



ज्ञानगंगा घोरोघरी

**Yashwantrao Chavan  
Maharashtra Open University  
Nashik - 422 222**

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**NAAC Accredited 'A' Grade**

Website : [ycmou.ac.in](http://ycmou.ac.in)

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**Prospectus for Master of Business  
Administration (M.B.A.) P79**

**Year 2022-23**

## Master of Business Administration (M.B.A.) - P79

### *Index*

<b>1. About School.....</b>	<b>3</b>
<b>2. About Programme .....</b>	<b>3</b>
2.1 Aims.....	3
2.2 Duration.....	3
2.3 Medium .....	3
2.4 Programme Structure .....	3
<b>3. Evaluation Procedure.....</b>	<b>7</b>
<b>4. Admission Procedure .....</b>	<b>12</b>
4.1 Eligibility .....	12
4.2 Entrance Fees.....	13
4.3 Programme Fees.....	13
<b>5. Registration Procedure .....</b>	<b>14</b>
<b>6. The Entrance Examination Structure.....</b>	<b>14</b>
<b>7. Regional Centres .....</b>	<b>19</b>
<b>8. Contacts .....</b>	<b>20</b>

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NB21-22-08 MBA

## 1. About School

The School of Commerce and Management is one of the eight schools of studies located at the headquarter of the university. Through its quality policy it aims to enhance and sustain excellence of its educational programmes. The school offers various programmes by which student can update his knowledge, ability and managerial skills while working in his/her profession. All the programmes offered by the school have become extremely popular and are among the best in Distance Learning Programme methods.

The school envisages to :

1. Develop under graduate, postgraduate and research level programmes for creating professional manpower required by the present competitive world.
2. Ensure relevance of programmes by updating course regularly.
3. Relate all the courses to the developed needs of individuals, institutions and the state.
4. Provide innovative, flexible and open systems of education by using the distance teaching methodology and by applying modern communication technologies to education.
5. Establish linkages with educational industries to share experience and knowledge.

Now, keeping with the trend of providing quality higher education the Yashwantrao Chavan Maharashtra Open University has also started M.Com (English medium) Programme under The School of Commerce & Management.

## 2. About Programme

### 2.1 Aims

The Aims of the M.B.A. programme are –

1. To help practising managers to become more effective decision makers in their fields by updating their knowledge and managerial skills.
2. To enable the budding managers to develop their skills of critical analysis, logical thinking and creative imagination.
3. To enable the managers to make independent judgements in the analysis and resolution of complex managerial problems.

### 2.2 Duration

- a) The minimum duration = 2 Years
- b) Maximum duration = 5 Years
- c) A minimum attendance of 50 % is compulsory for the counselling sessions.

### 2.3 Medium

The medium of instruction and examination is **English** only.

### 2.4 Programme Structure

The programme consists of 20 courses and project work spread over 4 semesters in two academic years.

## **MBA First Year**

### **Semester I**

<i>Course Code</i>	<i>Course Name</i>	<i>Credits</i>	<i>Marks</i>
MBA101	Accounting and Finance for Managers	4	100
MBA102	Business Environment	4	100
MBA103	Economics for Managers	4	100
MBA104	Management Processes & Organisational Behaviour	4	100
MBA105	Research Methodology & Communications	4	100

### **Semester II**

#### **Compulsory Courses**

<i>Course Code</i>	<i>Course Name</i>	<i>Credits</i>	<i>Marks</i>
MBA201	Business Ethics & Corporate Governance	4	100
MBA202	Quantitative Techniques in Management	4	100
MBA203	Production and Operations Management	4	100
MBA204	Marketing Management	4	100
MBA205	Human Resource Management	4	100

#### **Generic Electives: Audit Courses (Any One)**

<i>Course Code</i>	<i>Course Name</i>	<i>Credits</i>	<i>Marks</i>
GEN121	Cyber Security	4	100
GEN101	English	4	100
GEN103	French	4	100
GEN105	German	4	100
GEN104	Arabic	4	100
CMP204	Office Tools	4	100
GEN204	Communication skills	4	100

Self Learning Material for Audit Courses will be available on university website in PDF format only. Printed books of Audit Courses will not be made available to the students.

