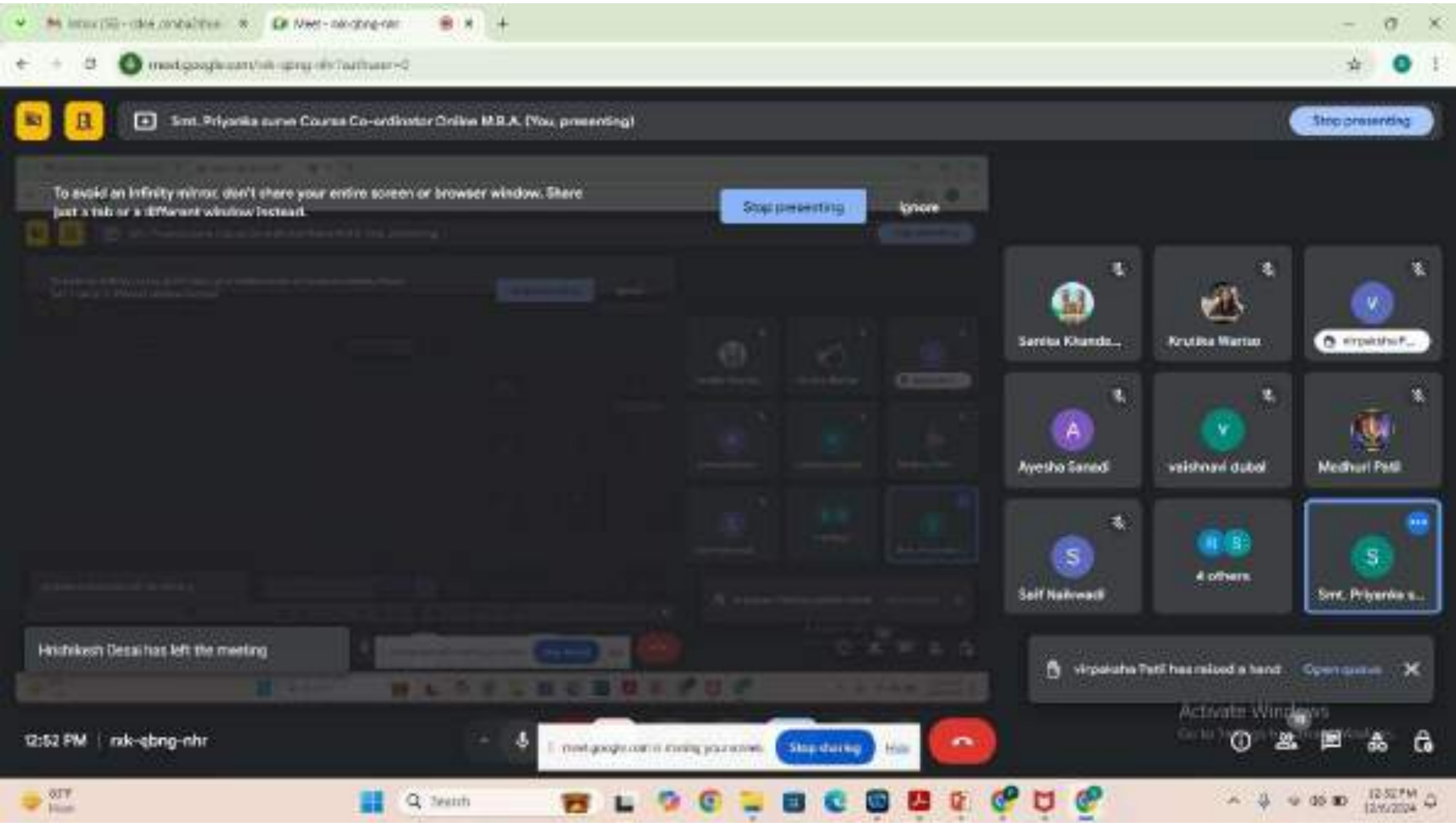
Centre for Distance and Online Education
Online M.B.A.



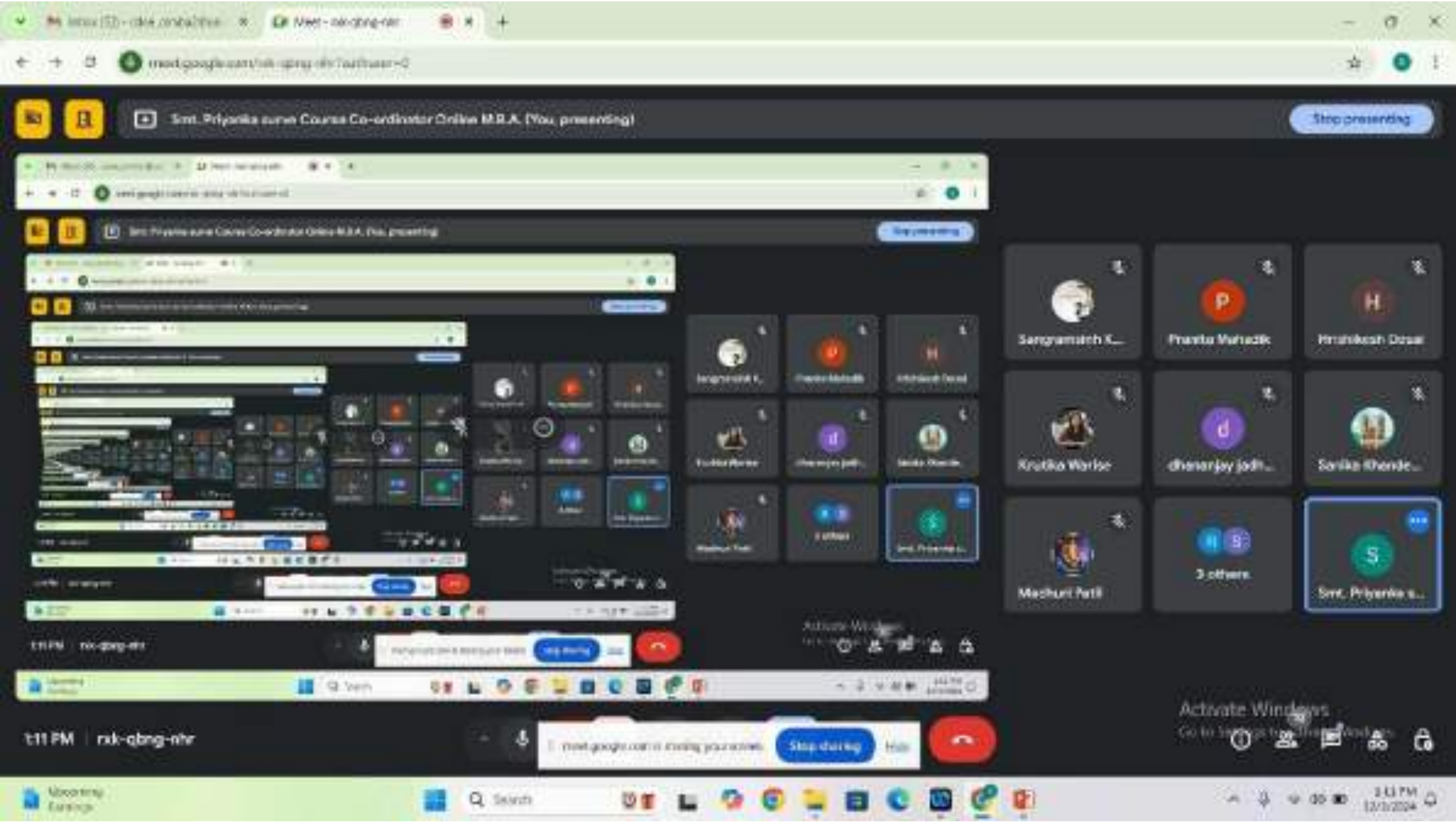
Shivaji University, Kolhapur
Centre for Distance and Online Education
Online M.B.A.



Shivaji University, Kolhapur
Centre for Distance and Online Education
Online M.B.A.



Shivaji University, Kolhapur
Centre for Distance and Online Education
Online M.B.A.



Shivaji University, Kolhapur
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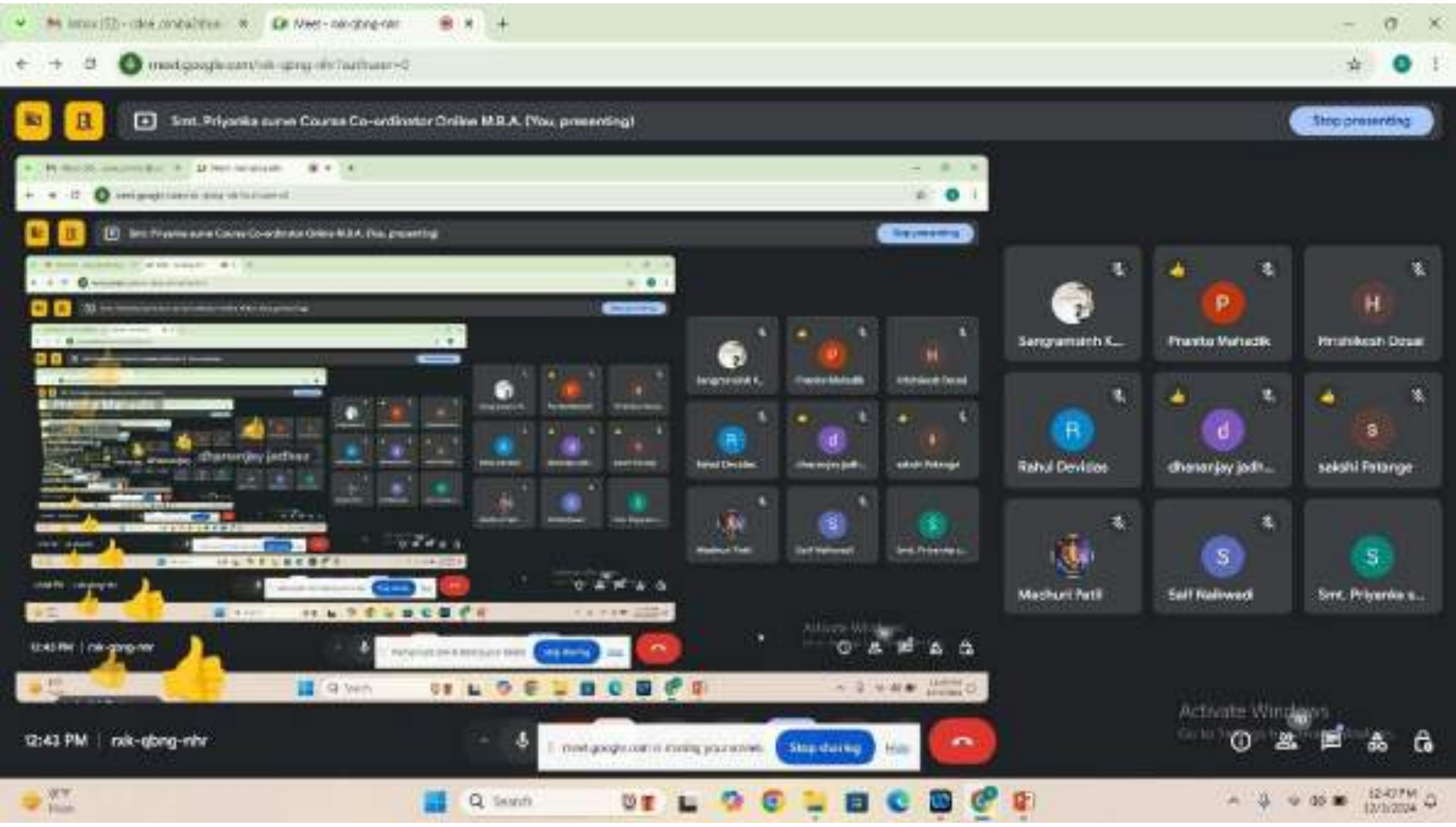

