

**Department of Management Studies,
North Maharashtra University, Jalgaon**

**Syllabus
(Under Academic Flexibility)**



Syllabus for M.B.A. II, III & IV Semester

(With Effect from June 2010)

Faculty of Commerce and Management

2011-12

North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

Department of Management Studies

MASTER IN BUSINESS ADMINISTRATION (M.B.A.)

(FACULTY OF COMMERCE & MANAGEMENT)

(Under Academic Flexibility)

COURSE STRUCTURE WITH CREDIT

Semester I					
Paper	Paper Name	Credits	Maximum Marks		
			Internal	External	Total
101	Management Science –I	4	25	75	100
102	Accounting For Management	4	25	75	100
103	Organizational Behavior	4	25	75	100
104	Basic Economics for Management	4	25	75	100
105	Quantitative Techniques	4	25	75	100
106	Computer applications in Business	4	25	75	100
107	Communication Skills	4	25	75	100
Semester II					
201	Management Science-II	4	25	75	100
201	Management Accounting & Financial Management	4	25	75	100
203	Marketing Management	4	25	75	100
204	Human Resource Management	4	25	75	100
205	Operations & Material Management	4	25	75	100
206	Advance Research Methods	4	25	75	100
207	Ethical Practices in Business	4	25	75	100
Semester III					
301	Strategic Management	4	25	75	100
302	Business Law-I	4	25	75	100
303	Current Business Scenario	4	25	75	100
304	Specialization I	4	25	75	100
305	Specialization II	4	25	75	100
306	Specialization III	4	25	75	100
307	Specialization IV	4	25	75	100
Semester IV					
401	International Business Environment	4	25	75	100
402	Business Law-II	4	25	75	100
403	Management Information System and E-Commerce	4	25	75	100
404	Specialization I	4	25	75	100
405	Specialization II	4	25	75	100
406	Specialization III	4	25	75	100
407	Specialization IV (Project Viva-Voce)	4	25	75	100
Total		112			2800



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 201 Management Science II

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit -1: Globalization & the Managers

- 1.1 Managing in a Global Environment.
- 1.2 The Process of Globalization.
- 1.3 Constraints on Globalization.
- 1.4 The Benefits of Going Global.
- 1.5 Management Challenges in a Global Enterprise.
- 1.6 Understanding Global Environment.
- 1.7 Legal- Political Environment.
- 1.8 Economic Environment.
- 1.9 Cultural Environment.
- 1.10 Technological Environment.
- 1.11 Ecological Environment.
 - i. Regional Trading Alliances.
 - ii. Different Types of Global Organisation.

Unit- 2: Productivity, Operations Management & Total Quality Management

- 2.1 Productivity Problems and Measurement
- 2.2 Production & Operations Management: Manufacturing & Service
- 2.3 Quality Measurement in the Information Age
- 2.4 The Operations Management System
- 2.5 Tools and Techniques for Improving Productivity
- 2.6 Overview of the Related Concepts
 - i.Total Quality Management,
 - ii.Value Engineering
 - iii.Value Chain Management
 - iv.Supply Chain Management
 - v.Six Sigma
 - vi.Benchmarking
 - vii.Just In Time
 - viii.Kanban
 - ix.Knowledge Management

Unit- 3: Entrepreneurial Development & Management

- 3.1 Entrepreneur & Entrepreneurship: Definition, Concept, Traits, Characteristics, Skills, Nature & Importance, Concept & Theories of Entrepreneurship
- 3.2 Entrepreneurship Development: Training, Institutions In Aid of Entrepreneurship Development
- 3.3 Project Management: Search & Identification of Business Idea, Project Formulation & Preparation of Project Report.