## **MBA Second year**

### **Semester III**

#### **Compulsory Courses**

<i>Course Code</i>	<i>Course Name</i>	<i>Credits</i>	<i>Marks</i>
MBA301	Strategic Management	4	100
MBA302	International Business and International Trade	4	100

### Specialisations:

**Total :** 3 Courses : Compulsory 2 Courses + Optional 1 Course

**Note:** As per the revised structure, 2 courses are compulsory & for optional courses student can select any one course from the optional courses available.

#### (A) Finance group

<i>Course Code</i>	<i>Course Name</i>	<i>Credits</i>	<i>Marks</i>
FMG301	Corporate Finance <b>(Compulsory)</b>	4	100
FMG302	Indian Financial System & Management of Financial Institutions <b>(Compulsory)</b>	4	100
FMG303	Management of Financial Services <b>(Optional)</b> OR	4	100
FMG304	Security Analysis & Portfolio Management <b>(Optional)</b>	4	100

#### (B) Marketing Group

<i>Course Code</i>	<i>Course Name</i>	<i>Credits</i>	<i>Marks</i>
MKG301	Marketing Research <b>(Compulsory)</b>	4	100
MKG302	Advertising and Sales Promotion <b>(Compulsory)</b>	4	100
MKG303	Industrial Marketing <b>(Optional) OR</b>	4	100
MKG304	Services Marketing <b>(Optional)</b>	4	100

#### (C) Human Resource Management Group

<i>Course Code</i>	<i>Course Name</i>	<i>Credits</i>	<i>Marks</i>
HRM301	Organisational Change and Development <b>(Compulsory)</b>	4	100
HRM302	Human Resource Planning <b>(Compulsory)</b>	4	100
HRM303	Managing Interpersonal & Group Processes <b>(Optional) OR</b>	4	100
HRM304	International Human Resource Management <b>(Optional)</b>	4	100

#### (D) Manufacturing Management Group

<i>Course Code</i>	<i>Course Name</i>	<i>Credits</i>	<i>Marks</i>
MMG301	Manufacturing Strategy <b>(Compulsory)</b>	4	100
MMG302	Supply Chain Management <b>(Compulsory)</b>	4	100
MMG303	World Class Manufacturing <b>(Optional) OR</b>	4	100
MMG304	Production Planning & Control <b>(Optional)</b>	4	100

## MBA Second year

### Semester IV

#### Compulsory Courses

Course Code	Course Name	Credits	Marks
MBA401	Business Laws	4	100
MBA402	Management Information System	4	100
P97 PRJ	Project Work	8	200

#### Specialisation:

**Total :** 3 Courses : Compulsory 2 Courses + Optional 1 Course

**Note:** As per the revised structure, 2 courses are compulsory & for optional courses student can select any one course from the optional courses available.

#### (A) Finance group

Course Code	Course Name	Credits	Marks
FMG401	Taxation <b>(Compulsory)</b>	4	100
FMG402	Banking & Bank Finance <b>(Compulsory)</b>	4	100
FMG403	International Finance <b>(Optional) OR</b>	4	100
FMG404	Management Control Systems <b>(Optional)</b>	4	100

#### (B) Marketing Group

Course Code	Course Name	Credits	Marks
MKG401	Consumer Behaviour <b>(Compulsory)</b>	4	100
MKG402	Sales and Distribution Management <b>(Compulsory)</b>	4	100
MKG403	Retail Marketing <b>(Optional) OR</b>	4	100
MKG404	Rural Marketing <b>(Optional) OR</b>	4	100
MKG405	International Marketing <b>(Optional)</b>	4	100

#### (C) Human Resource Management Group

Course Code	Course Name	Credits	Marks
HRM401	Industrial Relations & Labour Legislation <b>(Compulsory)</b>	4	100
HRM402	Management of Training and Development <b>(Compulsory)</b>	4	100
HRM403	Human Resource Development <b>(Optional) OR</b>	4	100
HRM404	Performance and Reward Management <b>(Optional)</b>	4	100

#### (D) Manufacturing Management Group

Course Code	Course Name	Credits	Marks
MMG401	Total Quality Management & Six Sigma <b>(Compulsory)</b>	4	100
MMG402	Project Management <b>(Compulsory)</b>	4	100
MMG403	Enterprise Resource Planning <b>(Optional) OR</b>	4	100
MMG404	Services Operations Management <b>(Optional)</b>	4	100

### Generic Electives: Audit Courses (Any One)

Course Code	Course Name	Credits	Marks
GEN203	Value Education	4	100
GEN401	Yoga	4	100

Self Learning Material for Audit Courses will be available on university website in PDF format only. Printed books of Audit Courses will not be made available to the students.