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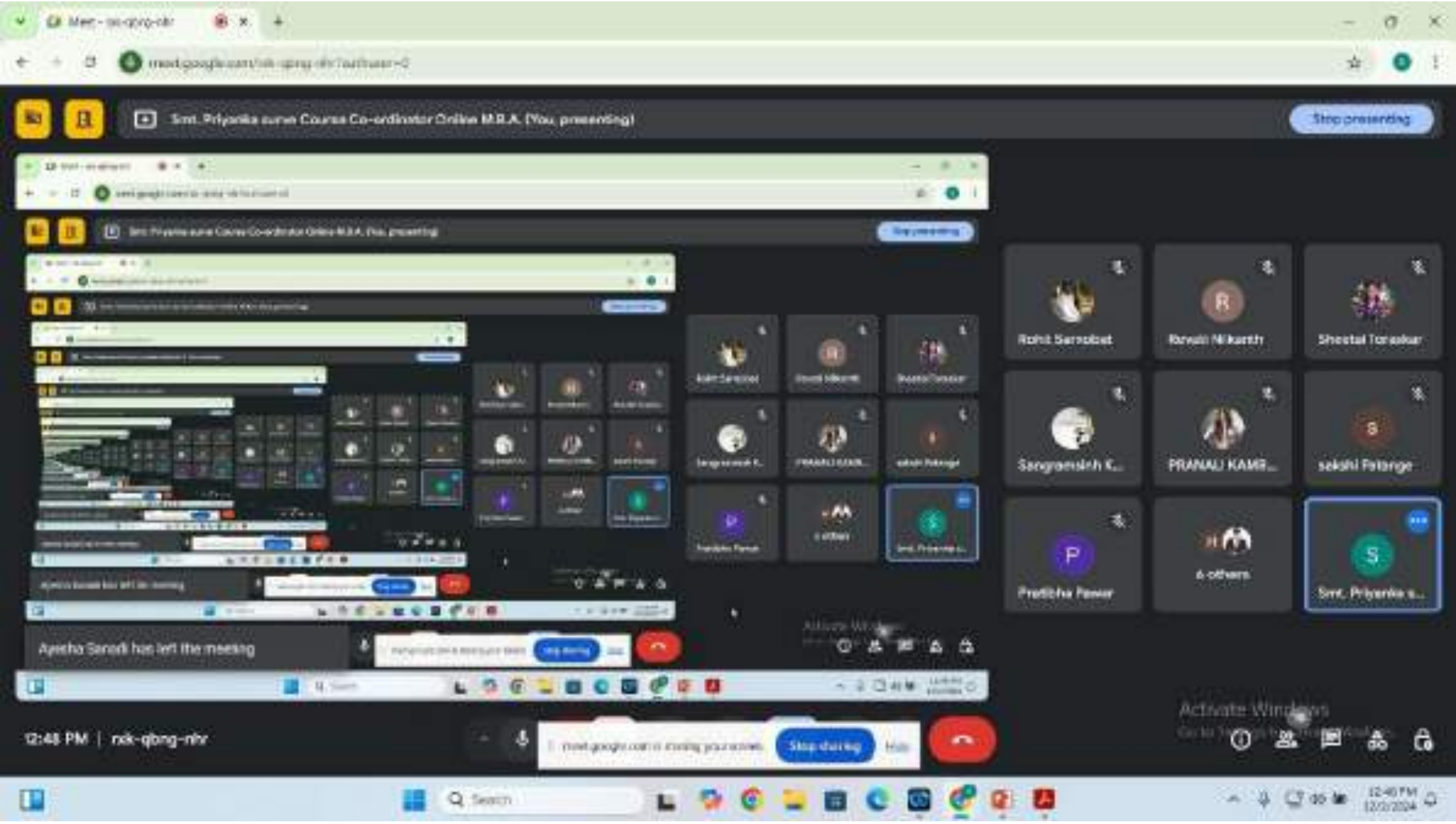
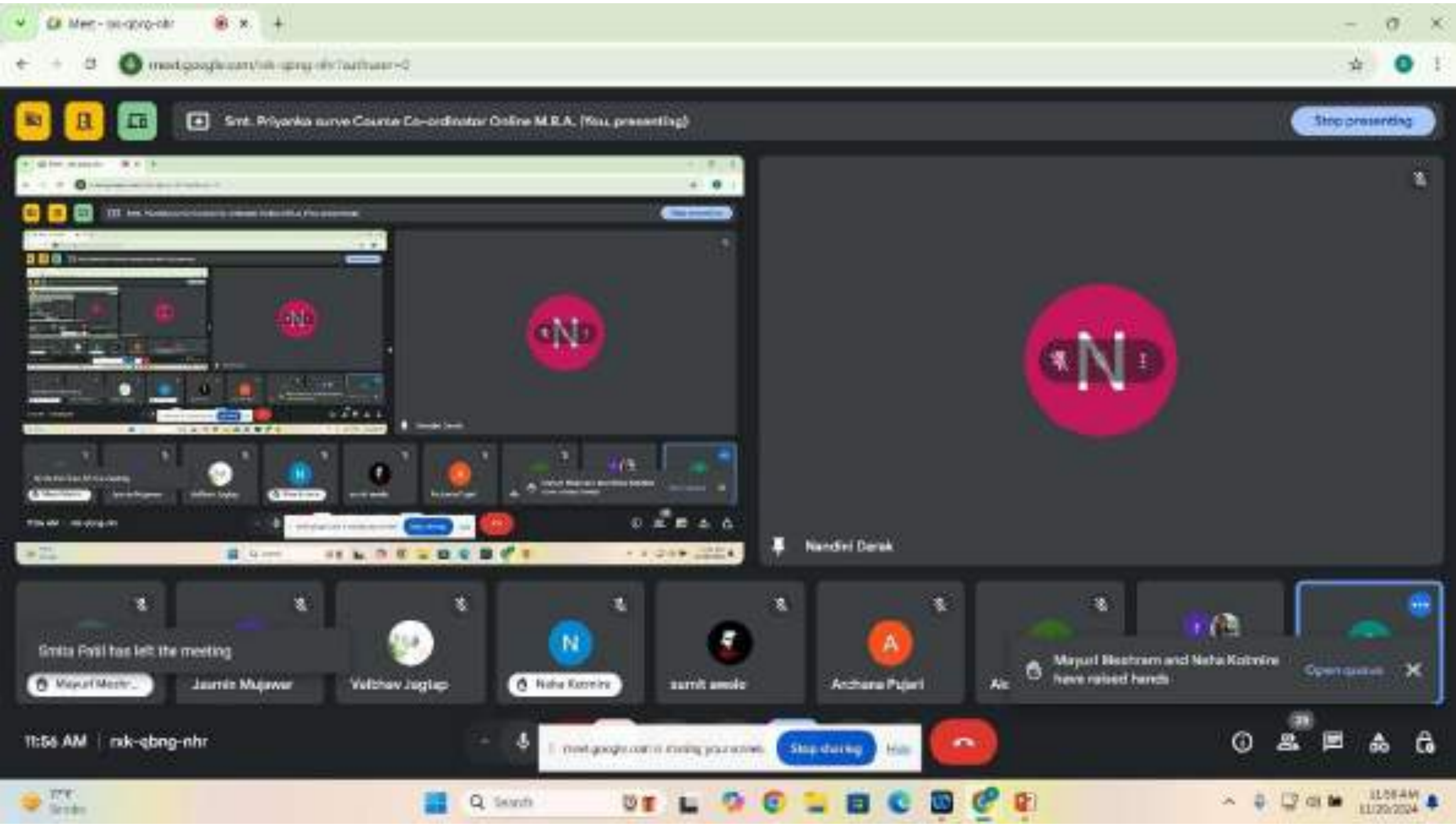
Centre for Distance and Online Education
Online M.B.A.



Shivaji University, Kolhapur
Centre for Distance and Online Education
Online M.B.A.



Shivaji University, Kolhapur
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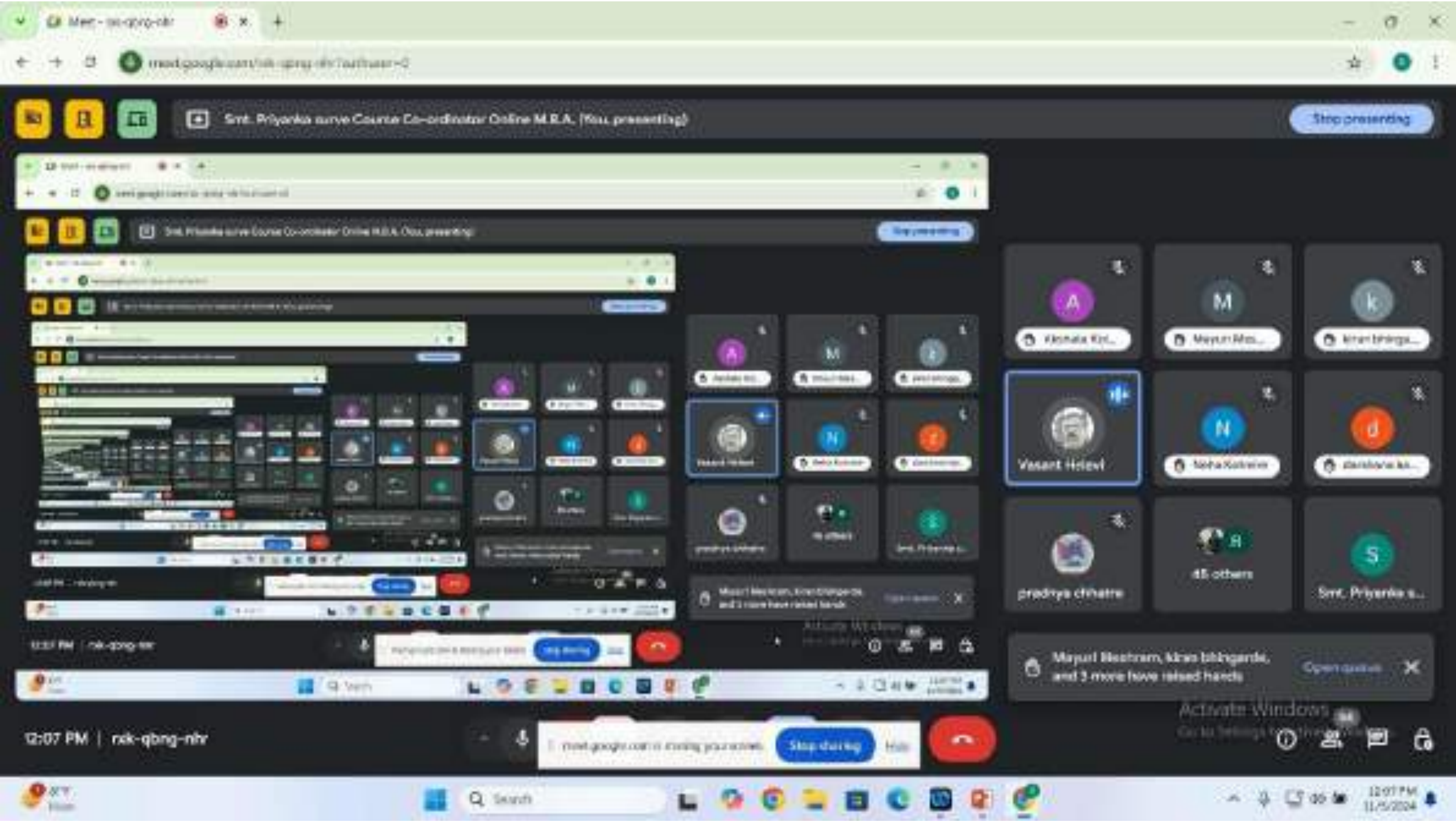
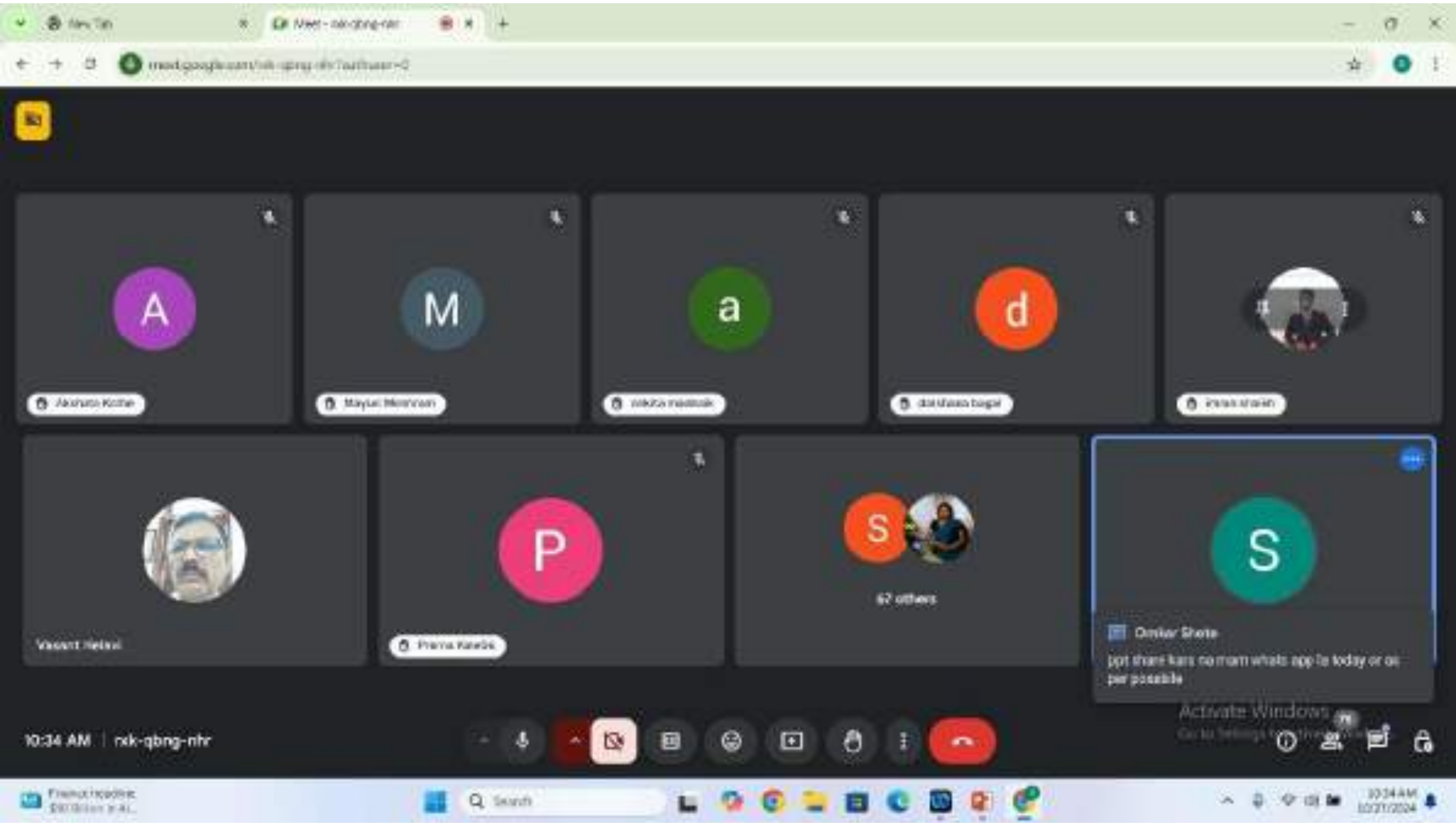
Online M.B.A.



