

No.

Price Rs.15/-

Faculty of Commerce & Management

॥ अंतरी पेटवु ज्ञानज्योत ॥



NORTH MAHARASHTRA UNIVERSITY,
JALGAON.

SYLLABUS FOR
M.Phil.
(Commerce)

(With effect from August 2006)

Published By :- The Registrar,

North Maharashtra University, Jalgaon

North Maharashtra University, Jalgaon
Faculty of Commerce & Management
Proposed paper structure for M.Phil. (W. E. F. Aug. 2006)

Sr. No	TITLE OF THE PAPER	NATURE OF THE PAPER	MAXIMUM MARKS			PERIODS ALLOTTED
			INTERNAL	EXTERNAL	TOTAL	
1	Research Methodology In Commerce & Management	Compulsory Paper	20	80	100	50 (Clock Hour)
2	Recent Trends In Commerce & Management	Compulsory Paper	20	80	100	50 (Clock Hour)
3	Advanced Accountancy	Optional Paper	20	80	100	50 (Clock Hour)
4	Advanced Costing	Optional Paper	20	80	100	50 (Clock Hour)
5	Banking And Finance	Optional Paper	20	80	100	50 (Clock Hour)
6	Marketing	Optional Paper	20	80	100	50 (Clock Hour)
7	Human Resource Management	Optional Paper	20	80	100	50 (Clock Hour)
8	Co-Operation	Optional Paper	20	80	100	50 (Clock Hour)
9	Strategic Business Management	Optional Paper	20	80	100	50 (Clock Hour)
	Dissertation	Compulsory	100	100	200	

Maximum Marks-100

Total Lectures Allotted: 50 Lectures Of 60 Minutes Each.

- **Objectives:** To Enable The Students To
 1. Understand The Concept Of Scientific Method & The Process Of Research.
 2. Understand The Use Of Different Tools & Techniques Of Collecting Data.
 3. Conduct Action Research In The Field Of Commerce.
 4. Present A Research Report.
 5. Use Computer (SPSS) For Statistical Analysis.
- **Depth:** Knowledge Level 50% Comprehension Level 30% Application Level 20%

Section:I: Research Methodologies In Commerce

- 1) **Concept, Approaches And Types Of Research** Periods: 5
 - a) Nature & Characteristics Of Research.
 - b) Relationship Between The Scientific Method And Research.
 - c) **Approaches To Research**
 - i) Quantitative
 - ii) Qualitative
 - d) **Types Of Research**
 - i) Fundamental Research
 - ii) Applied Research
 - iii) Action Research (As A Strategy Of Professional Development)
- 2) **Selection And Definition Of A Problem And A Research Plan.** Periods: 8
 - a) Selection, Basic Characteristics And Statement Of A Research Plan.
 - b) **Formulation And Statement Of A Hypothesis**
 - i) Definition And Purpose
 - ii) Characteristics
 - iii) Types Directional, Non-Directional, And Null.
 - iv) Statement.
 - c) **Research Plan**
 - i) Definition And Purpose
 - ii) Components Of A Research Plan
 - (1) Introduction
 - (2) Statement Of Problem
 - (3) Reviews Of Literature
 - (4) Statement Of Hypothesis

- (5) Selection Of Sample
- (6) Instruments For Data Collection
- (7) Design, Data Analysis, Time-Schedule & Budget.

- 3) **Research - Methods.** Periods: 5
- a) **Descriptive.**
 - i) Survey Research
 - ii) Development Studies
 - iii) Trend Studies
 - iv) Co-Relational Studies
 - b) **Experimental**
 - i) Pure Experimental
 - ii) Quasi-Experimental
 - iii) Ex-Post-Facto-Studies
 - iv) Time Series

Section:II: Statistical Tools & Techniques

- 4) **Sampling.** Periods: 6
- a) Definition & Purpose Of Sampling.
 - b) **Techniques Of Sampling**
 - i) Random,
 - ii) Stratified,
 - iii) Cluster,
 - iv) Quota
 - v) Systematic Sampling.
 - c) Sampling Strategy In Research For Commerce.
- 5) **Instruments For Data Collection.** Periods: 10
- a) **Questionnaire**
 - i) Open Ended: Its Advantages & Disadvantages
 - ii) Closed Ended. Its Advantages & Disadvantages
 - iii) Consideration In Formulating Questions.
 - b) **Interview: Concepts, Advantages & Disadvantages Of:**
 - i) Structured:
 - ii) Semi Structured
 - iii) Unstructured,
 - c) **Observation:**
 - i) Participant & Non-Participant
 - ii) Recording Of Observations.
- 6) **Data Analysis And Interpretation.** Periods: 12
- a) **Descriptive Statistics.**
 - i) Measures Of Central Tendency – Mean, Median, Mode.
 - ii) Measures Of Variability – Standard Deviation,
 - iii) Normal Curves - Its Properties & Application.
 - iv) Co-Efficient Of Correlation (Person-Method)