Unit -4: Types of Entrepreneurship

- 4.1 Rural Entrepreneurship: Meaning, Need, Concept of Rural Industrialization, Problems of Rural Entrepreneurship, NGO's & Rural Entrepreneurship
- 4.2 Women Entrepreneurship: Concept of Women Entrepreneurship, Functions of Women Entrepreneur, Challenges & Problems of Women Entrepreneurs in India, Factors Responsible for growth of Women Entrepreneurs
- 4.3 Social Entrepreneurship: Need, Characteristics of Social Entrepreneur, Importance & Scope of Social Entrepreneurship in India
- 4.4 E- Entrepreneur: Meaning & Concept

Unit- 5: Essentials of Entrepreneurship

- 5.1 Factors affecting Entrepreneurship in India: Economic Factors, Non-Economic Factors, Government Actions
- 5.2 Entrepreneurship Cycle
- 5.3 Entrepreneurship Development Programmes: Phases, Issues, Content & Methods

Unit- 6: Case Studies Based On 101,201 *

Reference Book

1. Principles Of Management Tata- Mcgraw Hill Charles W.L.Hill, Steven L. Mcshane
2. Management- Prentice Hall India Stephen Robbins –Mary Coulter
3. Management-A Global & Entrepreneurial Perspective-Welhrich, Cannice, Koontz
4. Global Management Solutions Demystified- Thomson Publication. Dinesh Seth, Subhash Rastogi
5. Management- Prentice Hall, Stonner, Freeman, Gilbert
6. Management- Irwin Macgraw Hill Kathryan Bartol, David Martin
7. The Dynamics Of Entrepreneurial Development & Management- Himalaya Publishing House 5th Edition , Vasant Desai
8. Business Law- Himalaya Publishing House Dr. S.N. Maheshwari & Dr.S.K.Maheshwari.
9. Financial Management- Ravi Kishor.
10. Entrepreneurship- Robert D. Hisrich, Michael P. Peters,Tata Mc Graw Hill Pub.
11. Entrepreneurship Development in India-Gupta, Srivivasan- Sultan Chand & Sons
12. Entrepreneurship Development -Cynthia L. Greene, Cenage Learning
13. Entrepreneurship Development – S.S. Khanka,S.Chand

Additional Reading

- 1) The Six Sigma Way-Tata Mcgraw Hill , Peter S. Pande, Robert P. Neuman, Roland R. Cavanagh
- 2) A Passion for Excellence - Viva Books Pvt. Ltd. Tom Peters, Nancy Austin
- 3) Built To Last- Collins Jim Collins, Jerry Porras.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 202 Financial Management & Management Accounting

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Scope and Objectives of Financial Management

- 1.1 Approaches to Financial Management: Traditional View-Modern View-Investment Decisions-Dividend Decisions-Liquidity and Profitability
- 1.2 Comparison with Accounting and Economics: Financial Management and accounting - Financial Management and Economics-Financial Management-Science or Art
- 1.3 Financial Management's Importance in Business: Significance of Financial Controller-Finance Manager as a Facilitator- Organization Chart of Finance Function-Reason for Centralizing Finance Function
- 1.4 Financial Objectives of Business Firm: Profit Maximization, Wealth Maximization, Value Maximization, Other Maximization Objectives.
- 1.5 Agency theory of Firm

Unit-2: Project Planning and Control

- 2.1 Capital Investment Process and Kinds of Project:
Meaning Of Capital Budgeting- Capital Investment Process- Kinds of Projects, Classification of Projects, Forward and Backward Integration, Rationale for Diversification, New Concepts in Financing and Execution of Projects
- 2.2 Project Organization Structure and Management Systems: Project Organization Structure, Benefits of Project Management, Project Management Information System, Communication Channels, Use of Computer in Project Management
- 2.3 Stages in Setting up of a Project: Initial Selection of Project Ideas, Selection of Project Location, Selection of Project Site, SWOT Analysis, Network Analysis (PERT & CPM) Reasons of Project Failure, Techniques for Project Control
- 2.4 Cost Benefits Analysis: CBA and Investment Decisions, CBA Procedure Techniques of CBA, Benefits and Limitations of CBA, Social Cost and Benefit Analysis, Indicators of Social Desirability of a Project

Unit-3: Sources of Finance

- 3.1 Need for long term finance
- 3.2 Sources of long term financing and short term financing
- 3.3 Financial Implications of long term financing
- 3.4 Long term financing and debt equity ratio
- 3.5 Short term V/s long term financing