Shivaji University, Kolhapur
Centre for Distance and Online Education
Online M.B.A.



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Shivaji University, Kolhapur
Centre for Distance and Online Mode

Synchronous Session Timetable
Online MBA

Part-I SEM-I

Date and Time	10.30 AM to 12.00 PM	12.30 PM to 2.00 PM	2.30 PM to 4.00 PM	4.30 PM to 6.00 PM
Wednesday, 15.04.2026	**Management Philosophy** Dr. N. S. Mali	**Business Statistics and Analytics for Decision Making** Smt. G.A Bhosale	**Computer applications for business** Smt. N.N. Mullani	**Management Philosophy** Dr. N. S. Mali
Thursday, 16.04.2026	**Management Philosophy** Dr. N. S. Mali	**Business Statistics and Analytics for Decision Making** Smt. G.A Bhosale	**Computer applications for business** Smt. N.N. Mullani	**Management Accounting** Smt. P. G. Surve
Wednesday, 22.04.2026	**Management Accounting** Smt. P. G. Surve	**Business Statistics and Analytics for Decision Making** Smt. G.A Bhosale	**Computer applications for business** Smt. N.N. Mullani	**Managerial Skills for Effectiveness** Shri.S.S. Devekar
Thursday, 23.04.2026	**Management Accounting** Smt. P. G. Surve	**Managerial Skills for Effectiveness** Dr. N. S. Mali	**Organizational Behavior** Shri. P.N. Ghatage	**Managerial Economics** Dr. K.S. Powar

Wednesday, **29.04.2026**	**Managerial Economics** Dr. K.S. Powar	**Organizational Behavior** Shri. P.N. Ghatage	**Managerial Skills for Effectiveness** Shri.S.S. Devekar	**Organizational Behavior** Shri. P.N. Ghatage
Thursday, **30.04.2026**	**Managerial Economics** Dr. K.S. Powar	**Management Philosophy** Dr. N. S. Mali	**Management Accounting** Smt. P. G. Surve	**Business Statistics and Analytics for Decision Making** Smt. G.A Bhosale
Thursday, **06.05.2026**	**Computer applications for business** Smt. N.N. Mullani	**Organizational Behavior** Shri. P.N. Ghatage	**Managerial Economics** Dr. K.S. Powar	**Managerial Skills for Effectiveness** Smt. P. G. Surve

-Sd

Programme Coordinator

-Sd

Deputy Registrar

-Sd

Director

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Shivaji University, Kolhapur

Centre for Distance and Online Mode

Synchronous Session Timetable

Online MBA

Part-II SEM-IV

Date and Time	10.30 AM to 12.00 PM	12.30 PM to 2.00 PM	2.30 PM to 4.00 PM	4.30 PM to 6.00 PM
Friday 17/04/2026	**ELECTIVE I- MARKETING MANAGEMENT PAPER IV SERVICES MARKETING AND RETAIL MARKETING** (Dr. Ketaki Powar)	**ELECTIVE - III - HUMAN RESOURCE MANAGEMENT PAPER-IV STRATEGIC HRM AND INTERNATIONAL PERSPECTIVES** (Smt. Naziya Mullani)	**ELECTIVE-IV- PRODUCTION AND OPERATIONS MANAGEMENT PAPER- VI WORLD CLASS PRODUCTION MANAGEMENT** (Shri. Pruthviraj Ghatage)	-
Saturday 18/04/2026	**ELECTIVE I- MARKETING MANAGEMENT PAPER IV SERVICES MARKETING AND RETAIL MARKETING** (Dr. Ketaki Powar)	**ELECTIVE II - FINANCIAL MANAGEMENT PAPER-IV: INVESTMENT MANAGEMENT AND PORTFOLIO** (Smt. Priyanka Surve)	**ELECTIVE - HUMAN RESOURCE MANAGEMENT PAPER-V INDUSTRIAL RELATIONS AND LABOUR LAWS** (Dr. Nagina Mali)	**ELECTIVE-IV- PRODUCTION AND OPERATIONS MANAGEMENT PAPER- IV SUPPLY CHAIN MANAGEMENT** (Shri. Pruthviraj Ghatage)

Friday 24/04/2026	**ELECTIVE - I- MARKETING MANAGEMENT PAPER V DIGITAL MARKETING** (Smt. Naziya Mullani)	**ELECTIVE II - FINANCIAL MANAGEMENT PAPER-IV: INVESTMENT MANAGEMENT AND PORTFOLIO** (Smt. Priyanka Surve)	**ELECTIVE - HUMAN RESOURCE MANAGEMENT PAPER-V INDUSTRIAL RELATIONS AND LABOUR LAWS** (Dr. Nagina Mali)	**ELECTIVE-IV- PRODUCTION AND OPERATIONS MANAGEMENT PAPER- IV SUPPLY CHAIN MANAGEMENT** (Shri. Pruthviraj Ghatage)

Saturday, 02.05.2026	-	**ELECTIVE-IV- PRODUCTION AND OPERATIONS MANAGEMENT PAPER- V GLOBAL OPERATIONS & LOGISTICS** (Dr. Ketaki Powar)	-	**ELECTIVE - V INTERNATIONAL BUSINESS PAPER-IV ISSUES IN INTERNATIONAL BUSINESS** (Smt. Naziya Mullani)
Friday, 08.05.2026	**ELECTIVE - I- MARKETING MANAGEMENT PAPER VI CONTEMPORARY ISSUES IN MARKETING** (Dr. Nagina Mali)	**ELECTIVE II- FINANCIAL MANAGEMENT PAPER V BEHAVIORAL FINANCE** (Smt. Priyanka Surve)	**ELECTIVE - I- MARKETING MANAGEMENT PAPER V DIGITAL MARKETING** (Smt. Naziya Mullani)	**ELECTIVE II- FINANCIAL MANAGEMENT PAPER-VI INTERNATIONAL FINANCE** (shri. Pruthviraj Ghatge)
Friday, 15.05.2026	**ELECTIVE - I- MARKETING MANAGEMENT PAPER VI CONTEMPORARY ISSUES IN MARKETING** (Dr. Nagina Mali)	**ELECTIVE II- FINANCIAL MANAGEMENT PAPER V BEHAVIORAL FINANCE** (Smt. Priyanka Surve	**ELECTIVE - III - HUMAN RESOURCE MANAGEMENT PAPER-IV STRATEGIC HRM AND INTERNATIONAL PERSPECTIVES** (Smt. Naziya Mullani)	-

Saturday, **16.05.2026**	**ELECTIVE - V INTERNATIONAL BUSINESS** **PAPER-V** **INTERNATIONAL MARKETING** (Dr. Ketaki Powar)	-	**ELECTIVE - V INTERNATIONAL BUSINESS** **PAPER-IV** **ISSUES IN INTERNATIONAL BUSINESS** (Smt. Naziya Mullani)	**ELECTIVE II- FINANCIAL MANAGEMENT** **PAPER-VI** **INTERNATIONAL FINANCE** (shri. Pruthviraj Ghatge)
Friday, **22.05.2026**	**ELECTIVE-IV- PRODUCTION AND OPERATIONS MANAGEMENT** **PAPER- VI** **WORLD CLASS PRODUCTION MANAGEMENT** (shri. Pruthviraj Ghatage)	**ELECTIVE-IV- PRODUCTION AND OPERATIONS MANAGEMENT** **PAPER- V** **GLOBAL OPERATIONS & LOGISTICS** (Dr. Ketaki Powar)	**ELECTIVE - V INTERNATIONAL BUSINESS** **PAPER-VI** **INTERNATIONAL BUSINESS NEGOTIATIONS** (Dr. Nagina Mali)	**ELECTIVE - III –HUMAN RESOURCE MANAGEMENT** **PAPER VI** **ORGANIZATIONA L CHANGE AND ORGANISATION AL DEVELOPMENT** (Smt. Priyanka Surve)
Friday, **29.05.2026**	**ELECTIVE - V INTERNATIONAL BUSINESS** **PAPER-V** **INTERNATIONAL MARKETING** (Dr. Ketaki Powar)	**ELECTIVE - III -HUMA RESOURCE MANAGEMENT** **PAPER VI** **ORGANIZATIONA L CHANGE AND ORGANISATIONA L DEVELOPMENT** (Smt. Priyanka Surve)	**ELECTIVE - V INTERNATIONAL BUSINESS** **PAPER-VI** **INTERNATIONAL BUSINESS NEGOTIATIONS** (Dr. Nagina Mali)	-

Note: 1. All the faculty members are requested to conduct lectures as per the schedule.

2. If the teacher is not available on the above said time in that case prior information should be given to the students through WhatsApp group.

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SHIVAJI UNIVERSITY, KOLHAPUR
CENTRE FOR DISTANCE AND ONLINE EDUCATION

Report on Deeksharambh

Online MBA January 2026 Batch

Date: 28th April 2026 | Time: 4:00 PM

The Deeksharambh Programme (Student Induction Programme) as per the University Grant Commission (UGC) guidelines for Higher Education Institution, was successfully conducted **on 28th April 2026** at **4:00 PM** by the Online MBA Unit, Centre for Distance and Online Education through Online Mode for the Online MBA January batch, Semester -I students of Shivaji University, Kolhapur. The programme aimed to welcome newly admitted students and provide them with an overview of the academic structure, learning environment, and support system.

The session began with a welcome address and introduction by **Dr. N. S. Mali**, Course Coordinator, Online MBA. The programme was graced by distinguished dignitaries including **Hon'ble Dr. V. N. Shinde**, Registrar, as the Chief Guest; **Dr. Smt. V. V. Maindargi**, I/C Dean, Faculty of Commerce and Management, as the President; and **Dr. K. B. Patil**, I/C Director, Centre for Distance and Online Education, as Guest of Honor. The programme was also marked by the presence of **Shri. V. B. Shinde**, Deputy Registrar, and **Dr. C. A. Bandgar**, Coordinator of Online Programmes.