#### Note :

1. The 4 specialisation groups are available for the students. the students have to choose one group out of these four groups. If a student chooses a course which is not available in the name of a particular study centre, then it means that the examinations for that specialisation course will be conducted at that study centre but counselling will not be available at that particular centre.
2. Student should read the above information carefully and choose their Specialisation Courses. He/She should contact the Study Centre regarding counselling of these courses.

### P79PRJ Project Work (Compulsory)

The students are required to complete a project work during the **2<sup>nd</sup> year**.

Soft copy (PDF format) of study material is available on official website of the university. Students should use it.

## 3. Evaluation Procedure

### Evaluation

The pattern of evaluation used for the M.B.A. programme will consist of the following three components.

For each theory course of 100 marks, there will be 80 marks for University Assessment (End Examination [EE]) and 20 marks reserved for Continuous Assessment (Home Assignments [CA])

Student will have to obtain minimum 40 marks to pass in each course.

#### (A) Internal Assessment (Continuous Assessment i.e. Home Assignment): 20 Marks

1. Students should submit ONE home assignment of 20 marks per course, having 4 Questions of 5 marks each. Thus, in each semester, for 5 courses 5 home assignments will have to be submitted.
2. University will upload the home assignment questions on university website. Student should download the home assignment questions from the university website.
3. Student must submit legibly hand written home assignments soft copy to the Home assignment submission portal as per schedule declared by the University for Semester I, II & Semester III. Semester IV students need to submit hard copies only of Home Assignments to the respective Learner Support Center.
4. Thus, the student of MBA Programme will submit 5 home assignments for 5 courses in each semester
5. These assignments shall be evaluated for 20 marks by the Counsellors of the concerned courses at the study centre and the list of marks

obtained by the students would be submitted to the study centre. It will be mandatory for the study centres to submit these course wise marks to the university before the commencement of each semester end examination only in online mode i.e. through study centre login at <http://ycmou.digitaluniversity.ac>. The website link for online submission of marks will be made available on the university website only for 8 days. These Home assignment submitted through online mode will be evaluated online and marks of the same will be made available to exam section.

6. Student is allowed to upload Home Assignment in soft copy format to the Home Assignment portal for Semester I, II & III.
7. Semester IV student is allowed to submit home assignments in hard copy at the Learner Support Center within the stipulated time period announced by the university, on the website and / or other means. Student should follow the university updates and be in touch with the Learner Support Center and submit his/her assignments within time.
8. The student who fail to submit home assignments within the stipulated time would not to be allowed to re-submit the same after the commencement of the first semester end examination and he/she would be awarded 'zero' ABSENT marks, and the same would be displayed in his/her mark sheet.

**If the student fails to submit the assignment during that semester, he/she will not be allowed to submit assignments thereafter and will have to pass that course by obtaining marks in end examination.**

Study Centre need to contact at university headquarters Exam Unit II for more details regarding submission of continuous assessment marks evaluation and submission.

Assignments submission for each course must be completed by the stipulated dates in the same semester of an academic year as communicated by the University. **The university will not give permission for resubmission / late submission of assignment under any circumstances.**

### **(B) End Examination (EE) - 80 Marks.**

**Each theory paper will be of 80 marks. For each course, 80 marks are reserved for University Assessment (End Examination)**

1. Under the End Examination (EE) in each semester there will be 5 question papers of 80 marks, for 3 hours duration each. The university will conduct end examination as per the schedule declared in advance.
2. In the end examination for 80 marks, there will be 20 questions of 5 marks each, and student may attempt any 16 questions out of those.
3. The student will have to obtain minimum 40 marks to pass in each course.
4. Answers to these 5 marks questions should be written in 75-80 words each.

### **Evaluation Pattern**

<b>End Examination</b>	<b>80 Marks</b>
<b>Continuous Assessment</b>	<b>20 Marks</b>
<b>Total</b>	<b>100 Marks</b>



### **(C) Project Work**

A project report may be in the form of a comprehensive case study, inter-organizational study or field work.

Project work carrying 200 marks has to be done under the guidance of a project supervisor.

Study Centre should allocate the project supervisor to students in Semester III in the month of July.

Under the Project Supervisor's supervision, the student should first prepare the Project Proposal (synopsis) and submit to study centre for its approval in **Semester III in month of January**. After verification of the synopsis by the Learner Support Center. The student should upload it to PMS portal.