Unit -4: Venture Capital

- 4.1 Introduction
- 4.2 Characteristics of venture capital
- 4.3 Stages of venture capital financing
- 4.4 Types of venture capital organization
- 4.5 Venture capital in India

Unit-5: Marginal Costing

- 5.1 Absorption Costing & Marginal Costing
- 5.2 Similarities and Dissimilarities between Absorption and Marginal Costing
- 5.3 Cost Behavior and Its Impact over Marginal Costing, Marginal Cost Equation, Marginal Costing and Valuation of Finished Stock
- 5.4 Utility-Advantages and Limitations of Marginal Costing, Precautions to Be Taken While Adopting Marginal Costing, Applications of Marginal Costing

Unit-6: Cost Volume Profit Analysis

- 6.1 Objectives of CVP Analysis, Assumptions of CVP Analysis, Limitations of CVP Analysis
- 6.2 Algebraic Method of Presenting CVP Analysis, Profit Volume Ratio or Contribution, Sales Percentage, Graphic Method of Presenting CVP Analysis
- 6.3 Types of Break Even Charts, Limitations of Break Even Charts, Profit Volume Chart or P/V. Chart, Differences Between Break Even Chart and PV Chart

Unit-7: Standard Costing

- 7.1 Historical Costing, Standard Cost and Standard Costing
- 7.2 Standard Costing And Standardized Costing, Advantages And Limitations Of Standard Costing, Preliminaries In Establishing A System Of Standard Costing, Standard Hour, Standard Cost Card, Procedure For Introducing Standard Costing, Variance Analysis- Material -Labour-Overhead

Unit-8: Budget and Budgetary Control

- 8.1 Budget and Budgetary Control, Objectives of Budgetary Control
- 8.2 Essential Requirements of Budgetary Control, Advantages and Limitations of Budgetary Control
- 8.3 Organization For Budgetary Control, Rolling Budget, Types Of Budget, Zero Base Budgeting, Budget Report.

Reference Book

1. Cost and Management Accounting –M. E. Thukaram Rao, New Age International publisher
2. Cost Accounting-M. N. Arora, Himalaya Publishing House
3. Practical Costing-B. S. Khanna, I. M. Pandey, G.K.Ahuja, S. C. L.Batra, S. Chand
4. Cost Accounting-M. C.Shukla,T.S.Grewal,M.P.Gupta, S. Chand
5. Cost Accounting- Jawahar Lal, Srivastava, Tata McGraw Hill
6. A Textbook of Financial, Cost and Management Accounting-Dr.P.Periasamy, Himalaya Pub. House.
7. Management Accounting-I.M.Pandey, Vikas Publication.
8. Financial Management problems and solutions-Ravi M Kishor



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 203 Marketing Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit- 1: Foundation to Marketing

- 1.1 What Is Marketing?
- 1.2 Nature, Scope & Importance of Marketing
- 1.3 Evolution of Marketing
- 1.4 Understanding the Market Place & Customer Needs
- 1.5 The Marketing Concept
- 1.6 The Changing Marketing Landscape

Unit- 2: Environmental Variables & Marketing Mix

- 2.1 Environmental Monitoring
- 2.2 External Macro Environment
- 2.3 External Micro Environment
- 2.4 Organization Internal Environment
- 2.5 Responding to the Marketing Environment
- 2.6 Marketing Mix

Unit- 3: Segmenting & Targeting the Market

- 3.1 Market Segmentation:
 - i.Segmenting Consumer Market
 - ii.Segmenting Business Market
 - iii.Requirement for Effective Segmentation
- 3.2 Market Targeting: Target Market Strategies
- 3.3 Differentiation & Positioning
 - i.Position Maps
 - ii.Choosing a Differentiation & Positioning Strategy

Unit- 4: Product & Product Related Strategies

- 4.1 Product: Meaning & Classification
- 4.2 New Product Development
 - i.New Product Development Process
 - ii.New Product Adoption & Diffusion
- 4.3 Product Life Cycle: Product Life Cycle Strategies
- 4.4 New Product Mix Strategies
 - i.Product Mix & Product Line
 - ii.Product Mix Strategies