During the session, Dr. K. B. Patil**,** I/C Director, Centre for Distance and Online Education guided students with their valuable insights, emphasizing the importance of self-discipline, continuous learning, and active participation in the online learning process. He encouraged students to take full advantage of the digital learning resources provided by the university.

Hon'ble Dr. V. N. Shinde, Registrar, addressed the students and provided detailed information about various programmes offered by the university, including the certificate courses currently being conducted. He congratulated the students for choosing Shivaji University for pursuing their Online MBA and encouraged them to actively engage in their academic journey and make the most of the opportunities provided.

Further, Dr. K. S. Powar, Programme Coordinator, Online MBA highlighted on the Online MBA programme overview. Gave brief about the two years' master degree course and ensured that this programme is totally online and for the working profession students. After that course coordinators Smt. N. N. Mullani gave detailed explanation on LMS (Learning Management System). She introduced all the tabs of LMS to the students. An orientation on the Learning Management System (LMS), was helpful to the students to make them familiar with how to access study materials, attend lectures, and complete assignments effectively.

Dr. Smt. V. V. Maindargi**,** I/C Dean, Faculty of Commerce and Management deliverd presidential address to the students.

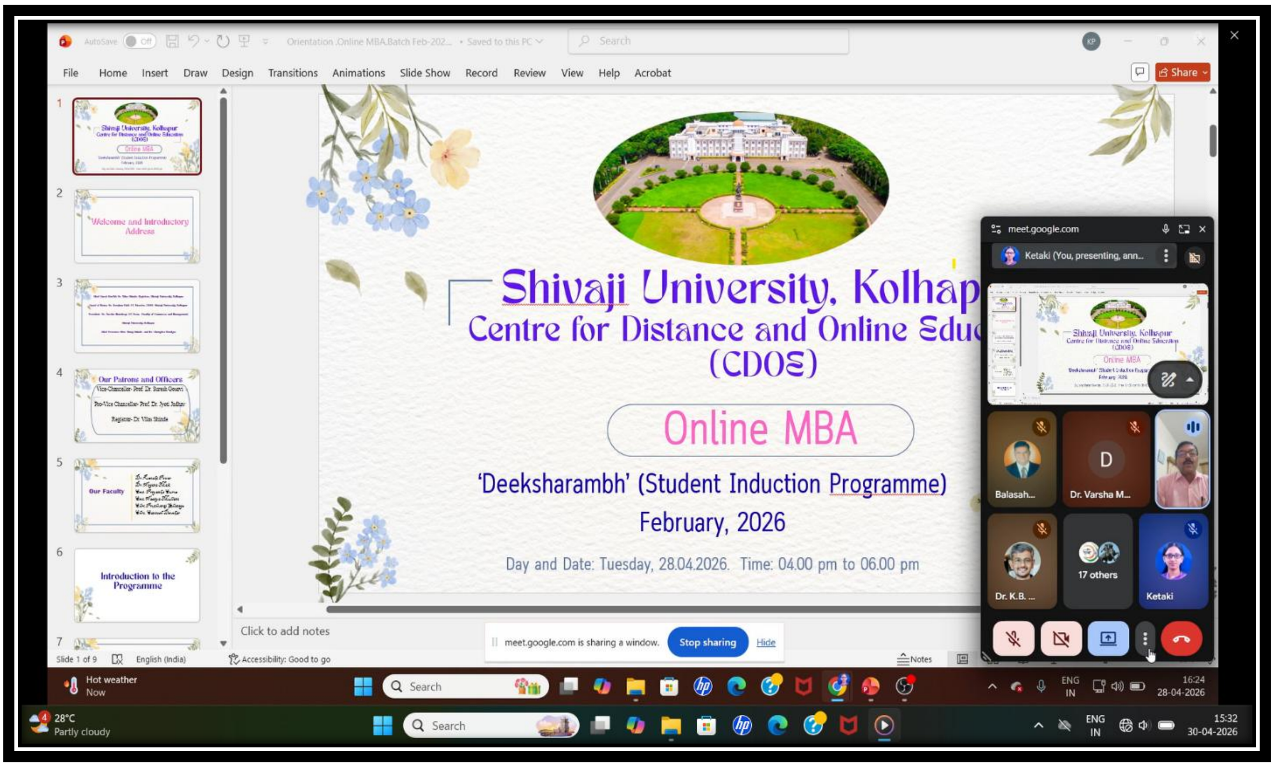
The Deeksharambh Programme concluded with a vote of thanks, expressing gratitude to all dignitaries, faculty members, and students for their participation by Smt. P. G. Surve, Course Coordinator. The anchoring was done by Shri. P. N. Ghatage course coordinator and Shri. S. S. Devekar, Course Mentor.

An important highlight of the programme was the student interaction segment, where students introduced themselves and shared their reasons for choosing the Online MBA programme. Mr. Dhananjay Patil expressed his faith in Shivaji University and appreciated the cooperative nature of the staff. Similarly, Mr. Aniket Patil mentioned that the university staff is highly supportive and always ready to assist students.

Overall, the programme created a positive beginning for the students and motivated them for their academic journey ahead.

Screenshots of the Programme

1.



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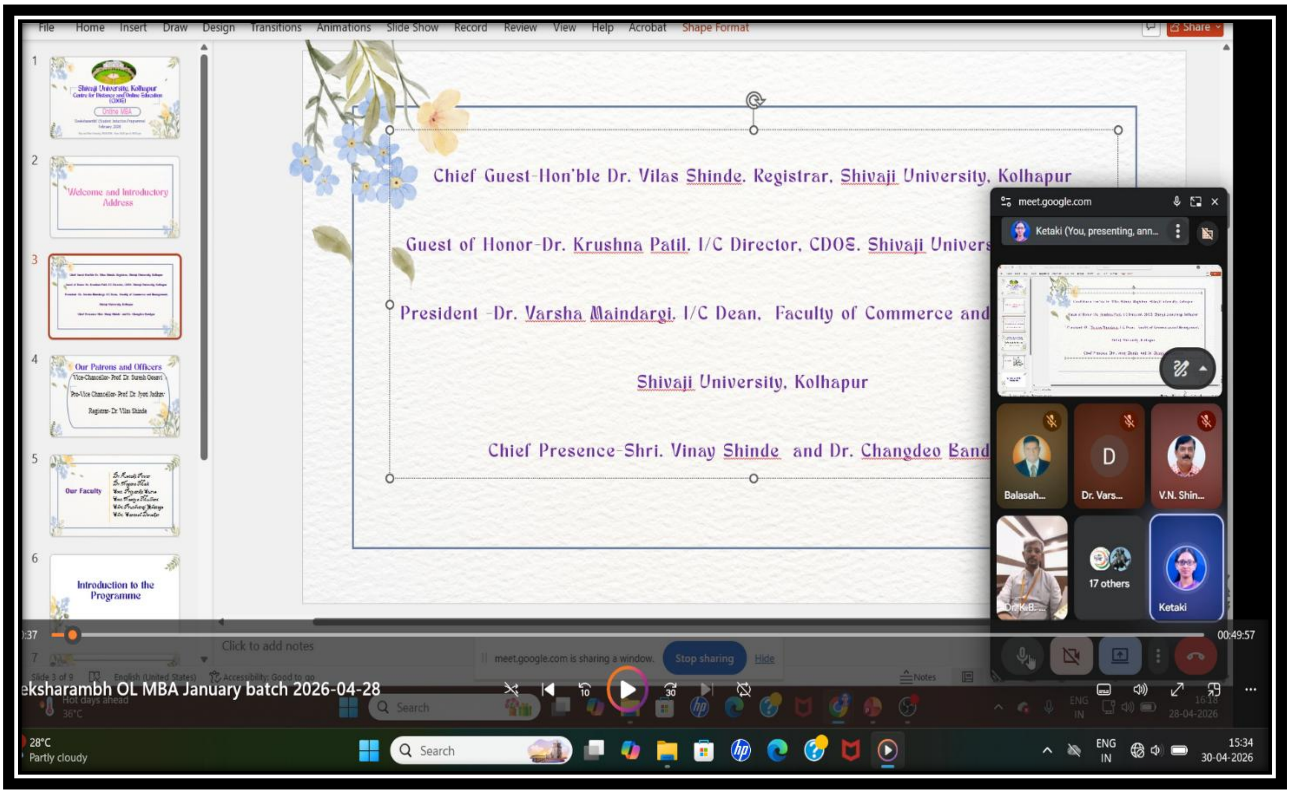

3.


Ketaki (You, presenting)
Stop presenting
Dr. Varsha...
Dr. K.B. Patil
Balasaheb awa...
Rushikesh Mengane
Sushant Mane
aishwarya patil
M.Com.� CDOE
12 others
Ketaki
ksharambh OL MBA January batch 2026-04-28
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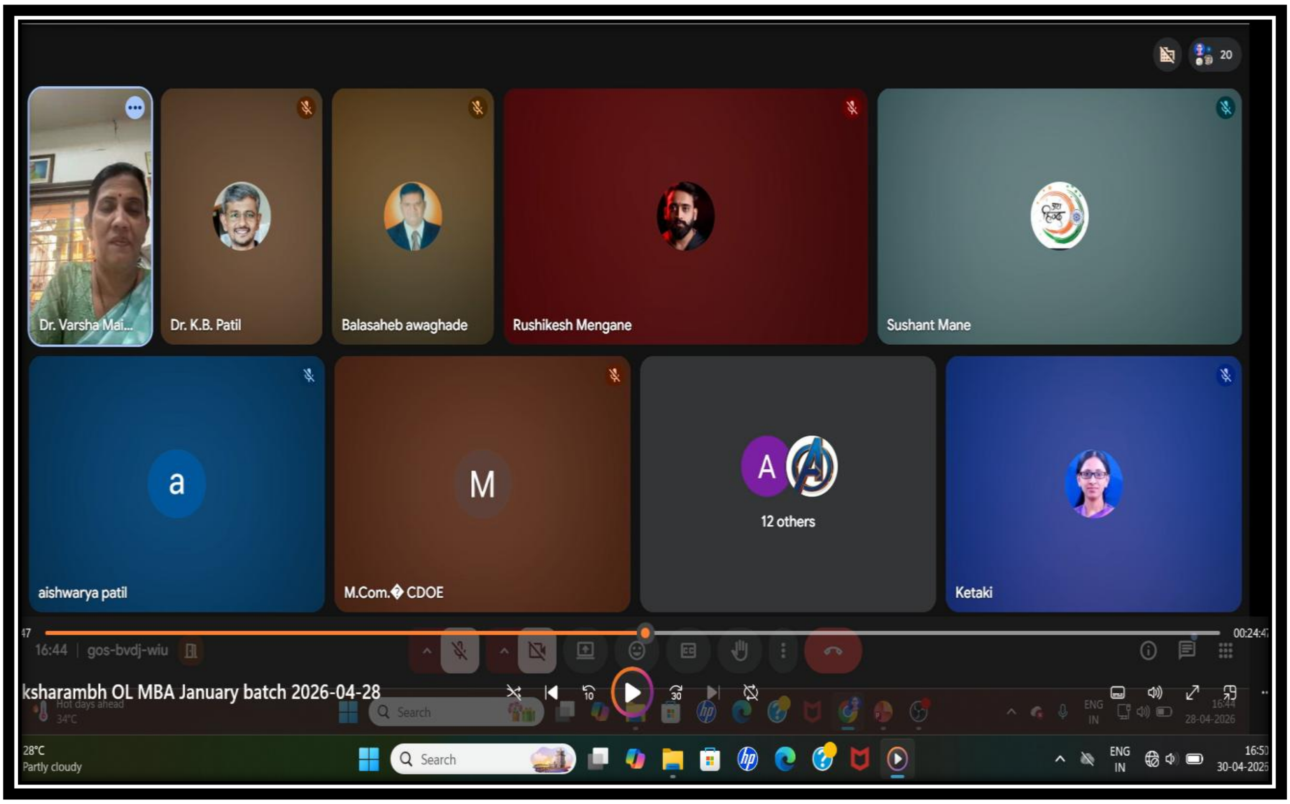
Partly cloudy
Search
ENG
IN
16:49
30-04-2026

