

॥ अंतरी पेटवू ज्ञानज्योत ॥

**NORTH MAHARASHTRA UNIVERSITY
JALGAON - 425001**



**Master in Business Administration
[Semester III]**

SYLLABUS

SEMESTER III

Unit Course No. 301

Personnel Management (Compulsory Paper)

1. Nature and organisation of the personnel functions-
Scope of personnel management - aims, objectives and
functions.
2. The evaluation of the personnel function - Patterns and
philosophies of Management, their implications and their
relevances to the personnel function-Personnel procedures-
Tools and record.
3. Recruitment and selection employees orientation and
training, carrier planning - Performance appraisal.
4. Discipline and morale-Wage and salary administration-
Incentive schemes; Concept of Bonus-Job analysis. Job
evaluation and merit rating.

Personnel management in India-Workers' participation in
management.

BOOKS RECOMMENDED

- 1] Personnel Management, Principles and Practices-
C.H. Northcott.
- 2] Personnel Management and Industrial Relations-Dale Yoder.
- 3] Personnel Management in India-Institute of Personnel
Management in India.
- 4] Personnel Management Principles, Practices and a Point of
View-W.D. Scott, R.C. Clothier and W.R. Spriegel
- 5] Personnel Administration - Practices in India -
M.N. Rudrabasavraj.

Unit Course No. 302

ECONOMETRICS -

1. Nature of econometrics- The econometric approach to the study of economic problems- Mathematical models and their classification- Deterministic models and dynamic models.
2. Least square maximum likelihood- Two stage least squares- Small equation and simultaneous equations- Identification and other problems.
3. Input-output analysis-Linear programming and its economics applications- The theory of the firms- Transportation.
4. Expansion of structural and reduced forms- Empirical demand functions.

BOOKS RECOMMENDED

- 1] Theory of Econometrics- Kousiyyins A.
- 2] Econometrics Methods - Johnston J.J.
- 3] Basic Econometrics - Gujarathi D.N.
- 4] Econometrics- Maddala G.S.
- 5] Specifications and Uses of Econometrics Models- Brown T.

UNIT COURSE NO. 303

Management Information Systems and Electronic Data Processing

- 1] Background theories regarding systems concept and total approach; Information; communication and controls; Strategic planning; Management and operational control; Management reporting systems.
- 2] Systems design and implementation; Identification of information needs; Planning for system implementation; Project management; Systems audit long fringe plan for systems and preparation of data base.
- 3] Hardware and Software; Computer characteristics; Punch card data processing; Computer Programming: Machine language programming- Fortran, Cobol and Algol; Management; Problems of computer information studies; Systems implementation responsibilities.
- 4] MIS and E Mathematical programming techniques; Operational systems; inventory control, Production planning systems; PERT; CPM; Simulation; information retrieval.

BOOKS RECOMMENDED

- 1] Management Oriented Management Information System- Jerome Kanter.
- 2] Information Systems for Modern Management- R.G. Mordick and J.E. Rose.
- 3] Management Information Systems- Gordon B. Davis.
- 4] Cobol Programming with Business Application- N.L. Sarda.

UNIT COURSE NO. 394 (A)

Production Management : Paper I

- 1] Design or organization structure- Human factor in production- Communication within a management team- Automation and computers for production organisation.
- 2] Product- Lined testing- Manufacturing cost control techniques- Methods, motion and time study- Work sampling- Production process- Process design and layout- Product development and production operations.
- 3] Production systems and manufacturing operations- Production control and quality control.
- 4] Economic order quantities- Production control in mass production plants- Multi plan integration- Production control problems.

BOOKS RECOMMENDED

- 1] Broom H.N. - Production Management.
- 2] Buffa, E.S. - Modern Production Management.
- 3] Walter, J.E. - Modern Management.
- 4] Vandemark R.L. - Production Management and Control.