Unit- 5: Price

- 5.1 Price Determination
 - i. Meaning & Importance Of Price
 - ii. Pricing Objectives

- iii. Factors Influencing Price Determination
- 5.2 Pricing Strategies
 - i. Price vs. Non Price Competition
 - ii. Market Entry Strategies
 - iii. Discounts & Allowances
 - iv. Geographic Pricing Strategies & Situations

Unit- 6: Channels of Distribution & Physical Distribution

- 6.1 Channels of Distribution
 - i. Middlemen & Distribution Channels
 - ii. Designing Distribution Channels
 - iii. Selecting The Type Of Channels
 - iv. Determining The Intensity Of Distribution
 - v. Conflict & Control In Channels
 - vi. Legal Considerations In Managing Channels
- 6.2 Physical Distribution
 - i. Nature & Importance Of Physical Distribution
 - ii. Tasks In Physical Distribution Management

Unit- 7: Integrated Marketing Promotion

- 7.1 The Role of Promotion in Marketing
- 7.2 Promotion Methods
- 7.3 Integrated Marketing Communication
- 7.4 The Communication Process & Promotion
- 7.5 Determining the Promotion Mix
- 7.6 The Promotion Budget

Unit- 8: Social Responsibility & Ethics in Marketing

- 8.1 Social Criticism of Marketing
- 8.2 Ethics & Marketing
- 8.3 Consumer Action to Promote Sustainable Marketing
- 8.4 Business Action toward Sustainable Marketing
- 8.5 Ecological Marketing

Unit- 9: Strategic Marketing Planning & Implementation

- 9.1 Strategic Marketing Planning Process
 - i. Implementation
 - ii. Organizing For Implementation
 - iii. Post Sale Follow Trough
- 9.2 Evaluating Marketing Performance

Reference Book

1. Principles of Marketing-A South Asian Perspective Pearson, 13th Edition, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehsan Ul Haque
2. Marketing-(Special Indian Edition) Mac Graw Hill 14th 2 Edition Michael Etzel, Bruce Walker, William Stanton,
3. Marketing Management -Ajay Pandit the Mac Graw Hill Cos. Rajan Saxena
4. Marketing Management-Planning, Implementation & Control Global Perspective, Indian Context, Macmillan Business Books, V.S Ramaswamy, S. Namakumari



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 204 Human Resource Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Human resource management -an overview (8)

- 1.1 Definition, Meaning, Nature, Scope & Objectives of HRM
- 1.2 Characteristic & Significance of Human Resource
- 1.3. Functions of HRM
- 1.4. HRM vs. Personnel Management, HRM vs. HRD
- 1.5. Challenges before HRM
- 1.6. Human Relations- Human Relations Movement, Group Dynamics, Approaches, Challenges

Unit-2: Human resource planning and Process (14)

- 2.1 Human Resource Planning
 - i. Concept & Need of HRP
 - ii. Process of Human Resource Planning
 - iii. Methods of Demand Forecasting
 - iv. Prerequisites of HRP
- 2.2 Process of Procurement: Recruitment, Concept, Purpose & Factors Affecting Recruitment, Sources of Recruitment, Process of Recruitment
- 2.3 Selection: Concept Selection process, barriers of selection
- 2.4 Placement: Concept & Problems
- 2.5 Induction: Concept, Objective & Steps in Induction, Problems in Induction

Unit-3: Human Resource Development (10)

- 3.1 Performance appraisal: Definitions, Objective & Process of Performance Appraisal, Methods of Performance Appraisal
- 3.2 Traditional Methods: Ranking, Paired Comparison, Grading, Critical Incident, Force Choice, Checklist, Graphic Rating, Essay Evaluation, Confidential Reports
- 3.3 Modern Methods: MBO, BARS, 360 Degree Appraisal System, Problems with Performance Appraisal
- 3.4 Post Appraisal Analysis
- 3.5 Employee Training
 - i. Meaning, Need and Objective of Training
 - ii. Methods of Training : On the Job & Off the Job
 - iii. Evaluation of Training
 - iv. Executive Development