4.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Dr. Varsha Mai...
Dr. K.B. Patil
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M.Com.� CDOE
12 others
Ketaki
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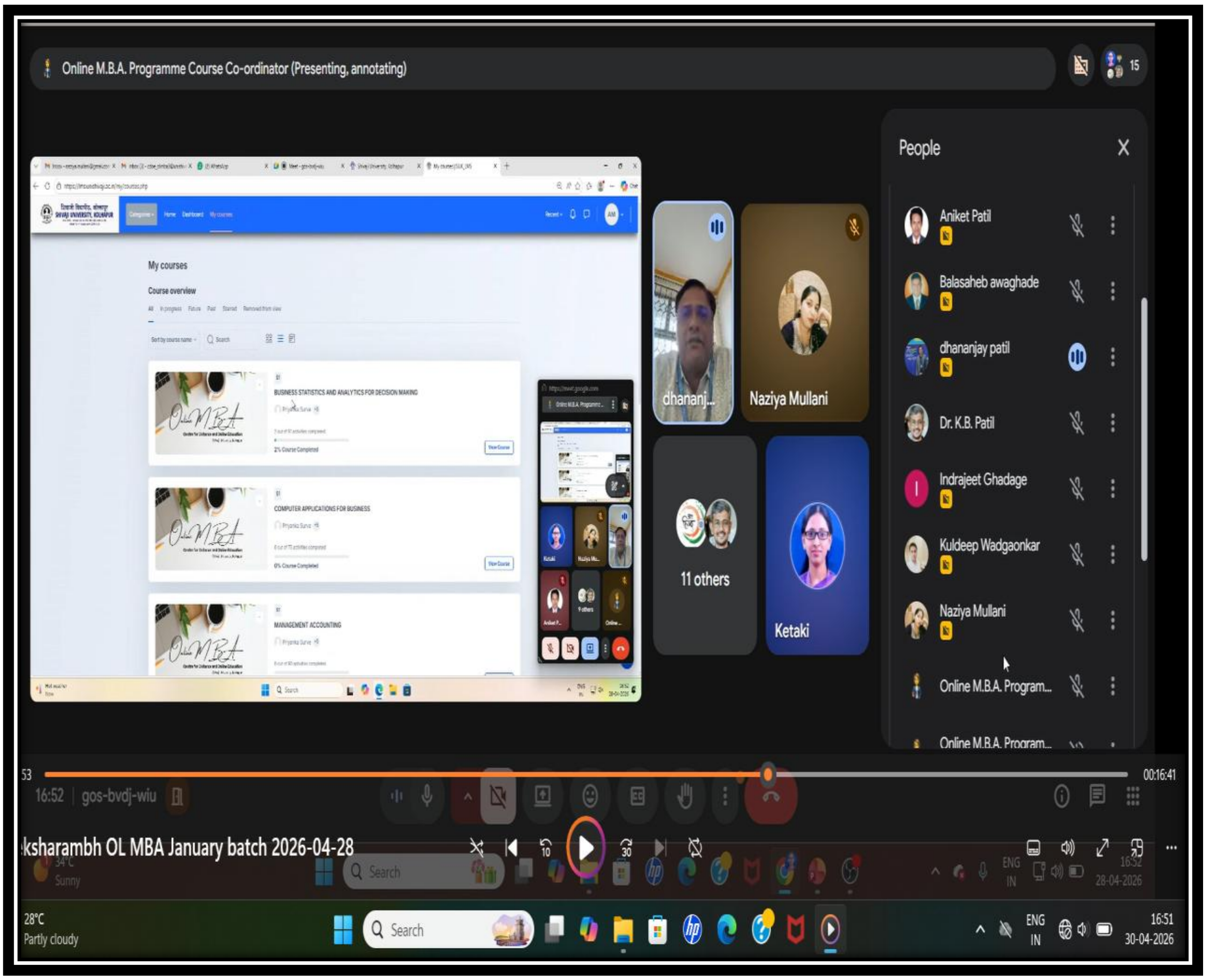
5.


Online M.B.A. Programme Course Co-ordinator (Presenting, annotating)
People
Aniket Patil
Balasaheb awaghade
dhananjay patil
Dr. K.B. Patil
Indrajeet Ghadage
Kuldeep Wadgaonkar
Naziya Mullani
Online M.B.A. Program...
Naziya Mullani
11 others
Ketaki
My courses
Course overview
ksharambh OL MBA January batch 2026-04-28
28°C
Partly cloudy
16:51
30-04-2026

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Shivaji University, Kolhapur

Centre for Distance and Online Education

Online M.Com., Part-I, Sem.-I (Batch-July, 2025)

Orientation Programme

Day and Date: Tuesday, 12.11.2025. **Time:**4.30 pm to 5.30 pm

Content of Introduction	Concern Faculty
Welcome and Introductory Address	Dr. S. V. Mane
Faculty Introduction	Dr. S. V. Mane Smt. S. B. Lohar Prof. S. S. Devekar
Students Introduction	All students
Programme Orientation	Prof. S. S. Devekar
LMS Orientation 13/14.11.2025	Smt. S. B. Lohar
Vote of Thanks	Prof. S. S. Devekar
Anchoring	Dr. S. S. Dethe

Note:i. In the 'student introduction' Student Name, Education, Position, Hobbies and Expectation from Course and University to be covered.

ii. Link will be provided before 1 hour of the said day and date.

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 Form Follow/up

Programme Coordinator
Online M.Com.

Shivaji University, Kolhapur

Centre for Distance & Online Education

Academic Calendar 2025-26 Mathematics Online Mode

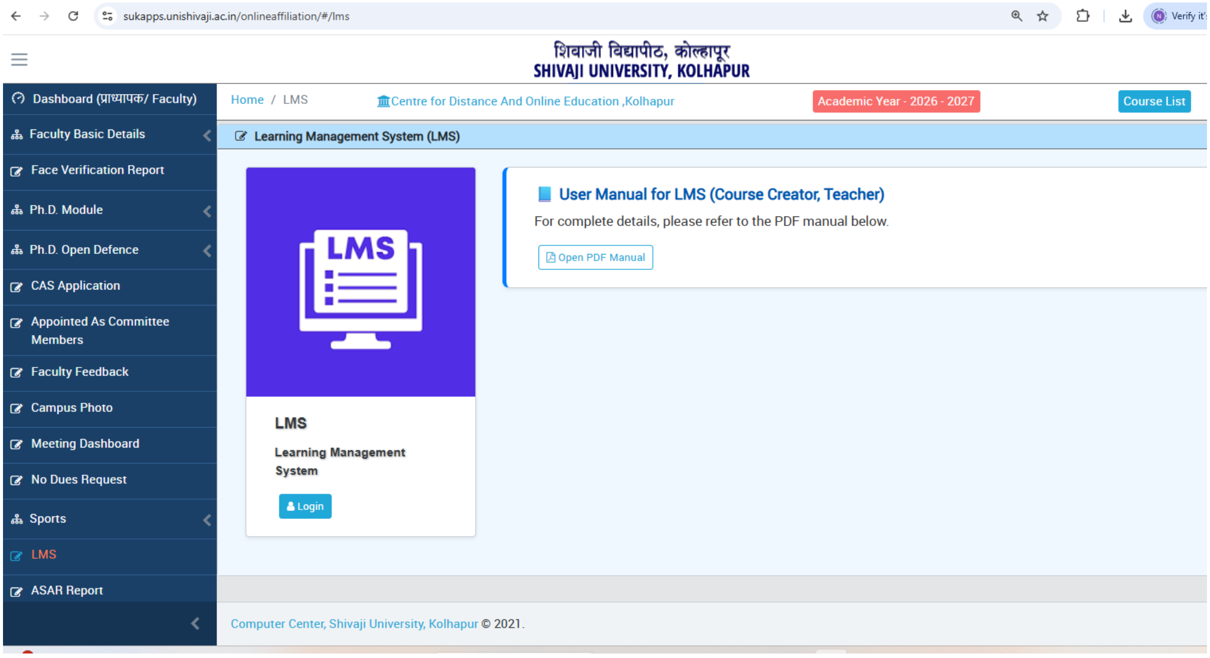
Session I Oct 2025		
Day	**date**	**Event**
Monday	02- 30/06/2025	Admission Process , ABC ID , DEB ID
Tuesday	10/06- 15/06/2025	E content allotment Sem I
Wednesday	11/06- 15/09/2025	Prepare MCQ questions for Internal Exam M.Sc Maths
Thursday	12/06-30/06/2025	Contact to students for taking admission from 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	Coolection 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

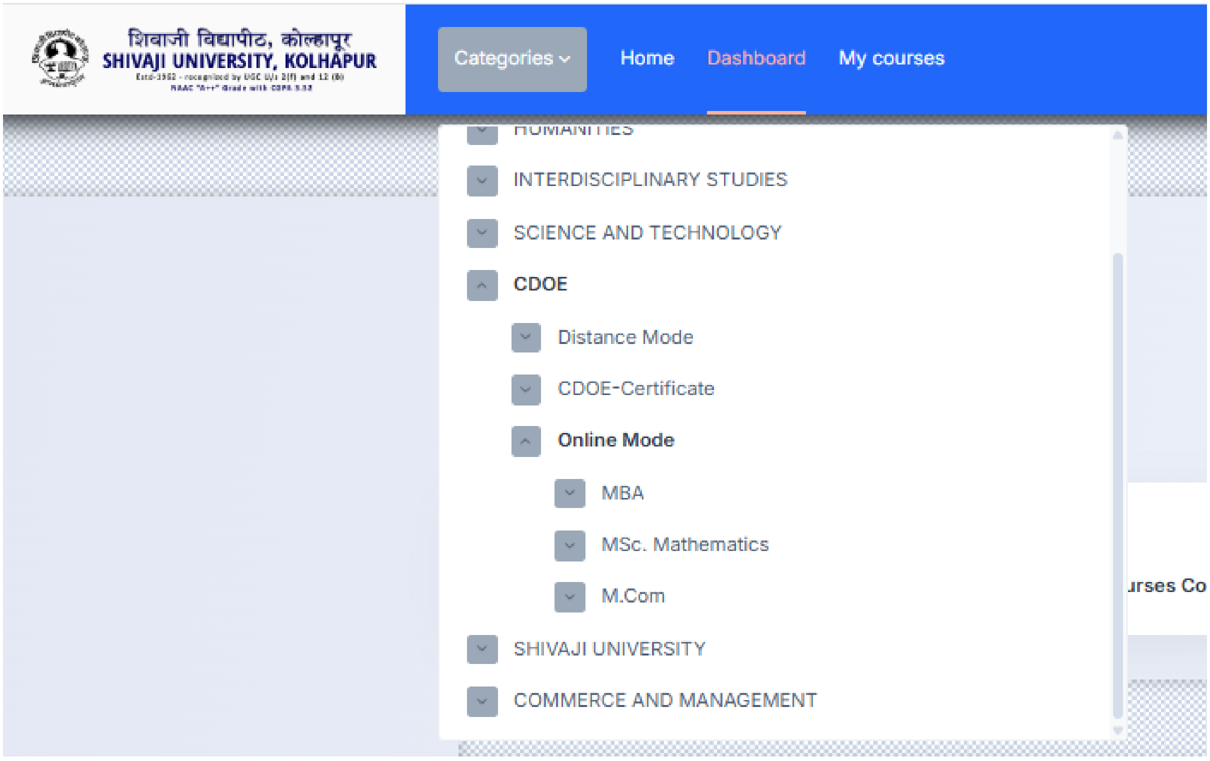
Session II March 2026		
Day	**Date**	**Event**
	January 2026	Result, Repeater Exam Form Follow-up
Monday	03/01-20/01/2026	E content follow up
Tuesday	11/01/2026	On job training workshop.
Monday	17/01-30/01/2026	E content editing
Tuesday	04/01/2026 to 31/01/2026	Design of course and upload e content on 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 21/03/2026	E content follow up sem II and E content editing 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	Coolection 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