UNIT COURSE NO. 304 (B)

Marketing Management : Paper I (Market Research)

- 1] Different applications of market research; Scope of market research, Obstacles in acceptance of market research.
- 2] Collection of market information; Relative merits of desk research; Postal survey; Telephone interviews and personal discussion methods.
- 3] Specialised techniques in market research; Readership survey; Shop audits; Consumers panels; Tests marketing Overseas market research; Analysis of market data; Demand measurement and forecasting; Different methods of forecasting.
- 4] Presentation of market data; Market research; research writing; Sources of market information; Make or buy decisions in market research.

BOOKS RECOMMENDED

- 1] Market Research- by D.J. Luck, H.G. Wales, D.A. Taylor and R.S. Rubian.
- 2] Research for Marketing DEcision- by F.E. Green and R.S. Tull.
- 3] Research Analysis for Marketing decisions- by Chester R. Wasson.
- 4] Industrial Market Research Work Book- by T.P. Prout.
- 5] A Practical Guide Book to Market Research Text and Cases- by Dr. D.N. Serwate.

UNIT COURSE NO 304 (C)

FINANCIAL MANAGEMENT : PAPER I

- 1] Optimal investment decision theory- Techniques of the programming and its application to profit planning and financial budgeting, Concept of optimal investment decision, Choice of techniques effects of financing opportunities on project selection Capital rationing problem, Cost of capital and problems involved therein.
- 2] Financing decision; Problem of optimal capital structure Leasing Vs. borrowing., Debt. management- Banker's and Manager's view points-Risk of cash in solvency and financial leverage.
- 3] Current assets management; Statistical accounting techniques for considering managerial attitude towards risk; analysis of the commitment of funds to cash, Receivable and inventory- Letters of credit or mode of payment.
- 4] Management of Earnings; Dividend policy and appropriation politics- valuation theories- Decision-making for various types of valuation, Dividend policy and valuation of shares. Problems of sick units and financial reorganisation.

BOOKS RECOMMENDED

- 1] Financial Management- S.C. Kuchhal.
- 2] Financial Organisation and Management- C.W. Gestenberg.
- 3] Financial Management and Policy- Van Horne.
- 4] Financial and Administrative Accounting- C.A. Smith and J.G. Ashburne.
- 5] Managerial Finance- Salmon J Fink and Donald Grunwald.

UNIT COURSE NO 304 (F)

PERSONNEL MANAGEMENT : PAPER I

- 1] Personnel administration in India-Historical Retrospect-
Role of welfare office- Welfare administration in industry-
Duties of welfare officer- statutory and non-statutory.
- 2] Functions of personnel administration- Employment and
selection- Selection, induction and training- Wage and
salary administration, health safety- Welfare productivity-
Wabour- Management relations- Grievance settlement-
Management of conflict.
- 3] Role of industrial relations- Industrial relations Machinery
in India- Negotiations-Conciliation-Mediation, arbitration,
adjudication-Collective Bargaining.
- 4] Strikes and lock-outs-Role of Government Management and
Unions- Tripartite conferences- Codes of discipline- Codes
of inter-union conduct- Industrial truce resolution-
Implementation and evaluation machinery- State and
industrial relations.

BOOKS RECOMMENDED

- 1] Personnel Management in India- Institute of Personnel
Management in India.
- 2] Personnel Management- C.H. Northcott.
- 3] Personnel Administration Practices in India-
M.N. Rudrabasavaraj.
- 4] Labour- Management Relations in India- K.N. Vaid.

UNIT COURSE NO 305 (A)

PRODUCTION MANAGEMENT : PAPER II

- 1] Scheduling of production-Grant charts-CPM and PERT Line balance technology- Production forecasting.
- 2] Production inventories- Economic lot size- Product designing- Standardization - Specification- Diversification- Problems of production development.
- 3] Concept of present value- Various criteria for comparing investment and replacement alternatives- Control charts- Statistical basis of control charts.
- 4] Linear programming- Graphic method- Simplex Method- Transportation problem- Optimality test-Break-even point- Break-even analysis.