Unit-4: Wages & Salary Administration & Employee Motivation & Morale (8)

- 4.1 Nature, Purpose and Objectives of W & S Administration
- 4.2 Factors Influencing Wages Policy

- 4.3 Time & Piece Rate System of Wages
- 4.4 Wage Differentials
- 4.5 Incentives Meaning
- 4.6 Meaning & Importance of Motivations & Theories of Motivation
- 4.7 Meaning & Causes of Morale
- 4.8 Indications of High & Low Morale

Unit-5: Recent Trends in HRM

(10)

- 5.1 Human Resource Audit
- 5.2 Human Resource Information System
- 5.3 Human Resource Accounting
- 5.4 Employer branding
- 5.5 Human Resource Research
- 5.6 Moonlighting by employees
- 5.7 Competency Mapping
- 5.8 Flexi-time & Flexi-work
- 5.9 e-HRM: e-recruitment- e-training & e-learning

Reference Book

1. Human Resource Management, Text & Cases by Dr. V.S.P Rao - Excel Books
2. Essentials of Human Resource Management by P. Subba Rao – Himalaya Publishing House
3. Human Resource Management by S.S.Khanka – S Chand & Sons
4. Human Resource Management by Dr K. Ashwathappa – Tata McGraw Hill
5. Comprehensive Human Resource Management by P.L.Rao - Excel Books
6. Human Resource Management by A M Sarma – Himalaya Publishing
7. Managing Human Resources by Fisher- Cengage Learning
8. Human Resource Management by Dr. C.B. Gupta – Sultan Chand & Sons
9. Human Resource Management by Gary Dessler.- Pearson/ Prentice Hall
10. Human Resource Management, Principles & Practice by P. C. Aquinas - Vikas Publishing.
11. Personnel Management: - C. B. Mamoria Himalaya Publishing



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(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 205 Operations & Material management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Production Management:-

- 1.1 Meaning, scope, functions of production management, life cycle concept extended to production system, Historical evolution of production management, recent trend in production, Automation.
- 1.2 Historical Evolution of Production Management, Recent Trends in Production & Operations Management

Unit-2: Production / Operation Strategy:-

- 2.1 Product selection-process
- 2.2 Product development and design.
- 2.3 Productivity-measures and its uses,
 - i. Factors affecting productivity
 - ii. Production system diversity
- 2.4 Manufacturing system-characteristics,
 - i. The challenges facing operations managers.
 - ii. Element of production/Operation strategy,
 - iii. The impact of product innovation on process.

Unit-3: Capacity Planning

- 3.1 Concept- Meaning,
- 3.2 Types of capacity,
- 3.3 Measurement of capacity,
- 3.4 Capacity decision,
- 3.5 Capacity planning
- 3.5 Capacity requirement planning strategies
- 3.6 Balancing capacity, economic run length.

Unit-4: Facility planning and plant layout:-

- 4.1 Introduction –factor affecting plant location,
- 4.2 Localization-needs for location decision selection of site,
- 4.3 Method of evaluating location alternatives,
- 4.4 Recent trends in location of industries.
- 4.5 Government Control on Location of Industries
- 4.6 Plant layout
 - i. Meaning-need-importance-objectives,
 - ii. Plant layout factors,
 - iii. Types of plant layout,
 - iv. Layout tools and techniques,
 - v. Layout and computers.

Unit-5: Work study:-

- 5.1 Meaning, importance, objectives of work study, work measurement.
- 5.2 Techniques of duties and responsibilities of industrial engineering department, standard time,
- 5.4 Work sampling, problem on work study
- 5.4 Plant Maintenance and Materials Handling
 - i. Meaning – Necessity –objectives
 - i.Types of maintenance, Preventive, predictive and overhaul
 - ii.Selection of Good Materials Handling equipment
 - iii.Total Productive Maintenance.