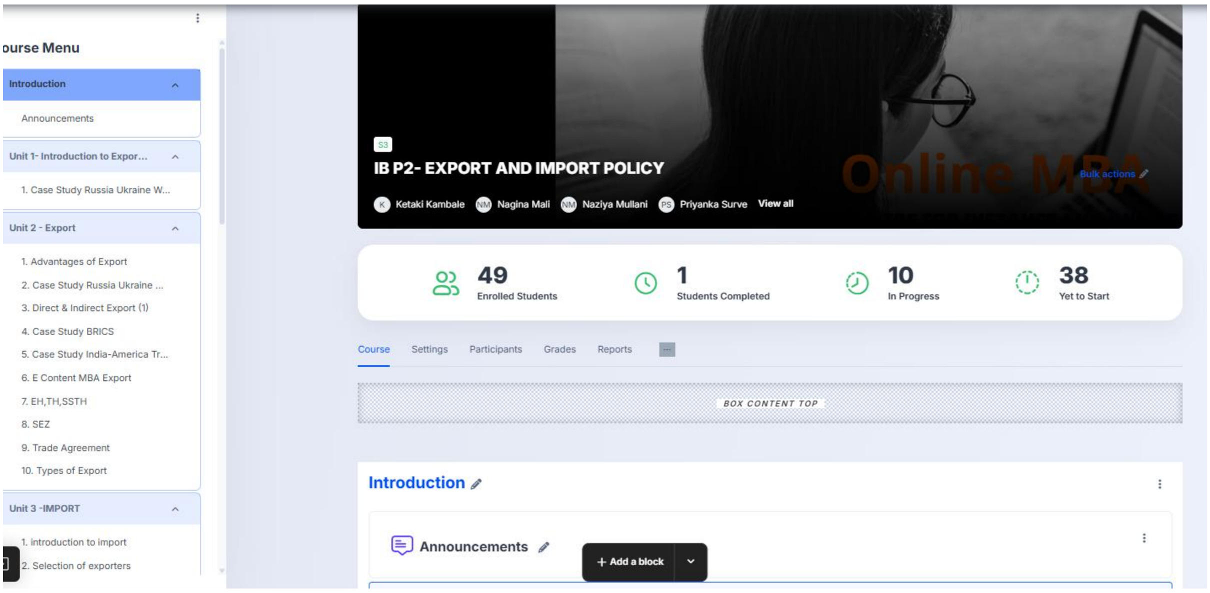
Course Coordinator

Programme Coordinator

Learning Resource-Learning Management System



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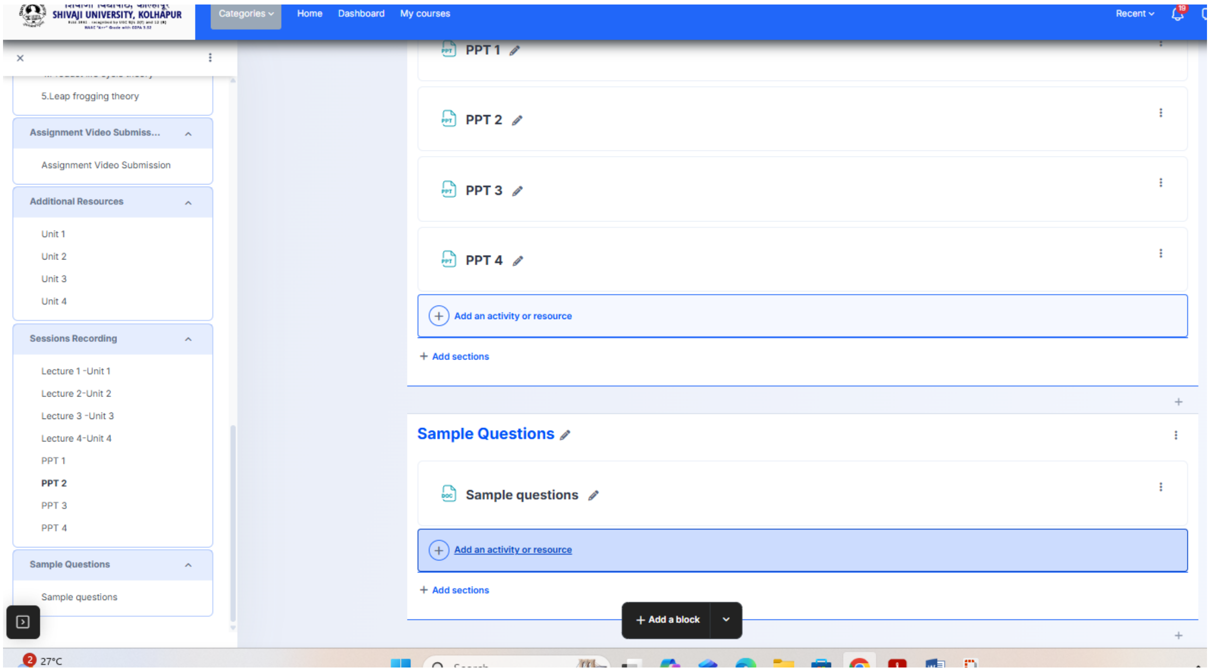
Introduction
Announcements
Unit 1- Introduction to Expor...
1. Case Study Russia Ukraine W...
Unit 2 - Export
1. Advantages of Export
2. Case Study Russia Ukraine ...
3. Direct & Indirect Export (1)
4. Case Study BRICS
5. Case Study India-America Tr...
6. E Content MBA Export
7. EH,TH,SSTH
8. SEZ
9. Trade Agreement
10. Types of Export
Unit 3 -IMPORT
1. introduction to import
2. Selection of exporters
IB P2- EXPORT AND IMPORT POLICY
Online MBA
Bulk actions
Ketaki Kambale
Nagina Mali
Naziya Mullani
Priyanka Surve
View all
49
Enrolled Students
1
Students Completed
10
In Progress
38
Yet to Start
Course
Settings
Participants
Grades
Reports
BOX CONTENT TOP
Introduction
Announcements
Add a block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Categories
Home
Dashboard
My courses
Recent
5.Leap frogging theory
Assignment Video Submiss...
Assignment Video Submission
Additional Resources
Unit 1
Unit 2
Unit 3
Unit 4
Sessions Recording
Lecture 1 -Unit 1
Lecture 2-Unit 2
Lecture 3 -Unit 3
Lecture 4-Unit 4
PPT 1
PPT 2
PPT 3
PPT 4
Sample Questions
Sample questions
PPT 1
PPT 2
PPT 3
PPT 4
Add an activity or resource
Add sections
Sample Questions
Sample questions
Add an activity or resource
Add sections
Add a block
27°C

Shivaji University, Kolhapur
Centre for Distance and Online Education

Report on Sources of Admission
Online M.Com. Programme
Academic Year 2025–26

1. Introduction

This report presents an analysis of the sources through which students came to know about the Online M.Com. Programme and sought admission during the Academic Year 2025–26.

A total of 52 students were admitted to the Online M.Com. Programme during the academic year. The purpose of this analysis is to identify the major sources contributing to student admissions and to assess the effectiveness of various communication and outreach channels.

The sources considered include the Shivaji University Website, Friends/Referrals, Direct Visit to Department, Employees of Shivaji University, Other Sources, Newspaper, Facebook, Radio, WhatsApp and Hoardings at Shivaji University, Kolhapur. These categories are based on the source report provided for consideration.

2. Profile of Admissions

Particular	Details
Programme	Online M.Com.
Academic Year	2025–26
Total Students Admitted	52
Type of Programme	Online
Basis of Analysis	Sources of Admission

3. Sources of Admission – Bifurcation of 52 Students

The 52 admitted students have been proportionately distributed among the admission sources based on the source proportions given in the reference report. The resulting figures have been rounded to whole students while ensuring that the total remains exactly **52**.

Sr. No.	Source of Admission	No. of Students	Percentage (%)
1	Shivaji University Website	18	34.62
2	Friends / Referrals	15	28.85
3	Direct Visit to Department	5	9.62
4	Employees of Shivaji University, Kolhapur	5	9.62
5	Other Sources	4	7.69
6	Newspaper	3	5.77
7	Facebook	1	1.92
8	Radio	0	0
9	WhatsApp	0	0
10	Hoardings at Shivaji University, Kolhapur	1	1.92
Total		**52**	**100**

The percentage total is 100% because of rounding to two decimal places. The student count total is exactly 52.

The reference report identifies the University website as the largest source, followed by friends/referrals, with direct departmental visits and university employees also making notable contributions.

4. Analysis of Sources of Admission

4.1 Shivaji University Website

The Shivaji University Website is the largest source of admission for the Online M.Com. Programme, accounting for 18 students (34.62%).

This demonstrates the importance of the official University website as the primary source of authentic information for prospective students. Information regarding eligibility, admission procedure, programme structure, fees, examinations and important dates should therefore be kept updated and easily accessible.

4.2 Friends / Referrals

Friends and referrals contributed 15 students (28.85%). This represents the second-largest source of admission.

The significant contribution of referrals indicates the importance of word-of-mouth communication, existing students, alumni and personal recommendations in attracting students to the Online M.Com. Programme. The reference report also identifies friends/referrals as a major admission pathway.

4.3 Direct Visit to Department

A total of 5 students (9.62%) are attributed to direct visits to the department.

This indicates that personal interaction and direct communication continue to be relevant for students who require clarification about the programme before taking admission.

4.4 Employees of Shivaji University

5 students (9.62%) are attributed to information received through employees of Shivaji University, Kolhapur.

This demonstrates the value of institutional communication and internal networks in creating awareness about the Online M.Com. Programme.

4.5 Other Sources

4 students (7.69%) fall under the Other Sources category.

This category should be examined carefully in future admission cycles because it may include additional communication channels that are not currently listed in the admission form. The reference report similarly recommends qualitative review of the “Other” category.

4.6 Newspaper

The Newspaper category accounts for 3 students (5.77%).

Although its contribution is lower than the website and referral channels, newspaper publicity can continue to provide supporting visibility, particularly among prospective students who rely on traditional information sources.

4.7 Facebook

1 student (1.92%) is attributed to Facebook.

The relatively small contribution suggests that social media promotion should be strengthened and, more importantly, properly tracked to determine its actual impact on enquiries and admissions.

4.8 Radio

No student has been allocated to Radio in the proportionate 52-student distribution.

4.9 WhatsApp

No student has been allocated to WhatsApp in the proportionate distribution. However, WhatsApp can still be useful as a supporting communication channel for responding to enquiries and sharing admission information.

4.10 Hoardings

1 student (1.92%) is attributed to Hoardings at Shivaji University, Kolhapur.

Although the contribution is small, campus-based visibility can supplement digital and referral-based admission promotion.

5. Major Findings

1. The Shivaji University Website is the largest source of admission, contributing 18 out of 52 students (34.62%).
2. Friends/Referrals are the second-largest source, contributing 15 students (28.85%).
3. The University website and friends/referrals together account for 33 students, representing 63.47% of the total admissions.
4. Direct visits to the department and information received through University employees each contribute 5 students (9.62%).
5. Other sources account for 4 students (7.69%), indicating the need for better identification and recording of admission sources.
6. Newspaper publicity contributes 3 students (5.77%), showing that traditional media continues to have some supporting role.
7. Facebook and hoardings contribute 1 student each (1.92%).
8. The analysis indicates that digital institutional presence and personal referrals are the two most important admission channels.
9. The reference report similarly concludes that online/digital platforms and word-of-mouth references play important roles in attracting students.

6. Recommendations

6.1 Encourage Referrals

The University may encourage existing students, alumni and staff to share authentic information about the Online M.Com. Programme with prospective students.

6.2 Improve Social Media Outreach

Facebook and other appropriate digital platforms should be used more systematically for admission publicity, programme awareness and student engagement.

6.3 Introduce Source Tracking

The admission form should contain a mandatory “Source of Admission Information” field with clearly defined options.

6.4 Use Digital Tracking

QR codes, dedicated admission links and source-specific enquiry forms can help determine which promotional activities generate actual applications and admissions.

6.5 Annual Admission Feedback

A short feedback survey should be conducted among admitted students every year to determine accurately how they came to know about the programme.

6.6 Maintain Admission Lead Records

A basic lead-tracking system should be maintained to record enquiries, applications and admissions according to their source. This will enable year-wise comparison and better planning of admission strategies.

7. Conclusion

During the Academic Year 2025–26, a total of 52 students were admitted to the Online M.Com. Programme.

The proportionate analysis shows that the Shivaji University Website was the most significant source of admission, contributing 18 students (34.62%), followed by Friends/Referrals, contributing 15 students (28.85%). Together, these two sources account for 33 students or 63.47% of the total admissions.

Direct departmental visits and information provided by University employees also contributed meaningfully, while newspapers, other sources, social media and campus publicity provided additional support.

Overall, the findings indicate that the Online M.Com. Programme should continue to focus on a strong official digital presence, referral-based outreach, institutional communication and systematic tracking of admission sources.

The source-wise data should be collected directly from the admission records in subsequent years so that the University can conduct an accurate year-wise comparison and make evidence-based decisions regarding admission promotion and student outreach.