BOOKS RECOMMENDED

- 1] Buffa E.S.- Modern Production management.
- 2] Goel B.S. and Gupta O.P.- Production Management.
- 3] Moore Russel F.- Management Hand-Book.
- 4] Farnete- Production and Material Control.

UNIT COURSE NO 305 (B)

MARKETING MANAGEMENT : PAPER II

- 1] Promotion Techniques; Advertising and Publicity Major Advertising decisions; Expenditure decisions; Types of media; Media research and selection; Types of Advertisement Product; Market and Corporate Orientation; Copy illustration and message design.
- 2] Phasing of advertisements; Frequency determination, Advertising agencies; an Organisational set up; selection of advertising agencies; Research in advertising decisions; Effectiveness Studies.
- 3] Physical distribution and channels of distribution; Transportation Model; Inventory decisions; Selection of stocking centres; Location decisions.
- 4] Organisation set up for physical distribution; Designing of channels of distribution; New channels of distribution; Mail order; Vending machines; Public distribution system in India.

BOOKS RECOMMENDED

- 1] Advertising Theory and Practice- Charles Sandage.
- 2] Advertising Mass Communication in Marketing- C.A. Kirkpatrick and J.E. Little of Field.
- 3] Public Relations in India- J.M. Kaul.
- 4] Physical Distribution Management- Felix Wentworth.
- 5] Distribution Management- Mathematical Modelling and Practical Analysis- S. Filon, C.D.T. Wastson Ganol Nicos Christofides.

UNIT COURSE NO. 305 (C)

FINANCIAL MANAGEMENT : PAPER II

- 1] Formation of a limited Liability- Company incorporating Provisions of the Act- Kinds of Shares and Debentures- Borrowing powers- Capital Issues Control Act.
- 2] Maintenance of Records, Returns and Accounts, Register of members- Meeting voting powers- Appointment of Auditors- Cost Audit by Investigational Powers of the Government.
- 3] Scope of Indian Income-tax Act- Concepts and definitions under the Act; Agricultural Income, Assessee, Assessment year, Income, Capital and Revenue expenditure, Previous year, Persons Residence, Company Dividend, Total Income.
- 4] Capital gains and income from other sources- Rebates and relief- Treatment of losses- Computation of total income and determination of tax liability- Companies (Profit) Surtax Act, An overview of gift, wealth and estate duty acts, Corporate Taxation and its effects on Investment decision-making.

BOOKS RECOMMENDED

- 1] Taxation of Corporate Income in India- A. Ambirajan.
- 2] Corporation Finance- S.C. Kuchhal.
- 3] Income Tax (1961) as amended upto date.

UNIT COURSE NO 305 (F)

PERSONNEL MANAGEMENT : PAPER II

- 1] Employment of local people- Problems of women employees- Problems of unrecognized labour- Problem of casual and badly workers- Absenteeism and labour turnover.
- 2] Labour and Technological change- Rationalisation and automation- Workers role in economic development- State Labour Policy- Bonus problems in India.
- 3] History of Trade Union Movement in India- Trade Unions and Economic development- Social responsibilities of Trade Unions- Future of the Trade Unionism in India- L.L.O.
- 4] Purpose and functions of trade unions- Structure and Governance of unions- Problems of membership and finance- Unions leadership- Union and personnel officers- Union recognition and its methods- Problems of unionisation in small units in agricultural co-operative sector, public sector.

BOOKS RECOMMENDED

- 1] Labour- Management Relations in India- M.K. Subramaniam.
- 2] Shri Ram Centre for Industrial Relations- Papers presented to Third National Seminar of Industrial Relations in a developing.
- 3] Annual Reports of Central Organisation of Workers.
- 4] Labour Problems in Indian Industry- V.V. Giri.
- 5] Trade Union in New Society- H.J. Laski.

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SEMESTER IV

Unit Course No. 401

Human Relations

1. Role of behavioural sciences in Management Hawthron-Experiments Informal Organisation-Group Dynamics.
2. Morale Motivation-Problems of Human Relations in Indian Industres-Life cycle theory of leadership.
3. The functions of leadership-Conflicts and Tensions arising out power complex.
4. Contribution to the theory of human relations by Douglas MCGregor and Peter Drucker.