Unit-6: Productivity and Ergonomics –

- 6.1 Work Study - Definition, Importance, Objectives and Scope of Work Study, Basic procedure for Work Study
- 6.2 Method Study – Need, Objectives, Advantages and Method Study Procedures
- 6.3 Work Measurement – Definition , Objectives , Steps in Work Measurement, Techniques of Work Measurement – Time Study , Synthesis Method, Analytical Estimation, Pre-determined Motion Time Study System (PMTS), Work sampling.

Reference Book

1. K.Sridhara Bhat-Production & Operations Management,2009,(4th Edition),Himalaya Publishing House
2. S.A.Chunawalla, D.R.Patel-Production & Operation Management,2006, Himalaya Publishing House
3. K.Ashwathappa & K.Sridhara Bhat-Production & Operations Management,2008,(2nd Edition),Himalaya Publishing House
4. Kanishka Bedi – Production and Operations Management ,2007,(2nd edition); Oxford University Press
5. Buffa, E. S. and Sarin, R. K. – Modern Production /Operations Management; John Wiley
6. Chary, S.N. – Production and Operations Management (3rd edition); TMH
7. Chase, Jacobs, Aquilano and Agarwal – Operations Management for Competitive Advantage (11th edition); TMH
8. Dutta – Materials Management; PHI
9. Evans and Lindsay – The Management and Control of Quality (6th edition); Cenage Learning
10. Gaither and Frazier – Operations Management (9th edition); Thomson Learning
11. Gopalakrishnan and Sundaresan – Materials Management: An Integrated Approach; TMH
12. Hansen and Ghare – Quality Control and Applications; PHI
13. Krajewski, Ritzman and Malhotra – Operations Management (8th edition); Pearson Education
14. Mahadevan – Operations Management; Pearson Education



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 206 Advance Research Methods

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction

Meaning, Types, Criteria of good research, Marketing research, Scientific approach to research in physical and management science, Limitations of applying scientific methods in business research problems, Ethical issues in business research

Unit-2: Business Research-An Overview

Research process, problem formulation, management problem v/s. research problem, Steps involved in preparing business research plan/proposal Business Research Design: Exploratory, Descriptive, & Causal research exploratory research: Meaning, suitability, collection, and hypothesis formulation

Unit-3: Descriptive research

Meaning, types of descriptive studies, data collection methods

Unit-4: Causal research

Meaning, various types of experimental designs, types of errors affecting research design.

Unit-5: Data collection

Primary and Secondary data – Sources – advantages/disadvantages, Data collection Methods – Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection. Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale, Thurston-equal appearing interval scale, MDS – Multi Dimensional Scaling.

Unit-6: Hypothesis

Meaning, Types, characteristics, sources, Formulation of Hypothesis, Errors in hypothesis testing, Parametric and Nonparametric test: T-test, Z-test, F-test, U-test, Rank-Sum test, K-W test. (Theory only)

Unit-7: Sampling

Meaning, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques, Errors in sampling.

Unit-8: Data Analysis

Editing, Coding, Classification, Tabulation, Analysis, & Interpretation

Unit-9: Statistical Analysis of Business Research

Bivariate Analysis (Chi-square only), Multivariate Analysis - Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, ANOVA – One-way & Two-way classification (Theory only).

Unit-10: Research report

Oral report, Written reports, Types & Advantages/Disadvantages of oral and written reports, Components of written research report.

Reference Book

1. Marketing Research – Naresh K Malhotra – Pearson Education /PHI/5e/2007
2. Business Research Methods- S.N.Murthy/U.Bhojanna- Excel Books/2e/2007
3. Business Research Methods–Donald R. Cooper & Pamela S Schindler,TMH,/9e/2007
4. Marketing research: Text and cases- RajendraNargundkar – TMH 2/e, 2004
5. Business Research Methods – Alan Bryman& Emma Bell, 2e/Oxford/2007.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 207 Ethical Practices in Business

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Spiritual Business Philosophy

- 1.1 Ethics & Business
- 1.2 Morality & Spirituality
- 1.3 Philosophy & Religion
- 1.4 Value Education
- 1.5 Level of Ethical Question in Business