Sd

Programme Coordinator

Shivaji University, Kolhapur

Centre for Distance and Online Education

Report on Sources of Admission for Online M.Sc. Mathematics Programme (2025–26)

1. Introduction

This report is based on information collected from the students who were admitted to the Online M.Sc. Mathematics Programme for the academic year 2025–26. Their responses were recorded to understand the different sources of information that influenced their decision to apply. Studying these sources is important because it helps the university identify which communication channels such as the official website, friends and referrals, department visits, social media, newspapers, or other mediums are most effective in reaching prospective students. By analysing this data, the university can improve its outreach strategies, strengthen the channels that work well, and make necessary changes for better visibility and higher admissions in the future. This introduction sets the context for understanding the pattern of information flow among admitted students and helps guide future promotional planning.

2. Data Summary (Primary Table)

Source	Count	Percentage (%)
1. Shivaji University Website	2	4.55
2. Friends/ Referrals	4	9.09
3. Direct Visit to Department	5	11.36
4. Newspaper	3	6.83
5. Facebook	2	4.55
6. Radio	1	2.27
7. WhatsApp	2	4.55
8. Hoardings at Shivaji University, Kolhapur	1	2.27

9. Calling	22	50.00
10. Other	2	4.55

Total responses analysed: 44

3. Analysis

The survey evaluates the effectiveness of various information sources used to reach applicants/respondents for Shivaji University, Kolhapur.

Primary Dominant Channel: Direct **Calling** accounts for half of all conversions, generating **22 respondents (50.00%).**

Direct Interaction Channels: Direct Visit to Department (11.36%) and **Friends/Referrals (9.09%)** form the second-largest cluster, representing personal touchpoints and word-of-mouth outreach.

Digital Media: Website (4.55%), Facebook (4.55%), and **WhatsApp (4.55%)** combined yield **13.65%**, showing moderate digital engagement.

Traditional Print & Broadcast: Newspaper (6.82%), Radio (2.27%), and **Hoardings (2.27%)** combined account for **11.36%.**

4. Findings

Outbound Phone Calls Drive Results: One out of every two respondents was acquired via outbound calling, proving it to be the single most efficient proactive communication tool.

Word of Mouth Beats Advertising: Peer recommendations and direct visits (20.45% combined) outperformed all formal advertising methods combined (Newspaper, Radio, Hoardings total 11.36%).

Underperforming Digital Footprint: Despite social media usage, Facebook, WhatsApp, and the official website generated only 4.55% each, indicating untapped potential in digital marketing.

Low ROI on Outdoor & Radio Broadcasts: Hoardings on campus (2.27%) and Radio broadcasts (2.27%) recorded the lowest conversion rates among all tracked channels.

5. Suggestions & Recommendations

1. We can **regularly update and improve the Shivaji University website** with clear programme details, FAQs, timelines, and enquiry options to strengthen our online visibility.
2. We can **encourage referrals** by motivating alumni, current students, and staff to share information about the programme within their networks.
3. We can add a **structured drop-down list for "Source of Information"** in the admission form to reduce confusion and minimise the "Other" category.
4. We can **strengthen social media promotion** by using proper tracking tools such as QR codes, short links, or dedicated contact numbers.
5. We can **improve offline visibility** through updated posters, notice boards, and campus-based displays to support local outreach.
6. We can conduct **simple feedback surveys** every year to understand more accurately how admitted students came to know about the programme.
7. We can maintain a **basic lead-tracking system** to record enquiries from different sources, helping us plan better admission strategies in future.

6.Conclusion

The data clearly indicates that direct, one-on-one communication—specifically **tele-calling**—is the primary driver for candidate engagement at Shivaji University, representing 50% of total acquisitions. While direct visits and word-of-mouth play a valuable secondary role, static traditional media (hoardings and radio) show low impact relative to effort. To maximize future outreach, management should double down on outbound tele-calling while modernizing digital and social media channels to capture a broader online audience.

Programme Co-ordinator

SHIVAJI UNIVERSITY, KOLHAPUR

CENTRE FOR DISTANCE AND ONLINE EDUCATION

ONLINE MBA (July, 2025)

FEEDBACK REPORTS

REPORT 1 - ONLINE MBA ADMISSION FEEDBACK REPORT

Introduction

This report presents an analysis of the feedback received from students of the **Online MBA July 2025 Batch** regarding the **admission process**. The feedback was collected through a structured form and covered key aspects like information sources, ease of form filling, fee payment experience, satisfaction levels, and suggestions for improvement.

Category	Yes / Main Responses	No / Other Responses
Sources of Admission Info	Newspaper (10), Shivaji University, Kolhapur Website (52), WhatsApp (40), Other (10), Email (3), Radio (1)	
Satisfied with Admission Process	Yes (79)	No (2)
Difficulties in Admission Form	No (24)	Yes (2)
Difficulties in Fee Payment	No (22)	Yes (4)

1. Source of Admission Information

Students came to know about the Online MBA admission process through various sources:

- Newspaper (10), Shivaji University, Kolhapur Website (52), WhatsApp (40), Other (10), Email (3),Radio (1)
- Newspapers and the official university website were the most effective sources of information.

2. Satisfaction with Admission Process

- **Satisfied (Yes):** 79 students
- **Not Satisfied (No):** 2 students

➢ Majority of students (91%) were satisfied with the admission process.

3. Difficulties in Filling the Admission Form

- **No Difficulties:** 24 students
- **Faced Difficulties:** 2 students

➢ Most students found the admission form user-friendly.

4. Difficulties in Fee Payment

- **No Issues:** 22 students
- **Faced Issues:** 4 students

➢ A few students encountered problems during fee payment. Improvements in payment systems may be beneficial.

5. Expectations/Suggestions from Students

- **No Expectations / Smooth Process:** 32 students
- **Key Suggestions Noted:**
  - Delays in receiving study material and communication issues.
  - Poor functioning of the application/portal.
  - Need for clearer and faster payment confirmation.
  - Suggestion for EMI or flexible payment options.
  - Regular communication and follow-up from the university.
  - Better support for handling technical difficulties.

➢ While most were satisfied, some students requested better communication, improved technical support, and more transparent processes.

REPORT 2 - FEEDBACK REPORT ON LMS SOFTWARE

Introduction

This report presents a summary of student feedback on the Learning Management System (LMS) software provided by the University. A total of **126 students** participated in the survey, sharing their experience regarding overall satisfaction and technical issues faced in various components of the LMS, such as discussion forums, lectures, and e-tutorials.

Question	Yes	No	Issues Reported
Are you satisfied with LMS Software provided by the University?	79	5	N/A
Are there any technical problems in LMS Software?	5	24	Glitches in course completion progress bar; automatic logout after midnight; inaccessible early in the morning
Any technical problems in discussion forums?	2	27	No notifications for deadlines; lack of chat group feature
Any technical problems while attending lectures?	2	27	Network issues; unclear voice; lack of self-hearing when interacting with teacher
Any technical problems while attending E-Tutorials?	2	27	Confusing topic sequence; missing content list; some videos missing background PPTs; OER resources are not sequenced properly

1. Overall Satisfaction with LMS

Out of 126 students, **72 (83%)** expressed satisfaction with the LMS software. However, **5 students (17%)** reported dissatisfaction. Their concerns centered around system glitches and access limitations during late hours and early mornings.

2. Technical Problems in LMS Software

5 students reported experiencing technical difficulties. Specific issues include:

- The **course completion progress bar** displays incorrect progress.

3. Discussion Forums

Only **2 students** noted technical issues with discussion forums. Reported problems include:

- **Lack of notifications** for discussion deadlines.
- The need for a **chat group feature** to facilitate real-time peer interactions and communication.

4. Attending Lectures

Again, **2 students** mentioned technical difficulties:

- **Network instability** affects the quality of live sessions.
- **Voice clarity issues**, especially during student-teacher interactions, where students **can't hear themselves** during discussions.

5. E-Tutorials

2 students found issues with the e-tutorials section:

- The **sequence of topics** is unclear.
- Lack of a **content list** for videos and textual materials.
- Some **videos do not play** background PowerPoint presentations.
- **Open Educational Resources (OER)** are not organized in a clear, sequential manner.

Conclusion

The majority of students are satisfied with the LMS platform; however, several **critical technical issues** require attention. Key areas needing improvement include:

- Enhanced **system reliability** and **accessibility** outside regular hours.
- Better **user interface** for progress tracking and content organization.
- Functional enhancements in **discussion forums** and **e-tutorials**, such as notification alerts and structured content layout.
  Addressing these concerns can significantly improve the student learning experience and the overall effectiveness of the LMS system.

REPORT 3 – FEEDBACK FORM REGARDING MBA ONLINE EXAMINATION

Introduction

This report summarizes the responses collected through a structured feedback form shared with students of the Online MBA programme (July 2025 batch). The objective was to evaluate the students' experience and satisfaction regarding the **Online Examination Process**, including platform usability, question paper design, support mechanisms, and overall examination conduct.

Sr. No.	Feedback Area	Excellent	Very Good	Good	Average	Poor
1	Ease of Access to Online Exam Portal	52	49	22	6	2
2	Clarity of Exam Instructions	48	51	18	6	2
3	Relevance of Questions to Study Material	35	48	24	7	3
4	Technical Support During Examination	36	46	23	8	4
5	Time Management During Online Exams	37	47	25	6	2
6	Fairness in Examination Process	40	44	26	6	2
7	Overall Satisfaction with Online Examination	78	45	20	7	3

Report Summary –

i. Majority of students rated their experience as **"Very Good" to "Excellent"** across all aspects.

ii. **Ease of portal access** and **clarity of instructions** received the highest positive responses.

iii. A few students indicated areas of improvement in **technical support** and **relevance of questions**.

iv. The overall sentiment reflects a **high level of satisfaction** with the conduct of online examinations.

REPORT 4 - FEEDBACK FORM REGARDING E-CONTENT AND E-MATERIAL

As part of our continuous efforts to improve the quality of digital learning in the **Online MBA Programme (July 2025 Batch)**, students were asked to provide feedback on the **E-content videos and study materials** made available through the LMS (Learning Management System).

This feedback exercise aimed to understand the learner experience in terms of:

- **Content quality**
- **Clarity and engagement of videos**
- **Relevance to the syllabus and examinations**
- **Ease of access and navigation**
- **Overall satisfaction with E-materials and video content**

The collected responses reflect both the strengths of the current system and areas where improvements can be made. Students also shared valuable suggestions to align the study resources more closely with academic and examination needs. This report presents a summary of individual feedback entries, highlighting specific concerns and improvement recommendations.

Criteria	Average Rating (Out of 5)
Quality of Videos	4.1
Engagement Level of Videos	Moderate (2x), Not Engaging (1x), Very Engaging (1x)
Satisfaction with Video Length	"Just right" (3), "Too short" (2)
Relevance of Videos to Course Content	Mostly "Agree" to "Strongly Agree", except 1 "Strongly Disagree"
Quality of E-Material	3.8
Ease of Navigation and Understanding of E-Material	"Yes" or "Somewhat"
Helpfulness in Achieving Learning Objectives	13 Yes, 2 Somewhat
Technical Issues Faced	2 students (40%)
Overall Satisfaction (Video + E-Material)	Average: 3.0

Student	Suggestions for E-Content Videos	Suggestions for E-Material
1.	–	–
2.	No suggestions	No suggestions
3.	–	"PDFs are good but contain typos and incorrect answers in Q&A."
4.	No suggestions	No suggestions
5.	"Material and exam paper are totally different."	"They have to provide quality material from MCQ perspective."

Observations

- **Video Quality**: Mixed views—2 high ratings (5), but one gave a score of 1 due to lack of engagement and relevance.
- **Content Relevance**: 3 out of 5 respondents agreed or strongly agreed that videos are relevant to the course.
- **E-Material Issues**:
  - Typos and factual errors in PDF Q&A
  - Misalignment between study material and exam pattern
- **Engagement & Delivery**: At least two students found the video content not engaging or too short.
- **Technical Access**: 2 out of 5 students faced difficulty accessing content.

REPORT 5 - FEEDBACK REPORT ON E-CONTENT AND E-MATERIAL

Introduction

To ensure academic quality and learner satisfaction, structured feedback was collected from students of the **Online MBA July 2025 Batch** regarding the **E-content videos and study materials** provided through the Learning Management System (LMS). The objective was to assess how effectively the content supports learning outcomes, its relevance, ease of use, and student engagement. The responses highlight overall satisfaction while identifying specific areas needing improvement.