- b) **Inferential Statistics**
 - i) Testing Significance Of Difference Between Independent & Correlated Groups: Use Of 'T' Test.
 - ii) Simple Analysis Of Variance: ANOVA
 - iii) Testing The Significance Of Coefficient Of Correlation.
 - iv) Chi-Square Of Testing Associations With, Normal Data.
- c) **Using The Computer For Data Analysis.**
- 7) **Report Writing (Format).** Period
 - a) Types Of Research Report
 - b) Components Of The Research Report
 - c) Writing The Draft Report
 - d) Choosing Appropriate Writing Style
 - e) Consideration Of Assessment Criteria While Writing Report
 - f) Oral Presentation Consideration

REFERENCE:

1. Creswell-John (2003) Research Design: Qualitative, Quantitative & Mixed -Method Approaches – Sage Publication New Delhi
2. Michael V. P. Research Methodology In Management – Himalaya Publishing House – Mumbai.
3. Jain G. L. (1998) Research Methodology, Mangal Deep Pub. Jaipur
4. Wilkisen T. S. Methodology And Techniques Of Social Research – Himalaya Publishing House
5. Agrawal L. P. Modern Educational Research: Dominant Publishers And Distributors: New Delhi
6. C. P. Jain Research In Commerce
7. C R Kothari Methodology

North Maharashtra University, Jalgaon.

M.Phil In Commerce

(W.E.F. From Aug.2006)

Compulsory Paper:II: Recent Trends In Commerce And Management
And Teaching Technique.

Maximum Marks-100 (For Part: I St 60 & For Part :II: 40)

Total Lectures Allotted: 50 Lectures Of 60 Minutes Each.

- Objectives: To Enable The Students
 - o To Keep Abreast Of Changes Into The Economic And Other Fields In Commerce & Management
 - o To Apply The Updated Subject Knowledge To Business Life Realities
 - o To Understand And Acquire The Latest Teaching, Learning And Evaluation Techniques In Commerce
- Depth. Knowledge Level 50%, Comprehension Level 30%, Application Level 20%

Marks: 60

Part-I

32 Periods

1. Global Economic Environment In India.
 - a. New Industrial Policy Of 1991 And Liberalisation
 - b. Tax Reforms Proposals Introduced Through Budgets-2001 & Onwards
 - c. Problems, Prospects And Role Of MNC's In Economic Development Of India
 - d. World Trade Organization:
 - i. Trips & Trons
 - ii. Dispute Settlement Mechanism
 - iii. Trade Policy Review Mechanism
 - iv. Recent W.T.O. Operations
 - e. Corporate Governance In Indian Business.
- 8 Periods
2. Management In 21st Century
 - a. Time Management
 - b. Crises Management
 - c. Disaster Management
 - d. Stress Management
 - e. Role Of Mangers In The 21st Century
- 5 Periods
3. E-Business & Business Process Out-Sourcing (BPO)
 - a. E-Business -Meaning, & Infrastructure
 - b. B 2 B, B 2 C.
 - c. E-Business Strategies
 - d. Future Of E-Business In India
 - e. E-Customer Relationship Management
 - f. Touch Points.
 - g. BPO. Concept, Scope, Significance, & Challenges.
 - h. Current Trends In BPO
 - i. BPO In India
- 9 Periods
4. Bank & Financial Management
 - a. Portfolio Management:
 - i. Objectives, Strategies, Technical & Fundamental Analysis.
 - ii. SEBI- Regulation And Guidelines Regarding Portfolio Management
 - b. Financial Instruments:
 - i. Basics Concepts & Types Of Options, Futures, Swaps & Repos
 - ii. Derivative Market In India
- 10 Periods

- c. Risk-Management
 - i. Concept & Types Of Risks. (Interest Rate Risk, Market Risk, Credit Risk, Liquidity Risk, Technological Risks, Trade & Exchange Risks)
 - ii. Risk Reduction And Risk Management Techniques
- d. Reforms In Banking & Insurance Sector In India Since 2001.
- e. Corporate Combinations- Meaning, Forms, Objectives & Motives.

Part II: Teaching Techniques & Evaluation

Marks-40		18 Periods
5.	Introduction To Teaching Techniques:	5 Periods
	a. Introduction	
	b. Aims & Objectives In Commerce Teaching	
	c. Commerce Teacher And Curriculum In Commerce.	
6.	Methods Of Teaching In Commerce	7 Periods
	a. Teaching Aids	
	b. Models Of Teaching	
	c. Evaluation In Commerce: Concept, Role, Models & Limitations	
7.	Recent Trend In Commerce Education	6 Periods
	a. E-Learning	
	b. E-Learning Teaching Methods,	
	c. Iso-9000 In Training And Commerce Education.	
	d. Privatisation & Commerce Education.	

M.Phil - Commerce

Compulsory: II: Recent Trends In commerce And Management And Teaching Technique.