The Project Proposals will be evaluated by the experts through online mode and the Approved/Not Approved status of the synopsis will be made available in student login.

Once the Synopsis is approved under the Project Supervisor's supervision student should prepare the Project Report.

Student should complete the Project Work during the III and IV semester.

**Student must upload soft copies of the Project Report to the PMS portal within the stipulated time period given by the University.** If the synopsis is not approved student cannot upload the Project Report.

The student who fails to submit the Project Report during the given time period, can re-submit the same before the completion of the registration period of 5 years.

However, such student will have to apply for repeater examination in the prescribed Format and pay the applicable examination fees.

**NOTE : Student are requested to follow the university schedule regarding Online submission of the Synopsis and Project Report.**

### **Assessment of the Project Work**

Assessment of the project work will be done after submission of the Project Report by the student to the online PMS portal.

The MBA Project Report will be evaluated for 200 marks by the experts.

The students should obtain minimum 80 marks out of 200 marks to pass in the Project Work component.

Revaluation of the Project Work is not allowed.

Re-submission of Project Report for class improvement is not allowed.

Projects assessed as unsatisfactory (less than 80 marks) will have to be resubmitted after incorporating the modifications as specified by the University before the completion of the registration period of 5 years.

However, such student will have to apply for repeater examination in the prescribed Format and pay the applicable examination fees.

#### **Please Note:**

1. Revaluation of Project Report is not allowed.
2. Resubmission of Project Report for Class Improvement is not allowed.

### **(D) Rules of passing**

Student will have to obtain minimum 40 marks to pass in each course.

The marks obtained by the student in Continuous Assessment shown separately in the Mark Sheet

In order to complete any course successfully, a candidate must get minimum 40% marks [Cumulative for University Assessment (End

Examination) and Continuous Assessment (Home Assignments)]. Students not completing course/courses successfully will be required to reappear for the concerned end examination and improve their class therein.

Successful completion of the project component requires obtaining minimum 40 % marks.

A student must successfully complete First Year, Second Year and Project Work in order to qualify for the award of the M.B.A. Degree.

The final result of the student after considering the performance for all academic years will be declared on the basis of the following:

**Credit Based Semester System (CBSS):** Under the CBSS, the requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be completed by the students.

**Credit Point:** It is the product of grade point and number of credits for a course.

**Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to around 30 hours of learning activities.

**Cumulative Grade Point Average (CGPA):** It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.

**Grade Point:** It is a numerical weight allotted to each letter grade on a 10-point scale.

**Letter Grade:** It is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P and F.

The UGC recommends a 10-point grading system with the following letter grades and points as given below:

<b>Letter Grade and description</b>	<b>Grade Point</b>
O (Outstanding)	10
A+ (Excellent)	9
A (Very Good)	8
B+ (Good)	7
B (Above Average)	6
C (Average)	5
P (Pass)	4
F (Fail)	0
Ab (Absent)	0

**Semester Grade Point Average (SGPA):** It is a measure of performance of work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.

**Semester:** Each semester will consist of 15-18 weeks of academic work equivalent to 90 actual teaching days.

**Transcript or Grade Card or Certificate:** Based on the grades earned, a grade certificate will be issued to all the registered students after every semester. The grade certificate will display the course details (code, title, number of credits, grade secured) along with SGPA of that semester and CGPA earned till that semester.

**All the generic electives shall be of Theoretical in nature.** They shall be implemented using online mode of delivery. The examination of such courses shall be conducted using online and on-demand methodology.

In assessing the performance of the students in examinations, the usual approach will be to award marks based on the examinations conducted at various stages (sessional, mid-term, end- semester etc.) in a semester. The numeric marks obtained in such examinations shall be converted to appropriate letter grades. In order to avoid the variations, the UGC recommendations shall be followed. The following system to be implemented in awarding the grades and CGPA under the credit based semester system (as mentioned in point no. 2.10).

### **Grading:**

1. The examinees shall be evaluated for internal assessment and end examination as per the evaluation pattern for the respective courses. The numerical marks in the aggregate shall be converted to the appropriate Letter grade and Grade point on prorated basis, i.e. using scaling down 100 marks to 10 Grade point Scale. Thus, a person who has scored 46 marks out of maximum 100 marks in the aggregate shall get C (Average) Grade securing 5 points.
2. A student obtaining Grade F shall be considered failed and will be required to reappear in the examination.
3. For non credit courses 'Satisfactory' or 'Unsatisfactory' shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.
4. The Universities can decide on the grade or percentage of marks required to pass in a course and also the CGPA required to qualify for a degree taking into consideration the recommendations of the statutory professional councils such as AICTE, MCI, BCI, NCTE etc.