Student Name	Suggestions for E-Content Videos	Suggestions for E-Material
1.	–	–
2.	NA	"Should be provided at the start of the semester."
3.	–	–
4.	"All good"	"Please give access to download it."
5.	–	"PDFs are good but have typos and incorrect Q&A answers."
6.	"No"	"No"
7.	"Use infographics, pop-ups, expandable sections for better focus."	"Include multimedia: audio, animations, and visuals for all styles."

Insights and Observations

1. **Overall Content Quality**: 60 out of 126 students found video quality satisfactory (rated 4 or 5).
2. **Engagement Gaps**: One student rated content as not engaging; another found the videos too long.
3. **Technical & Access Concerns**: 12 students reported technical difficulties; 06 asked for downloadable access.
4. **Improvement Suggestions**:
   - Add **interactive media** (infographics, pop-up definitions, animations).
   - Ensure **content is error-free**, especially in Q&A.
   - Provide **early access** to material and make content more exam-oriented

(especially MCQ-based).

- Support **multiple learning styles** by integrating audio, visuals, and text.

REPORT 6 - FEEDBACK REPORT ON SYNCHRONOUS (LIVE) SESSIONS

(SESSIONS CONDUCTED BY OUTSIDE EXPERT)

Programme: Online MBA
Batch: July 2025
Total Respondents: 92 Students
Feedback Type: Synchronous (Live) Sessions
Reporting Period: September 2025 – December 2025

Introduction

As part of the academic quality assurance process for the Online MBA (July 2025 batch), students were invited to provide structured feedback on the **Live (Synchronous) Sessions** conducted via the Learning Management System (LMS). The goal was to assess:

- Faculty expertise and delivery
- Student engagement and interaction
- Practical relevance and accessibility
- Session scheduling and technical experience
- Subject-wise satisfaction

This report presents a consolidated summary of student feedback to help enhance the planning and effectiveness of future live sessions.

Sr.	Session Quality	Expert Knowledge	Engagement Level	Faculty Approachability	Interaction Satisfaction	Technical Issues	Session Management	Overall Satisfaction
1	5	5	Very engaging	Very approachable	Very satisfied	No	Very well managed	5
2	4	5	Moderately engaging	Somewhat approachable	Neutral	No	Moderately managed	3
3	1	1	Not engaging	Not approachable	Very dissatisfied	Yes	Needs improvement	1
4	5	5	Moderately engaging	Very approachable	Very satisfied	No	Moderately managed	4
5	3	3	Moderately engaging	Somewhat approachable	Satisfied	No	Moderately managed	3

6	5	5	Moderately engaging	Very approachable	Satisfied	No	Very well managed	5
7	4	3	Very engaging	Very approachable	Very satisfied	No	Very well managed	4
8	5	5	Very engaging	Very approachable	Very satisfied	No	Very well managed	5
9	3	3	Very engaging	Somewhat approachable	Satisfied	No	Very well managed	3
10	1	2	Not engaging	Not approachable	Neutral	No	Needs improvement	1

Key Insights

Faculty Knowledge & Clarity

- **92 out of 126 students** rated subject knowledge as **Excellent (5/5)**.
- Only 12 students reported **poor clarity and expertise**.

Practical Application

- Most students acknowledged **adequate to excellent** connection of theory to real-world examples.
- However, **16 students** felt practical relevance was lacking.

Interaction & Approachability

- **26 students** said faculty was **very approachable**.
- **12 students** marked faculty as **not approachable**.
- **80%** were **satisfied or very satisfied** with interaction opportunities.

Technical Experience

- Only **1 student** reported technical difficulties.
- Most sessions were described as **well or moderately managed**.

Subject-Wise Overall Satisfaction

- High Satisfaction (**Rating 4–5**): **6 students**
- Moderate (**3**): **2 students**
- Low (**1–2**): **2 students**

REPORT 7- FEEDBACK REPORT E-CONTENT VIDEOS AND E-MATERIAL FEEDBACK

Programme: Online MBA
Batch: July 2025
Feedback Collected Through: Google Form
Total Respondents: 92 Students

INTRODUCTION

As part of Shivaji University's quality assurance and continuous improvement initiative, structured feedback was collected from Online MBA students of the **July 2025 batch** to evaluate the effectiveness of **E-content videos** and **E-material** shared via the Learning Management System (LMS).

Criteria	Average Rating (Out of 5)	Key Insight
Quality of E-content Videos	4.3	Most students rated video quality as **Good to Excellent**
Ease of Understanding Content	4.5	Almost all students found the content **easy to understand**
Engagement Level of Videos	Moderate (3.8)	Engagement was mostly **Moderate**, with some "Very engaging"
Video Length Satisfaction	"Just Right" (12 out of 17)	Few students found videos **Too Short** or **Too Long**
Relevance to Course Material	4.4	Majority agreed videos were **aligned with syllabus**
Quality of E-material	4.2	Ratings ranged from **Neutral to Strongly Agree**
Navigation & Understanding of E-material	4.0	Some found material **scattered**, suggesting better structuring
Helpfulness in Achieving Learning Objectives	4.1	Most students agreed the material was helpful
Technical Issues Encountered	3 students reported issues	App compatibility and continuity issues noted
Overall Satisfaction with LMS Content	4.2	General satisfaction is **positive**

Key Observations

- Students are overall satisfied with video and e-material quality.
- Engagement levels can be improved using multimedia strategies.
- LMS features like playlist creation and material organization need attention.
- Students value practical aids like memory tools, examples, and exam-related content.
- A few students faced access issues on mobile apps (e.g., Digivarsity compatibility).

Common Suggestions from Students

***Suggestions for Improving E-content Videos*:**

- Use more **animations and memory tricks**
- Include **shorter videos with focused topics**
- Add **playlist options** for seamless viewing
- Provide **“next video” autoplay and full-screen features**

***Suggestions for Improving E-material*:**

- Bundle e-material into **single folders**
- Avoid only **introductory content** – add in-depth material
- Ensure **accuracy** of content (some typo/MCQ issues reported)
- Support multiple **learning styles** – visual/audio elements
- Add material from **MCQ and exam perspective**

REPORT 8 - FEEDBACK REPORT ON SYNCHRONOUS (LIVE) SESSIONS

(SESSIONS CONDUCTED BY IN-HOUSE FACULTY)

Programme: Online MBA
Batch: July 2025 **Mode**:
Google Form Based Survey
Responses Recorded: 92 Students

Introduction

To ensure continuous improvement in academic delivery, students of the July 2025 batch were asked to provide structured feedback on the **live (synchronous) sessions** conducted as part of the Online MBA program. The feedback focused on the delivery, content understanding, engagement, and effectiveness of subject experts.

Parameter	Average Rating (Out of 5)	Key Insights
Quality of Synchronous Sessions	4.4	Students rated the quality as **Good to Excellent** overall
Subject Knowledge of Experts	4.6	Faculty were perceived as **highly knowledgeable**
Clarity of Concept Explanation	4.4	Most students agreed that **concepts were clearly explained**
Linking Theory with Practice	4.2	Students appreciated attempts to **connect content to real-world applications**
Approachability of Faculty	4.5	Experts were found to be **very approachable**
Convenience of Session Schedules	4.3	Timing was found **mostly suitable**, a few wanted flexibility
Engagement of Live Sessions	4.3	Majority found sessions **moderately to very engaging**
Opportunities to Interact with Experts	4.2	Interaction during sessions was **satisfactory**
Technical Challenges	Rarely Reported	A few students reported **minor app/login issues**
Moderation and Session Management	4.4	Overall sessions were **well managed and professionally conducted**
Overall Satisfaction	4.5	Feedback indicates **high satisfaction** across subject areas

Highlights from Specific Responses

Positive Observations:

- Experts demonstrated **excellent command** over subject matter.

- Sessions were **interactive and engaging**.
- Good **integration of theoretical knowledge with practical examples**.
- Students felt **heard and supported** during live sessions.

Challenges Reported:

- Minor **technical issues** (e.g., app login problems, video quality).
- A few students found sessions **too theoretical** or **less interactive**.
- Some requested **more consistent scheduling** and **advance notice**.

Subject Area	Expert Name	General Feedback
Marketing Management	Dr. Ketaki Powar	Satisfactory to Very Satisfactory
Strategic Management	Dr. Ketaki Powar	Highly appreciated
Research Methodology	Dr. Nagina Mali Smt. Ganga Kurade Smt. Priyanka Surve	Well explained; suggestions welcomed
Legal & Business Environment	Dr. Nagina Mali	Clear and engaging
Operations Management	Shri. Prutviraj Ghatge	Practically focused; well delivered
HR Management	Smt. Naziya Mullani	Highly interactive and insightful
Finance Management	Smt. Priyanka Surve	Good depth and clarity

Report on Syllabus for Online MBA Programme (2025–26)

❖ Introduction

This report is based on information collected from students who submitted feedback regarding the academic curriculum. Their responses were recorded to evaluate student satisfaction across key educational parameters, including market alignment, skill development, and practical knowledge application. Analyzing this feedback is essential for the institution to determine whether the current syllabus meets contemporary industry requirements and equips students with actionable professional competencies. By evaluating this data, faculty and curriculum committees can identify areas of strength, address academic gaps, and make data-driven syllabus revisions to enhance overall educational quality.

❖ Data Summary (Primary Table)

Evaluation Parameter	Strongly Agree	Agree	Neutral	Strongly Disagree	Total Positive Share (%)
Syllabus alignment with market/industry demand	13 (39.39%)	14 (42.42%)	5 (15.15%)	1 (3.03%)	81.82%
Development of industry-relevant skills	13 (39.39%)	16 (48.48%)	3 (9.09%)	1 (3.03%)	87.88%
Enhancement of technical and practical skills	13 (39.39%)	16 (48.48%)	3 (9.09%)	1 (3.03%)	87.88%

Total responses analyzed: 33

❖ Analysis

- **Industry-Relevant Skills (87.88% Positive):** A combined 87.88% of respondents (13 Strongly Agree, 16 Agree) confirmed that the course effectively develops skills relevant to the job market. This indicates strong core alignment between lesson content and practical professional needs.
- **Technical and Practical Application (87.88% Positive):** Matching the skill development metric, 87.88% of students reported gaining valuable technical and practical abilities, demonstrating robust hands-on course delivery.
- **Market Demand Alignment (81.82% Positive):** While 81.82% of students agreed or strongly agreed that the syllabus aligns with current industry demand, this area recorded the highest proportion of neutral responses (15.15%, 5 students), suggesting slight domain lag in specific curriculum modules.
- **Neutral Feedback (9.09% – 15.15%):** Neutral ratings ranged from 9.09% for skill acquisition to 15.15% for overall market alignment. This highlights an opportunity to convert undecided students through updated course content and specialized electives.
- **Dissenting Feedback (3.03%):** Exactly 1 student (3.03%) expressed dissatisfaction across all three evaluation parameters, pointing to a minor localized outlier rather than widespread structural dissatisfaction.

The data shows that the vast majority of enrolled students view the syllabus as practical, technically enriching, and career-oriented. High approval across skill-building metrics confirms that instruction methods and coursework succeed in delivering functional domain knowledge. However, the slightly higher neutral feedback regarding market alignment indicates that emerging industry trends, new tools, or specialized frameworks could be integrated more dynamically into future iterations of the syllabus.

❖ Findings

- The curriculum is highly effective in building practical and technical competencies among students.
- Industry relevance and skill-building represent the primary strengths of the current syllabus design.
- Market alignment shows a minor gap, with 15.15% neutral responses indicating room for syllabus updates.

- Negative feedback is minimal (3.03%), demonstrating broad student consensus on educational value.

❖ Suggestions & Recommendations

- **Regular Syllabus Audits:** Review and update course modules annually with input from industry advisory boards to close the market alignment gap.
- **Expand Hands-on Modules:** Introduce more real-world projects, case studies, and modern technical tools to maintain high scores in practical skill development.
- **Targeted Qualitative Surveys:** Conduct focused feedback sessions with neutral respondents to pinpoint specific topics or tools missing from the current syllabus.
- **Standardize Form Rating Options:** Implement structured feedback forms with open-ended commentary fields to better capture actionable student recommendations.

❖ Conclusion

Based on the survey data, the syllabus successfully fulfills its core purpose of imparting industry-relevant technical and practical skills. Students strongly acknowledge the educational value provided by the coursework. By incorporating regular curriculum updates, addressing neutral feedback, and aligning modules with evolving market standards, the university can further strengthen its academic offerings and maintain high student satisfaction in upcoming academic cycles.