- REFERENCE BOOK -

Recent Trends In Commerce & Management- Part-I

- 1) Resource Management - M.D. Jitendra, Dominate Publishers & Distributors
116a, South Antalkali, Delhi- 110051
- 2) Business Ethics & Corporate Governance - S.K. Bhatia, Deep & Deep Publication Pvt. Ltd.
F- 159, Rajouri Garden, New Delhi- 110021
- 3) Globalisation, Liberalisation & Strategic Management - V.P. Michael, Himalaya Publishing
House, New Delhi
- 4) E- Commerce An Indian Perspective - P.T. Joseph S.J. Prentice, Hall Of India Pvt. Ltd.,
New Delhi- 110001
- 5) Resources Management For Sustainable Development - Ramaraju Thriumalai, Himalaya
Publishing House, New Delhi
- 6) Multinational Corporation In India - Dr. Mrs. S. Murty, RBSSA Publishers, S.M.S. Highway
Jaipur - 302003 (India)
- 8) WTO- Structure Functions Tasks Challenges - Kumar Rates, Deep & Deep Publication Pvt.
Ltd. F. 159, Rajouri Garden, New Delhi-21
- 8) A Study Of W.T.O. - K. R. Gupta, Atlantic Publisher & Distributions, B-2 Vishal Enclave,
Opp. Rajouri Garden, New Delhi-27
- 9) Business Process Out Sourcing - S. Nakkiran, Q. John Franklin, Deep & Deep Publication
Pvt. Ltd., F-199, Rajouri Garden, New Delhi- 110029
- 10) Financial Institutions Management : Saunders Anthony, Tata Mc-Graw Hill, 2003
- 11) Management In 21st Century: Jetli K. Narindar, New Century Publication, New Delhi, 2004

Teaching Technique & Evaluation-Part-II
- REFERENCE BOOK -

- 1) Teaching Of Commerce - Seema Rao, Anmol Publication Pvt. Ltd.,-374/4h, Ansari Road,
Daryaganj, New Delhi - 110002
- 2) Methods Of Teaching Commerce - K. Venkateswarlu, S.K Johni Basha, Digumurti Bhaskara
Rao, Discovery Publishing House 483/24, Ansari
Road, Daryaganj, New Delhi-110002
- 3) E- Learning, New Trends & Innovation - P. Single, Sandhir Sharma
Deep & Deep Publication Pvt. Ltd
B-159, Rajouri Garden, New Delhi- 110027
- 4) Models Of Teaching- Bruce Joyce,
Narsha Wels, Prentice Hall Of India Pvt. Ltd.
M-97, Cannonought Circle, New Delhi-11001
- 5) Recent Trends In Commerce & Management Education- V V Khazode
Sterling Publishers Pvt. Ltd
L-10, Green Park Extension, New Delhi- 11008
G-2 Gunningham Apartment, Cunningham Road,
Bangalore - 560052
- 6) Total Quality In Higher Education- Ralph G. Lewis, Douglas H. Smith
Vanity Books International,
A-38/2, Mayapuria, New Delhi- 110064
Distributor- Deep & Deep Publication
E-159, Rajouri Garden, New Delhi-110021

SECTION: I

1) Commercial Banking Sector:

- a) Banking Sector Reforms In India
- b) The Nature & Problem Of Non-Performing Asset Of Commercial Banks
- c) The Problem Of Restructuring Of Banks In India
- d) Role Of Information Technology In Banking Sector
- e) Universal Banking: Concept-Indian Experience-Regulatory Challenges
- f) Virtual Banking: Genesis, Development And Regulation In India
- g) **Basel Accord II:**
 - i) Three Dimensional Approach: Credit Risks, Market Risks & Operational Risks
 - ii) Development Of 3 Pillars (Minimum Capital, Supervisory Review & Market Discipline)
 - iii) Challenges & Implications For Asia.
 - iv) Basic Issues In Implementation In India.

2) Co-Operative And Rural Banking Sector

- a) The Nature & Problem Of Non-Performing Assets Of Co-Operative And Rural Banking Sector
- b) Issues Of Control Of Co-Operative Banks
- c) Rural Banking And Its Future
- d) **Micro Finance Market:**
 - i) Evolution
 - ii) Micro Finance Institutional Network: Needs And Reform
 - iii) SHGS Model Of Micro Finance: A Silent Movement Towards Empowering Rural Women
- e) Agricultural Credit: Status, Issues & Future Agenda
- f) The Problem Of Restructuring Of Co-Operative And Rural Banking

3) Financial Sector

- a) Reforms & Developments in The Financial Markets In India
- b) Problems Of Regulation and Supervision of The Financial Sector
- c) Single and Multiple Regulators of The Financial System
- d) Tasks Before The Participants and Regulators
- e) Issues And Challenges in The Developments of Debt Market in India
- f) W.T.O. Accord on Financial Services: Implication For India
- g) Derivatives Market: Objectives, Function's and Types of Derivatives