BOOKS RECOMMENDED

1. S. Shrivastav- Behavioural Science in Management.
2. K. Davis- Human Relations at Work.
3. Huner'ager Hackmann- Human Relation in Management.
4. Fred J. Cervell- Human Relations in Business.
5. Douglas McGregor-Human Side of Enterprise.
6. Hearsey and Blanchard- Organisational Behaviour.

CORPORATE PLANNING AND POLICY

1. Meaning of Corporation, distinction between corporate objectives, strategies, policies and programmes. Need and scope of Corporate planning.
2. Concept of corporate strategy; inputs for corporate policy decisions (SWOT Analysis) problems information of corporate policy decisions; Evaluation of corporate strategy and problems involved; Diversifications and growth plans; Impact of social responsibilities of business on strategic decisions.
3. Techniques of analysis; study of Stock Exchange Directory; Comparison of company with Industry by ratio; Implementation of corporate planning, MBO; incorporation of flexibility in planning; Amalgamations and mergers.
4. Impact of technology on corporate planning; nature of future changes and its effects on management.

BOOKS RECOMMENDED

1. Business Policy Text and Cases by E.P. Learned; C.R. Christensen, W.D. Guth and K. Andrews.
2. Concept of Corporate Strategy by K. Andrews.
3. Corporate Planning by S. Venu.
4. Corporate Planning Process by Melville Branch.
5. Corporate Planning by Olaf Kleine and Rakesh Kumar
6. Reading in Business Strategy by H.I. Ansoff.
7. Guide to Amalgamations of Companies with special reference to Tax Planning by R. Santhanam.
8. Stock Exchange Directory of Bombay Stock Exchange
9. Business Policy by William F. Glueck (McGraw-Hill Publishing Co.)
10. Corporate Planning by B. Bhattacharya (Oxford IBH Publication).
11. Managing Diversification by Ranjan Das (Mcmillan India Ltd.)

BUSINESS LAW

1. The law relating to contracts, performances of contracts; Damages in case of breach of contract. The Negotiable Instrument Act.
2. The law relating to the role of goods; contracts of guarantee and indemnity; the law relating to patents, designs and trade-marks.
3. Important sections of the Companies Act covering the incorporation of a company; provisions regarding the capital structure; dividends; directors and sole-selling agents; provision concerning mismanagement and oppression arrangement and reconstruction.
4. FERA; MRTP.

BOOKS RECOMMENDED

1. The Indian Contract Act by F.D. Mulla.
2. Mercantile Law by M.J. Sethna.
3. Mercantile Law by James Menezes.
4. Mercantile Law by M.C. Shukla.
5. Elements of Commercial Law by Avtar Singh.

PRODUCTION MANAGEMENT : PAPER III

1. Procurement- Purchasing Policies- Purchasing Problems
Procurement Functions- Budgets and Improvement of
Stores-Keeping and Stores Control-Kinds of Stores
Inventory-Stores Inventory Control-Physical Inventory.
2. Plant Safety and Employee Welfare-The Problems of Industrial
Accidents- The Safety Programmes- Special Problems and
Organisation for Safety- Control Procedures.
3. Industrial Waste Control- Plant Correspondence- Preventive
Maintenance- Impact of Automation- Maintenance Management.
4. Management Development and Product Manager- Communication
Information and System Control- Management Information
Systems- Recent Trends in Production Management- Top
Management, Responsibility.

BOOKS RECOMMENDED

1. Broom H.N. - Production Management.
2. Goel, B.S. and Gupta, O.P.- Production Management.
3. Taraporwalla Publications- New Products. New Profits.