### **Computation of SGPA and CGPA**

The following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) shall be followed:

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e

$$SGPA (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

where  $C_i$  is the number of credits of the  $i$ th course and  $G_i$  is the grade point scored by the student in the  $i$ th course.

- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$CGPA = \frac{\sum(C_i \times S_i)}{\sum C_i}$$

where  $S_i$  is the SGPA of the  $i$ th semester and  $C_i$  is the total number of credits in that semester.

- iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

## Illustration of Computation of SGPA and CGPA and Format for Transcripts

### Computation of SGPA and CGPA

#### Illustration for SGPA

Course	Credit	Grade letter	Grade point	Credit Point (Credit x Grade)
Course 1	3	A	8	3 X 8 = 24
Course 2	4	B+	7	4 X 7 = 28
Course 3	3	B	6	3 X 6 = 18
Course 4	3	O	10	3 X 10 = 30
Course 5	3	C	5	3 X 5 = 15
Course 6	4	B	6	4 X 6 = 24
	20			139

Thus, SGPA =  $139/20 = 6.95$

#### Illustration for CGPA

Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6
Credit : 20	Credit : 22	Credit : 25	Credit : 26	Credit : 26	Credit : 25
SGPA:6.9	SGPA:7.8	SGPA: 5.6	SGPA:6.0	SGPA:6.3	SGPA:8.0

Thus,

$$\begin{aligned}\text{CGPA} &= 20 \times 6.9 + 22 \times 7.8 + 25 \times 5.6 + 26 \times 6.0 + 26 \times 6.3 + 25 \times 8.0 \\ &= 6.73\end{aligned}$$

**Transcript (Format):** Based on the above recommendations on Letter grades, grade points and SGPA and CCPA, the HEIs may issue the transcript for each semester and a consolidated transcript indicating the performance in all semesters.

#### Important

- Students not completing successfully one or more courses at the first year level, may be given admission to the Second Year. This evaluation pattern will remain in force, unless changed subsequently. In the event that any changes are made in this regard, these will be communicated to all the concerned and will become applicable to the ongoing student-batch and also binding on them.

## 4. Admission Procedure

### 4.1 Eligibility

Admission to the M.B.A. programme is open to all citizens of India who satisfy the following condition:

- Passed minimum three year duration Bachelor's Degree awarded by any of the universities recognized by University Grants Commission or Association of Indian Universities in any discipline with at least **50% marks** in aggregate or equivalent (at least 45% in case of candidates of backward class categories and persons with disability belonging to Maharashtra State only) or its equivalence.

## 4.2 Entrance Fees

The fee structure for the M.B.A. Programme is as follows.

**Entrance Fees Rs.500/-**

## 4.3 Programme Fees

The fees will be collected annually at the time of student registration. The fee structure for the M.B.A. Programme is as follows.

### (1) Total Programme Fee

The total Programme fee consists of 2 (Two) independent parts:

#### a) University Programme Fees (UPF):

The University Programme fee is inclusive of examination fees. Each student has to pay UPF by online mode as specified by the University. University accepts no other form of payment.

#### b) Study Centre Fees (SCF):

Each student has to pay the SCF directly to the respective study centre. Students are supposed to keep receipt of Study Centre fees for future reference.

Please do not pay any additional fees to the Study Centre. The programme fees will be as given below. If your admission is cancelled due to some reason, the programme admission fees will not be refunded.

### (2) Fees for the Programme is as follows:

#### First Year

University Programme Fee	Rs. 12,100/-
Study Centre Fee	Rs. 3,000/-
<b>Total</b> (To be paid through online banking)	<b>Rs. 15,100/-</b>

#### Second Year & Project

University Programme Fee	Rs. 13,100/-
Study Centre Fee	Rs. 4,500/-
<b>Total</b> (To be paid through online banking)	<b>Rs.17,600/-</b>

#### Note:

1. Rs. 150/- is charged for re-examination of each course along with Rs. 100/- for mark-sheet and postage.
2. Under any circumstances student should not pay fees in excess of above mentioned fee structure, to the study centre or University.
3. Fees once paid will not be refunded under any circumstances.