- 4) Forex Market
- a) Reforms and Development in India's Forex Market
 - b) Capital Account Liberalization.
 - i) Meaning of Capital Account Convertibility
 - ii) Speed & Sequencing of C.A Liberalization
 - iii) Recent Capital Account Liberalization Measures
 - c) Rupee Volatility in Forex Market
 - i) Trends
 - ii) Causes
 - iii) Policy Measures.
 - d) Foreign Exchange Reserves
 - i) Concept & Meaning
 - ii) Reserve Adequacy Indicators
 - iii) Recent Trends In Reserve Holdings
 - iv) Cost & Benefits
 - v) Benchmarking Reserve Management
 - e) Practices in India: Management of Gold Reserves.
 - f) Exchange Rate Management
- 5) Central Banking
- a) Changing Role of the RBI In The Indian Economy
 - b) The Problem of Autonomy of The Central Bank
 - c) Monetary Policy:
 - i) Alternative Views on Monetary Policy
 - ii) Alternative Monetary Strategies
 - iii) Globalization & Monetary Policy
 - d) Monetary Policy & Inflation
 - e) Impact of Oil Price Shocks: The Indian Experience
 - f) Liquidity Management By RBI
- 6) Global Financial Market
- a) International Capital Market:
 - i) The Structure and Growth
 - ii) Offshore Banking and Offshore Currency Trading
 - b) Euro Dollar and Eurocurrency Market
 - c) Eurocurrencies & Macroeconomic Stability
 - d) Regulating International (Global) Banking
 - e) Reforms of the Multilateral Financial Institutions.
 - f) Issues in Implementing Financial Standards and Codes
 - g) Need For Strengthening International Financial Architecture

REFERENCE BOOKS M.Phil IN COM: 03: .

(OPTINAL PAPER) : 03: BANKING AND FINANCE IN A GLOBAL SCENARIO

Sr. No.	TITLE OF THE BOOK	NAME OF THE AUTHORS	PUBLISHERS	Year
01	Lectures on Economic and Financial sector reforms in India	Y.V.Reddy	Oxford University Press	2002
02	RBI Bulletin	Monthly	RBI	Monthly issues
03	<ul style="list-style-type: none"> • Monetary and Credit Policy • RBI Speeches • Annual Report • <u>Report On Trends And Progress Of Banking In India</u> 	www.cpolicy.rbi.org.in www.speeches.rbi.org.in www.annualreport.rbi.org.in www.bankreport.rbi.org.in	RBI	Current Update
04	Banking, and Finance: Perspective on Reforms	B.S.Shreekantaradhya	Deep & Deep Publication Pvt. Ltd.	2004
05	Economic and Political Weekly	Journal	A Sameeksha Trust Publication	March:18-24,2006 Vol.-XII No.11
06	World Trade & Payment	Caves, Frankel, Jones	Person Education, Asia	2004
07	Global Business / International Finance	VA Avdhani	Himalaya Publishing House	2004
08	Indian Economy	Datta & Sunderam	Himalaya Publishing House	1993 2005
09	Himalaya Publishing House	Mishra & Puri	Himalaya Publishing House	2006
10	Indian Economy Since Independence	Uma Kapila	Academic Foundation	2004
11	Financial Institutions and Markets	Hazel J. Johnson	McGraw Hill Inc.	1993
12	Banking Theory and Practices		Vikas publishing House	2005

North Maharashtra University, Jalgaon
Faculty of Commerce & Management
Proposed Syllabus for M.Phil in COMMERCE
(W. E. F. Aug. 2006)
Title: M.Phil: : 01 A: **Advanced Cost Accounting**
(Optional Paper)

SECTION: I

- 1) **Introduction to cost Accounting- (Theory and Problems)**
 - a) Meaning of costing cost Accounting and cost Accountancy.
 - b) Basic cost concepts - cost, cost center Profit center and cost unit.
 - c) Product cost sheet

- 2) **Techniques of Material Labor and Overheads control**
 - a) (Problems)
 - b) Stock levels
 - c) EOQ
 - d) VED analysis
 - e) FNSD analysis
 - f) Job evaluation
 - g) Treatment of waste, scrap, Defectives.
 - h) Measures of labor performance and cost.
 - i) Collection and Accounting of research and development cost.

- 3) **Cost Analysis for decision making- (Problems)**
 - a) Practical application of marginal costing.
 - b) Accept or reject decision
 - c) Pricing decision.
 - d) Make or buy decision.
 - e) Selection of Optimal product mix.
 - f) Diversification of product.
 - g) Alternative views of production facilities.
 - h) Acceptance of additional order.

- 4) **Activity Based Costing (Theory and Problems)**

- 5) **Target Costing (Theory)**
 - a) Definition
 - b) Stages in Target costing
 - c) Traditional V/S Target costing
 - d) Objectives of Target costing
 - e) Target costing forces
 - f) Cost Accountants role in Target costing
 - g) Advantages and Problems of Target costing.