Unit Course NO. 404 (B)

MARKETING MANAGEMENT : PAPER III

(Export Marketing and Marketing Techniques)

1. Objectives of export marketing; India's foreign trade; Major exporting countries and items; International Marketing; Trade barriers; Study of overseas markets; Product and market oriented approach; Role of Export Houses.
2. Export pricing; Physical distribution and promotions. Export Procedures; Export incentives; REP licences; Duty Drawbacks; Elementary study of GATT and GSP.
3. Marketing decision information; Date Banks; Game theory; Marketing decision games.
4. Model Building in Marketing; Simulation-Methods and application; Optimisation Theory.

BOOKS RECOMMENDED

1. Export Marketing : Text and Cases by S.Y. Ulhal.
2. Export Management by K.N. Tirodkar, D.V. Borkar and S.C. Karnavat.
3. Research for Marketing Decisions by P.R. Green and R.S. Tull
4. Quantitative TEchniques for Business by R.D. Johnson and B.R. Siskin.
5. Marketing Management through Decision Game by Dr. M.D. Sarwate.
6. Modern Marketing Management by N.S. Dawar.

Unit Course No. 404 (C)

FINANCIAL MANAGEMENT : PAPER III

1. Instrument and Structure of Money and Capital, Market, Credit Creation Process and Central Banking Policy, Management of Liquidity.
2. Investment and Financing Decisions in a regulated Market- Capital Markets- Features and Functions.
3. Fashioning of Terms and Conditions of Loan, Policy Problems of Financial Institutions, Project Preparation and Evaluation under writing of Securities.
4. Working and Organisations of Different Financial Institutions and Development Banks in India.

BOOKS RECOMMENDED

1. Corporation Finance- S.C. Kauchhal.
2. Reading in Industrial Finance- L.C. Gupta.
3. Report of the Study Group of Working Capital Management (Tandon Committee).
4. Financial Organisation and Management- C.W. Garstenberg.
5. Financial Management- S.C. Kauchhal.

Unit Course NO. 404 (F)

PERSONNEL MANAGEMENT : PAPER III

1. The study of important provisions and their impact with reference to the following Acts.
 - a) Minimum Wages Act.
 - b) Payment of Wages Act.
 - c) Payment of Bonus Act.
 - d) Factories Act.
 - e) Trade Unions Act.
 - f) Industrial Disputes Act.
 - g) Workmen's Compensation Act.and a study of Labour Administration of the State and Central Governments.

BOOKS RECOMMENDED

1. An Introductory Guide to Central Labour Legislations.
W.A. Dawson.
2. Handbook of Labour Legislation- Varkey.
3. Labour Problems in Indian Industries-V.V. Giri.
4. Industrial Law- P.L. Malik.
5. Commentaries of the Factory Act, 1984- K.D. Shrivastava.
6. Labour- Management Relations in India- K.B. Vaid.

Unit Course No. 405 (A)

PRODUCTION MANAGEMENT : PAPER IV

Cases in Production Management on the various topics covered in Unit Courses 304 A, 305 A, 404 A,

Minimum 12 cases must be covered.

Three cases will be asked in the examination, out of which candidates shall be expected to attempt any two.

Unit Course No. 405 (B)

MARKETING MANAGEMENT : PAPER IV

(Case Studies)

Case in Marketing Management on the various topics covered in Unit Courses 205 (B), 304 (B), 404 (B), Minimum twelve cases must be covered. Three cases will be asked in the examination. out of which, students should attempt any two.

BOOKS RECOMMENDED

1. Marketing Text Techniques and Cases- H.L. Hansen.
2. Problems in Marketing- M.P. Brown and R.N. Cardozo.
3. Marketing Management : Cases and Concepts- N. Dholakia.
4. Indian Cases in Marketing- Dr. D.M. Sarwate.
5. The Practice of Marketing- T.A. A. Latiff.

Unit Course No. 405 (C)

FINANCIAL MANAGEMENT : PAPER IV

(Case Studies)

Cases in Financial Management on the various topics covered in Unit Courses 304C 305C, and 404C. Minimum 12 cases must be covered, 3 cases will be asked in the examination out of which, candidate is expected to attempt any two.