### Details of the University Fees

<b>Sr.No.</b>	<b>Particulars</b>	<b>I Year</b>	<b>II Year</b>
1.	Registration Fee	100	100
2.	Tuition Fee	4,000	4,000
3.	Examination Fee	4,050	4,350
4.	Other Fee	200	200
5.	Development Fund	3,750	4,450
	<b>Total</b>	<b>12,100</b>	<b>13,100</b>

## 5. Registration Procedure

This Programme is offered through online admission process. Students should follow online process of admission as specified by the University.

On successful completion of registration process, the students should collect the online receipt and submit it to Study Centre for confirmation of admission.

### Re-registration

Re-registration shall be done once only. The period of Re-registration is valid for 3 years only. The Re-registration is not allowed after 3 years of the expiry of the first Registration date. The total period of Re-registration is 3 years, so student must apply immediately after the expiry of the registration period.

## 6. The Entrance Examination Structure

### 5.1 Introduction

The candidates seeking admission to the Master in Business Administration (M.B.A.), Programme of this University will have to appear for and show sufficient level of competence and aptitude in a Common 'Entrance Examination' conducted by the University.

The information regarding the Entrance Exam, its composition, nature, etc. is given in the following sections.

### 5.2 Nature and Composition

This Entrance Exam, is designed for testing various scholastic/mental abilities and skills that are considered essential for the successful completion of the programme. It is also intended to test the aptitudes of the candidates in the important aspects of business organisation. The test consists of the following sections as given below.

<i>Section</i>	<i>Topic</i>	<i>Marks</i>
1	Reading Comprehension	12
2	Verbal Ability	20
3	Numerical Ability	16
4	Business Data Interpretation	24
5	Business Application	16
6	Business Judgement	12
	Total	<b>100</b>

**IMP: Date of Online Entrance Exam:** Details of Entrance dates will be declared by separate notification by the Exam Department. Students are requested to see YCMOU website for the same.

## Nature and Types of Questions

All the questions (hereafter referred to as 'items') are of the 'multiple choice' type, wherein each item is given four options.

The candidate has to 'select' only one of the given options as the correct answer to the item and indicate the same by clicking on the corresponding circle.

Every item carries 2 marks. Examples that follow are simply to illustrate the nature of the items likely to appear in the different 'sections' of the exam-question paper.

### Illustrative Examples

The examples given for each section are merely to illustrate the **nature of task required**.

The examples cited here are just to give an idea about the nature of entrance examination and questions appearing in entrance examination may vary from illustrative examples.

#### (i) Reading Comprehension

In this component, a passage (consisting of about 450-500 words or 25-30 lines) will be given. The candidate has to read the passage very carefully, understand the details and answer the items that follow it.

Some items are meant for testing understanding of what is stated therein. Some others are intended to test interpretation and analysis of what is read. Certain others are intended for testing understanding of the contextual meanings of specific words/phrases.

It is important to thoroughly read the passage a sense of the principal ideas, facts, organisation of content, information relating to ideas, attitudes, tone and general style of presentation before one attempts to answer the items.

Each item is expected to be answered on the basis of what is in the passage and not on the basis of personal opinion or knowledge.

Candidates are advised to read all the options before selecting an answer.

Here is an example to illustrate.

**Directions:** Read the passage given below and answer all the items following the passage on the basis of what is stated / implied in it.

Since then, the span of man's life grew to eighty years. The first thirty years of his whole long life are, in fact, those of man's own life. At this stage, he is sound both in body and mind and is full of fire.

After that, in the next eighteen years, he leads the life of a donkey. In this age, he does nothing but abuse. Thereafter, he steps into the life of a dog. At that stage, man lacks the vigor of the past, but all the same the memory of the days gone by does not slip away.

Therefore, he can do little but sit apart and bark at others. Finally he glides into the life of a monkey when he, not only in his conduct but also in his physical appearance, apes the monkey.