- 6) a) **Enterprise Resource Planning- (theory)**
i) Features Need, Scope of Enterprise Resource Planning.
ii) Seamless Integration
iii) Advantages of ERP
- b) **Life cycle costing**
i) Introduction
ii) Life of cycle costing
iii) Stages of product life cycle
iv) Advantages of life cycle costing
v) Life cost planning.
vi) Life cost analysis.
vii) The life cycle costing process

BOOKS RECOMMENDED

1. Cost Accounting – Principles and Practice By Niger and Jan
2. Cost Accounting – B. K. Bar
3. Cost Accounting - S. N. Maheshwari
4. Cost Accounting - N. K. Parsed
5. Cost Accounting Principles and application - Niger and Shanna
6. Practical costing - Khan, Panned, Verma and Abuja
7. Cost Accounting - Jan and Gnarring
8. Cost Accounting - Principals and Practice- S. P. Jan and K. L. Gnarring
(Publications of ICAI and ICWA.)

North Maharashtra University, Jalgaon
Faculty of Commerce & Management

Proposed Syllabus for M.Phil

(W. T. F. Aug. 2006)

Title: M.Phil: 03 A: Advanced Accountancy
(Optional Paper)

- 1) Accounting standards,
- a) Meaning, objectives and functions of Accounting standard Board
 - b) Scope of accounting standards
 - c) Procedures for issuing an Accounting standard
 - d) Status of Accounting standards issued by ICAI
 - e) Study of the following AS
- | AS. NO. | Description |
|---------|------------------------------------|
| 1. 1 | Disclosure of Accounting pollution |
| 2. 2 | Valuation of Inventories |
| 3. 6 | Depreciation Accounting |
| 4. 9. | Revenue Recognition. |
| 5. 10. | Accounting of fixed Assets |
| 6. .6. | Borrowing costs |
- 2) Accounting for Human Resource
- a) Accounting for Human Resource of an organization and social Responsibility
 - b) Environmental Accounting
 - i) Introduction
 - ii) Significance
 - iii) Evaluation areas
 - iv) National level
 - v) Environment Reporting
 - c) Inflation Accounting
 - i) Concept Role
 - ii) Objects.
- 3) Government Accounting in India
- a) Meaning, objects & General principle
 - b) Classification of Accounting heads
 - c) Procedure
 - d) Comparison with commercial Accounting
 - e) Role of the C and A.G. Of India and public Accounts committee
- 4) Preparation and Presentation of final Accounts
- a) Preparation and Presentation of final Accounts of joint stock companies as per company Law Requirements,
 - b) Provision and reserves,
 - c) Determination of managerial remuneration

- d) Appropriation out of profits.
 - e) Transfer of profits to reserve.
 - f) Payment of dividend.
 - g) Transfer of unpaid dividend to investor education and protection fund
 - h) Bonus shares and payment of interest out of capital.
- 5) Preparation of final Accounts of Banking and Electricity companies.
- 6) Accounting for Agricultural farms including dairy and poultry farming.
- 7) Analysis and Interpretation of financial statement
- a) Ratio Analysis
 - b) Liquidity
 - c) Profitability and solvency Ratio.

Prescribed Books

- | | |
|--|---|
| 1. Advanced Accountancy | - Shakti Ghosh |
| 2. Advanced Accountancy | - R. L. Gupta |
| 3. Advanced Financial Accounting | - B. D. Agrawal |
| 4. Advanced Accountancy | - H. Chakraborty |
| 5. Accountancy | - S. K. Paul |
| 6. Financial Management | - Maheshwari S. N. |
| 7. Advanced Accounting | - (Theory and Practice) R. Jayprakash Reddy |
| 8. Advanced Accountancy | P. C. Talsan |
| 9. Higher Science of Advanced Accounting | - A. N. Agrawal. |

Title: M.Phil: 03 A : Human Resource Management
(Optional Paper)

SECTION: I

Human Resource-Development & Management

- a) HRD & HRM- Changing concepts
- b) **Training & Development for HR**
 - i) Need and Techniques
 - ii) Recent Trends
- c) Organized Development
- d) Executive Development
- e) Stress Management

Personality

- a) Meaning, Types, Determinants and Dimensions,
- b) Theories of Personality
- c) Similarities of Individuals
- d) Differences among Individuals

3) Organizational Behavior

- a) Need & Scope of O.B. in HRM
- b) Approaches to Organizational Behavior
- c) Learning & Behavior reinforcement
- d) Group Dynamics
- e) Inter Group Relation & factors affecting Inter Group Relation
- f) Conflicts & Negotiations

4) Internal Mobility & Separation

- a) Promotion
- b) Demotion
- c) Separation
- d) H.R. Control
- e) Personnel Research
- f) Controlling cost of Human Resource
- g) Personnel Inventory

SECTION: II

5) Current Trends in Human Resource Management

- a) Human Resource Accounting
- b) Human Resource Auditing
- c) Human Resource Information System
- d) Globalization - Changing role of the H.R. Manager
- e) Ethical issues in H.R.M.
- f) Domestic Vs. International H.R.M