1. The focus in the passage is on the character of a .....  
(A) dog (B) man  
(C) donkey (D) monkey
2. The first thirty years of man's life can be called his own because.....  
(A) he remains free from any worries  
(B) he enjoys his educational life  
(C) he is then sound in body and mind  
(D) he can live life as he wants





**Example 2**

If the radius of a circle is increased by 1cm. the ratio of the new circumference to the new diameter will be -

- (a) + 2                      (b) - 2  
 (c)  $(2^* + 1)/2$         (d) None of these

**Example 3**

Rama and Krishna hire a pasture for Rs.260. Rama puts 20 cows for 3 months and Krishna puts 35 cows for 2 months. The amount to be paid by Rama will be -

- (A) Rs. 100 /-,              (B) Rs. 115 /-  
 (C) Rs. 140 /-,              (D) Rs. 120 /-

**(iv) Business Data Interpretation**

This section tests the ability for business comprehension and interpretation of the data related to business and commerce. It is tested through different forms such as tables, graphs, histograms, pie charts, polygons and the like. A series of items is given for each set of data for testing interpretation, interpolation and extrapolation abilities. Here is an example of a data set along with related items.

In a certain large-scale company, labour trouble continued for about 3 years in succession after which the factory workers went on a total strike.

During these 3 years, the company management had retrenched several workers as indicated in Table No. 1.

**Table No.1**

Year	Worker strength	Workers retrenched (number)	Age-range of retrenched workers			Work experience of retrenched workers (yrs.)			
			20-24	25-29	30-34	<1	1 to <3	3 to <5	5 & above
1999	4000	15	2	10	3	10	3	2	0
1992	4525	20	7	11	2	9	6	4	1
1993	5000	25	6	13	6	12	7	4	2

- What percentage of the total workers retrenched were within the age-range of 25-29 ? (Figures have been rounded)  
 (A) 17    (B) 56    (C) 18    (D) 57
- What was the increase in percentage of retrenchment between 1991 and 1992 for the workers with a work experience of between '3 to less than 5 years' ? (Figures have been rounded)  
 (A) 10    (B) 7    (C) 5              (D) None of the above
- Which of the following situations, shows the maximum retrenchment of workers ?  
 (A) When age range is high & work experience is high.  
 (B) When age range is high & work experience is low.  
 (C) When age range is at the intermediate level & work experience is low.  
 (D) When age range is at the intermediate level & work experience is high.

**(v) Business Application**

This component deals with items designed to test the ability to apply given data for solving simple problems related to commerce, economics, statistics and business.

The topics that may be covered herein are : Ratio - Proportion - Variation, Average - Percentage, Profit - Loss - Discount, Interest (Simple and Compound), Stocks and Shares, Taxes - Rates, Insurance Time - Work - Speed and the like.

Given here are a couple of illustrative examples.

**Example 1**

The cost price of an article is Rs. 8.50. The selling price is to be decided so that a profit of 25% on the selling price will be made? What should be the selling price ?

- (A) Rs. 11.33 (B) Rs. 10.36  
(C) Rs. 12.05 (D) Rs. 9.78

**Example 2**

The sum of Rs. 4000 will amount to Rs. 5000 at a simple interest of 5% p.a. in -

- (A) 4 years; (B) 6 years  
(C) 2 years 6 months (D) 5 years

**(vi) Business Judgement**

In this section, information about a business situation is provided in sufficient details in a passage or a case report. This is followed by a series of items that will test the ability to evaluate the statements, facts and other information regarding the business and to make your judgement about the various aspects of the business as stated in the report.

**Example 1**

Directions : Read carefully the passage given below and answer the questions that follow.

Secretarial practices in modern offices have seen many technological changes in recent years. A major event is the advent of computerisation in every sphere of life. A leading typing institute offering regular training as well as undertaking major typing tasks on job-work basis, was quick to realise the possible use of computerisation in improving its services and therefore decided to purchase the latest computers with printers etc. to update its existing facilities. The new equipment, it was realised, would result in increased output to the extent that the work handled by three secretarial assistants would, with the new facilities, be handled, by one assistant.

It was believed that the overall profits of the institute with the use of computerised services would undergo a significant increase.

Besides, the manager of the institute enjoyed good, cordial relations with his subordinates. In fact, on many occasions in the past, his subordinates had stayed back well beyond working hours (without any expectation of monetary compensation) in order to respect the commitments made to outside parties.

Over a period of six months, the manager of the institute collected funds (partly by investing his own earlier profits and partly by raising loans from the State Bank of India) for the purchase of the required computers and accessories. He was lucky to obtain the required equipment within a week.

By the end of 8 months, after a detailed financial analysis of the existing situation, it appeared, however, that the overall profits of the institute had declined by 8% rather than showing an expected increase. There had been no change in other conditions within the set-up. Perplexed about this unexpected outcome, the manager of the institute sought advice from a firm of management consultants. The consultants worked on the details provided by the manager of

the institute and finally submitted their report, giving useful advice and recommendations.

Given below are a set of factors which may not be important in the decision advice given by the firm of management consultants. Evaluate each factor with respect to the classification scheme given below.

## Classification Scheme

### Mark

- (i) if it is a major objective in the decision making process.
- (ii) If it is a major factor, influencing the decision.
- (iii) If it is a minor factor, influencing the decision.
- (iv) if it is an unimportant issue, in making a decision.

The following items are to be evaluated on the basis of the classification-scheme.

1. Time required for getting the new equipment.
2. Possible difficulties in getting a loan.
3. Increased productivity of subordinates.
4. Training of subordinates in new techniques of computerisation.
5. Increase in profits.

## 7. Regional Centres

Following list provide detail information about Regional Centres of the University

Sr. No.	Regional Center	Address	Tel. Fax No.
01.	Amravati	Yashwantarao Chavan Maharashtra Open University, Amravati Regional Centre, V.M.V. Road to Valgaon Road, Post. V.M.V., Amaravati-444604	Tel No.0721-2531444 Fax. No. 0721-2531445
02.	Aurangabad	Yashwantarao Chavan Maharashtra Open University, Aurangabad Regional Centre, C/o, Survey No.41, Nandanvan Colony, Camp, Aurangabad-431001	Tel No. 0240-2335798 / 2356826 Fax No. 0240-2335798
03.	Mumbai	Yashwantarao Chavan Maharashtra Open University, Mumbai Regional Centre, C/o, Jagannath Shankarsheth, Primary Muncipal School, 2 <sup>nd</sup> Floor, Frear Breech (South), Nana Chouk, Grant Road (West), Mumbai-400007.	Tel No. 022-23874186 / 23813256 Fax No. 022-23826135
04.	Nagpur	Yashwantarao Chavan Maharashtra Open University, Nagpur Regional Centre, Subhedar Hall, University Sports Area, Law College Campus, Amravati Road, Ravinagar Chouk, Nagpur-440001	Tel No. 0712-2553724 / 25 Fax No. 0712- 2553725
05.	Nashik	Yashwantarao Chavan Maharashtra Open University, Nashik Regional Centre, Old Corporation Building, 2 <sup>nd</sup> Floor, New Pandit Colony, Nashik-422002	Tel. No. 0253-2317063 Fax No. 0253-2576756

Sr. No.	Regional Center	Address	Tel. Fax No.
06.	Pune	Yashwantarao Chavan Maharashtra Open University, Pune Regional Centre, Shahir Annabhau Sathe Prashalagruha, Corporation School No. 5 (Boys), 654, Opp. Sadashiv Peth Haud, Kumdhekar Marg, Pune-411030	Tel No. 020-24491107 Fax No. 020-24457914
07.	Kolhapur	Yashwantarao Chavan Maharashtra Open University, Kolhapur Regional Centre, Shivaji University Campus, Near Post Office, Vidyanagar, Kolhapur-416004	Tel No.0231-2607022 Fax No. 0231-2607023
08.	Nanded	Yashwantarao Chavan Maharashtra Open University, Nanded Regional Centre, Swami Ramanand Teerth Marathwada University Campus, Nanakwadi Kaman, Zari Road, Vishnupuri, Nanded-431606	Tel No. 02462-259940/50 Fax 02462-259940

## 8. Contacts

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## विद्यापीठ गीत



एक प्रतिज्ञा असे आमुची ज्ञानाची साधना ।

चिरंतन ज्ञानाची साधना ।

ज्ञान हेच संजीवन साऱ्या जगताच्या जीवना ॥ १ ॥

ज्योत जागवू सुजाणतेची सकलांच्या अंतरी ।

तीच निवारील पटल तमाचे प्रभात सूर्यापरी ।

ज्ञानच देउळ, ज्ञानच दैवत, प्रगतीच्या पूजना ॥ १ ॥

नव्या युगाचा नव्या जगाचा ज्ञान धर्म आहे ।

त्यातच अमुच्या उजळ उद्याचे आश्वासन राहे ।

मुक्त करिल तो परंपरेच्या बंदिघरातुन मना ॥ २ ॥

हाच मंत्र नेईल आम्हाला दिव्य भविष्याकडे ।

न्यायनीतीचे पाऊल जेथे भेदाशी ना अडे ।

जे जे मंगल पावन त्याची जेथे आराधना ॥ ३ ॥

*कुसुमाग्रज*