6) Human Resource Management in Service Sector

Special Issues, Problems and Remedies regarding -

- a) Information Technology
- b) Banking
- c) Insurance
- d) Transport
- e) Hotel Management
- f) Hospital Management
- g) HRM in Indian Universities
- h) Business Process Out-sourcing

7) Managing resources in Virtual Organization

- a. Virtual Organization-Meaning & relevance
- b. Types of virtual organization
- c. Differences between traditional and virtual organization
- d. HRM in virtual organization

REFERENCE BOOKS

1. Human Resource and personnel mgt - K. Ashwathappa
2. HRM- concepts and issues - T. N. Chhabra
3. Personnel Management: Text and cases - C. B. Mamoria and Ghanekar
4. Human Resource Development and Management. - A. N. Shaikh
5. Essentials of HRM and Industrial Relations: Text, cases and games - R. Subbarao
6. Personal mgt. and Industrial mgt. - Bhagoliwal
7. Personal management - C. B. Mamoria
8. Personal Administration - M. N. Ramaswamy
9. Industry and Labor - E. A. Ramaswamy
10. Human Resource Management - R. Subbarao
11. Human Resource Management - L. M. Prasad
12. Excellence through HRD - M. R. R. Nair and T. V. Rao (Tata Mc Graw Hill, Delhi)
13. Management. of Services - Venugopal
14. Management. of Services - Jha
15. Management. of Services - Betson
16. Personnel and HRM - A. M. Sharma (Himalaya)
17. Human Resource Management - Garry Dessler
18. Quality of working life - Prof.Sangita Jain
19. Organisational Behaviour - N.Kumar & R. Mittal , Anmol Publication Pvt. Ltd. New Delhi

- Depth Of Knowledge : Expert
- Object Of Learning
 - To Learn Co-Operative Principles & Practices
 - To Learn Its Utility In Current Scenario.

Section : I

Cooperation

- a) Nature & Importance Of Co-Op Sector
- b) Process Of Economic Development
- c) Cooperative Management, Nature & Functions
- d) Cooperative Sector Vis-À-Vis Indian Economy.
- e) Cooperation & Economic Planning.

2. Types Of Cooperative Societies

- a) Types - Need & Working Of Various Types Of Societies
- b) Processing
- c) Credit
- d) Consumer
- e) Housing Etc.

3. Cooperative Movement In India & In The World

- a) Origin & Growth Of Coop Movement in Maharashtra
- b) Origin & Growth Of Coop Movement in North Maharashtra
- c) Economic Democracy Through Cooperation.

d) Self Help Group in India

- a. Meaning, Need & Importance
- b. Working
- c. Impact Of SHG In Economic Development

e) Modern Cooperative Practices In: Sweden, Britain, Denmark, Israel, and Canada & Japan.

f) International Cooperative Alliance & Relations

Section : II

4. Liberalization & Globalisation

- a) Introduction To Liberalization & Globalisation
- b) Challenges Before Co-Op Sector
- c) impact Of I.P.G On Co-Op Sector & Especially On -
 - i. Sugar Industry
 - ii. Co-Op Banking
 - iii. APMC Dairy

5. **Cooperative Legislations In India**

- a) Cooperative Legislation & Administration
- b) Study Of Provisions In Multi State Co-Op Act, 2002
- c) Maharashtra Coop Societies Act 1960 & Rules 1961 With Reference To
 - i. Membership,
 - ii. Meetings & Movement,
 - iii. Accounts & Audit.

6. **Human Resource Development**

- a) Importance Of HRD In Co-op. Sector
- b) HRD Meaning, Nature & Significance In Cooperation
- c) Application Of HRD Practices In Coop Sector In India
- d) Cooperation Education & Training
- e) Managerial Problems Of Cooperation.

7. **Case Exercise**

The Student Is Expected To Write At Length The Actual -

- a) Procedure Of Formation Of A Hypothetical Society
- b) Procedure Of Amendment In Byelaws
- c) Writing Minutes Of AGM
- d) Broad Content Of Annual Report / Board Of Director's Report
- e) Broad Content Of Audit Report

REFERENCE:

- 1. Principles, Problems & Practice Of Co-Operation – T. N. Hajela
 - 2. New Dimensions Of Co-Operative Management – Dr. G. S. Kamat
 - 3. Co-Operation In India – Dr. B. S. Mathur
 - 4. Co-Operation – Mohan Saraf
 - 5. Multistate Co-Operative Societies Act. 2002
 - 6. Maharashtra Co-Operative Societies Act. 1960 & Rules 1961.
 - 7. Gazetteer Of Jalgaon District
 - 8. Year Book – The Hindu, Times, Destine Edition
- Annual Reports & Periodicals Of NCDC, NCVI, RBI, Nirman (Wardha)

Optional Subject: 3: Strategic Business Management

Objects -

1. The object of this paper is to describe the nature of Business Strategies to the students, so as to enable them to understand the extant business strategies of a firm under study.
2. It aims at making students evaluate these strategies vis-à-vis the results achieved.
3. It also aims at preparing the students to suggest the better substitute strategies to the unit study.

Depth of knowledge

Being the subject to be studied at post master-degree academic programme coupled with research-based study, the student is expected to have the reasonable applied knowledge.

Application -

A student will be in a position to make the appraisal of business practices followed by the business organizations, and will also be able to devise proper business strategies for the business units.

Total periods allotted: 50 periods of 60minutes each

Maximum marks: 100

Section : I

- (1) **Conceptual framework**
 - (a) Concept of Planning, its features, approaches, Types of Plans,
 - (b) Planning Process - Objectives, Policies, Strategies, Procedures,
 - (c) Methods, Rules, Programmes, Budgets, Schedules, Projects
 - (d) Business-Strategy Versus Military Strategy.
- (2) **Strategic Management**
 - (a) Concept, Process & benefits of Strategic Management,
 - (b) Integrating Intuition and Analysis in making Strategic Management Decision
 - (c) Essentials of Effective Strategic Management
 - (d) Business Ethics and Strategic Management
- (3) **Environmental Scanning and Industry Analysis**
 - (a) External Strategic Management Audit: its process.
 - (b) Scanning and assessment of External Forces - Economic Forces, Technological Forces, Social & Cultural Forces, Demographic Forces, Political & Legal Forces, Ecological Forces
 - (c) Assessment of Forces at Global level, Economy level and Industry level
- (4) **Defining Business Strategies**
 - (a) Defining the Business
 - (b) Conceptual issues, Strategies, process & Factors influencing the business definition
 - (c) Defining Products, Markets, Customers, Beneficiaries, Environment & their expected benefits
 - (d) **Objectives:**
 - (i) Types of Corporate Goals.
 - (ii) Role and Essentials of valid Objectives
 - (iii) Approaches to setting of Objectives.

Section:II

- (5) **Corporate Strategies**
- (a) Nature, Scope of Functions/ Role of Strategy in Corporate Strategy Vs policy
 - (b) Strategies of Survival or Defensive Strategies
 - (c) Hold or Maintain, Pull-back & Redeploy, Retrenchment, Reorganization, Divestiture, Liquidation
 - (d) Strategies for Growth: Market penetration, Product development, Market Development
 - (e) Integration Strategies Forward Integration, Backward Integration, Horizontal Integration
 - (f) Diversification Strategies: Concentric Diversification, Horizontal Diversification, And Conglomerate Diversification.
- (6) **Strategy Analysis and Selection**
- (a) **Strategy formulation - Process of Strategy Formulation**
 - (i) Stage I :Input Stage
 - (ii) Industry Analysis
 - (iii) The External Factor Evaluation (EFE) Matrix
 - (iv) The Competitive Profile (CPM) Matrix
 - (v) The Internal Factor Evaluation (IFE) Matrix.
 - (b) **Stage :II: Matching Stage**
 - (i) Techniques to be used
 - (ii) The Strength-Weaknesses-Opportunities-Threats (SWOT) Matrix
 - (iii) The Strategic Position and Action Evaluation (SPACE) Matrix.
 - (iv) The Boston Consulting Group (BCG) Matrix
 - (v) The Internal External (IE) Matrix
 - (vi) The Grand Strategy Matrix
 - (c) **Stage III: Decision Stage**
 - (i) The Quantitative Strategic Planning Matrix (QSPM)
 - (ii) Determinants of Strategy
 - (iii) Strategy selection and Corporate Governance
 - (iv) Strategy Implementation & Evaluation
 - (v) Nature of strategy Implementation
 - (vi) Important issues in strategy implementation -
- (7) **Establishing Annual Objectives,**
- (a) Devising Policies, Allocating Resources, Altering an existing Organization Structure,
 - (b) Restructuring & Re-engineering, Revising Reward & Incentives plans
 - (c) Minimizing resistance to change
 - (d) Matching Managers with Strategy
 - (e) Developing a Strategy-supportive Culture." Adapting Production/Operations Processes,
 - (f) Developing an effective Human Resource function, and Downsizing
 - (g) ISO 9000, TQM.

Recommended Books -

1. "Strategic Management, Concepts & Cases" - Author - Fred R. David; Publisher - Prentice-Hall of India Private Limited, M-97, Connaught Circus, New Delhi - 110001 [Indian Reprint -2005]
2. "Corporate Planning & Policy" - Author - C. B. Gupta, Publisher - Sultan Chand & Sons, Educational Publishers, 23, Darya Ganj, New Delhi - 110002

3. "Strategic Management" Author - Jack Pearce and Richard Robinson; Publisher - McGraw Hill, New York
 4. "The Concept of Corporate Strategy" - Author - Andrews, Kenneth R., Publisher, Taraporevala, Mumbai
 5. "Dynamic Business Strategy - The Art of Planning for Success" - Author - Smith, Theodore; Publisher - McGraw Hill, New York
- "Developing Business Strategies"; Author - Aaker, David A.; Publisher - John Wiley and Sons, New York

Recommended Journals-

- 1.Strategic Management Journal
- 2.Harvard Business Review
- 3.Business Horizons
- 4 Indian Management
- 5.Business Today
- 6.Economic & Political Weekly
- 7.Seminar

Recommended websites -

1. www.strategyclub.com
2. www.spsu.edu/plansassess/strategic.htm
3. www.planware.org/strategy.htm#t
4. www.entarga.com/stratplan/index.htm
5. www.ethicsweb.ca/codes
6. www.stetson.edu/~rhansen/strategy/
7. www.des.calstate.edu/history.htm/
8. www.csuchio.edu/mgmt/strategy
9. www.mindtools.com/plevplan.htm/
10. www.planware.org/strategiesample.htm

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North Maharashtra University, Jalgaon.

M.Phil In Commerce

W.E.F. From: Aug.2006

Optional Paper: 3:Marketing Management

Maximum Marks-100

Total Lectures Allotted: 50 Lectures Of 60 Minutes Each.

Section:I

1. **Introduction To Marketing Management.**
 - a. Marketing: Concept, Evolution,
 - b. Marketing Orientation,
 - c. Quality In Marketing,
 - d. New Trends In Export Marketing
 - e. Types Of Marketing:
 - i. Relationship Marketing
 - ii. Tele Marketing
 - iii. E-Marketing
2. **Marketing Management**
 - a. Concept, Scope And Importance Of 4p's Of Marketing.
 - b. Marketing Plans – Elements And Process Of Marketing Planning,
 - c. Marketing Organisation – Meaning & Functions.
 - d. Responsibilities Of Marketing Manager.
 - e. Marketing Resource.
3. **Marketing Of Services**
 - a. Service Economy – Nature And Scope Of Services
 - b. Classification Of Services.
 - c. Consumer Services – Food Services, Hotel And Motel Services, Car Services, Entertainment Services, Transport Services, Communication Services, Insurance Services, Financial Services.
 - d. Industrial Services – Financial Services, Insurance, Transport & Warehousing Services, Engineering Services, Advertising & Promotion Services, Management Consultancy Services.
 - e. Concepts In Services Marketing: Customer Satisfaction, Customer Value, Profitable Customer, Measurement Of Customer Satisfaction
 - f. Growth Of Service Marketing. – Reasons Of Growth.
 - g. Marketing Mix For Marketing Services.
 - h. Marketing Of Banking, Health Services, and Courier Services.
4. **Social Marketing**
 - a. The Foundation Of Social Marketing, Change And Attitude Formation
 - b. Social Advertising.
 - c. Marketing Education
 - d. Marketing Family Planning.
5. **Direct Marketing And On-Line (Internet) Marketing.**
 - a. Direct Marketing: Meaning, Objectives, & Channels
 - b. Marketing In The Twenty-First Century
 - c. On Line Marketing: Concept, Channels
 - d. Electronic Market – Internet – E Commerce.
 - e. On-Line Marketing And Traditional Marketing.
6. **Marketing Environment**
 - a. Present Marketing Environment In India & China.
 - b. Marketing Management And Its Environment.

- e. Technological Change And Marketing
 - d. Indian Marketing Environment After Liberalization.
 - e. Marketing Challenges Of Liberalized Economy
 - f. Modern Trends In Marketing Environment.
7. **Global Marketing.**
- a. Emergence Of Global Marketing
 - b. Global Marketing Environment.
 - c. **Multinational Companies:**
 - i. Corporate Strategy
 - ii. Organization Strategy
 - d. MNCs And Consumer Interest.
 - e. MNCs And Social Responsibility.
8. **Marketing Research.**
- a. Meaning, Objectives, Importance And Scope Of Marketing Research.
 - b. Profile Of Marketing Research In India.
 - c. Marketing Research Procedure.
 - d. Marketing Research For Services.

REFERENCE BOOKS:

- 1) S.A. Sherlekar - Global Marketing Management ,Himalaya Publishing House – 2000.
- 2) Kotler Phillip- Marketing Management. (14th Ed.)
- 3) R.S.Dawar - Modern Marketing Management.,UBS Publishers Distribution Ltd.
- 4) V.S. Rama Swamy - Marketing Management (Planning Implementation And Control, Global Perspective & Indian Context)
- 5) J.C. Gandhi – Marketing Management.
- 6) S. M. Jha – Social Marketing (Himalaya Publishing House)
- 7) Gayatri Verma - On-Line Marketing - Principle And Current Practices, New Century Publication.
- 8) V.S.Ramaswami And S. Namkumari - Marketing Management
- 9) Jai Laddha - E-Marketing Management (At A Glance) Saraswati Prakashan, Aurangabad
- 10) Dr.D.C. Pardeshi - Modern Marketing Management. (Pragati Prakashan, Meerut)
- 11) S. M. Jha. - Marketing Of Services
- 12) Francis Cherunilam - International Management,(Including Export Management) Himalaya Publishing House.