Unit-2: Business Ethics: Conceptual Framework

- 2.1 Determinants of Individual Ethics
- 2.2 Domain of Managerial Ethics
- 2.3 Business ethics- Meaning, Need, Importance of ethics in business
- 2.4 Factors influencing Business ethics
- 2.5 Principle of Business Ethics
- 2.6 Attitude of Indian manager towards Business Ethics
- 2.7 Implication of ethical leadership
- 2.8 Ethical decision making in the organization
- 2.9 Ethical dilemmas- Features and approaches to resolving it
- 2.10 Ten Commandments of Managerial Conduct

Unit-3: Ethics in Business Disciplines

- 3.1 Ethics in marketing
- 3.2 Ethical and social issues in Advertisements.
- 3.3 Ethics & HRM
- 3.4 Ethics in Accounting & Finance
- 3.5 Ethics in Information Technology and Systems Usage

Unit-4: Social Responsibility and Organizations

- 4.1 Definition, Arguments for and against Social Responsibility
- 4.2 Gandhian Philosophy of Wealth management
- 4.3 Responsibilities of organization towards-Shareholders-Employees-Consumers-Suppliers-Government-Society
- 4.4 Organizational approaches to social responsibility
- 4.5 Major social responsibilities of Business organization
- 4.6 Social Responsible Practices of Different Corporates

Unit-5: Concept of Corporate Governance

- 5.1 History and development, Objectives, Need
- 5.2 Importance of Corporate Governance
- 5.3 Principles of Corporate Governance
- 5.4 Corporate Governance in world-Practices and perspectives

Unit-6: Corporate Governance Regulation

- 6.1 Role of Board of Directors and Management
- 6.2 Internal and external Corporate Governance
- 6.3 SEBI Code on Corporate Governance
- 6.5 Committees on Corporate Governance: Cadbury Committee, K.Birla Committee
- 6.6 Corporate governance practices of private and public sectors

Unit-7: Ethical Paradoxes & Cases

Reference Book

1. Business ethics & Professional Values , A.B.Rao, Excel Books
2. Business Ethics-Concept & Cases – Manuel G. Velasquez
3. Business Organization and Management – Neeru Vasisth, Namita Rajput, Kitab Mahal Publishing
4. Management- Ricky W.Griffin, AITBS Publishers
5. Corporate Governance by P. P. Arya, B.B. Tondon, A. K. Vashisht, Himalaya Publishing House
6. Ethical Management, Satish Modh, McMillan India Ltd.
7. Business Ethics- Dr. A.K. Gavai, Himalaya Publishing House
8. Corporate Governance & Business Ethics: Text & Cases-U.C. Mathur, McMillan India Ltd.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 301 Strategic Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Strategic Management

- 1.1 The Nature Value of Strategic Management
- 1.2 The Strategic Management Process
- 1.3 Exploring the External Environment: Competition & Opportunities
- 1.4 Examining the Internal Organization: Activities, Resources & Capabilities

Unit-2: Strategy Formulation

- 2.1 Defining & Formulating Companies Mission
- 2.2 The Stakeholder's Approach to Social Responsibility
- 2.3 The Continuum of Social Responsibility
- 2.4 Management Ethics
- 2.5 Formulating Long Term Objectives & Grand Strategy
- 2.6 Strategic Consideration for Multinational Firm
- 2.7 Strategic Analysis & Choice in Single or Dominant Product Business: Building Sustainable Competitive Advantage
- 2.8 Strategic Analysis & Choice in the Multinational Business Company: Rationalizing Diversification & Building Stakeholder Value.

Unit-3: Strategy Implementation

- 3.1 Implementing Strategy Through Short Term Objectives ,Functional Tactics, Reward System And Employee Empowerment
- 3.2 Organizational Structure And Control
- 3.3 Strategic Entrepreneurship
- 3.4 Strategic Leadership
- 3.5 Corporate Governance

Unit-4: Strategic Control and Continuous Improvement

- 4.1 Establishing Strategic Controls
- 4.2 The Quality Imperative: Continuous Improvement to Build Customer Value

Unit- 5: Case Discussion

Reference Book

- 1) Strategic Management- Ireland Hoskisson, Hitt Cengage Learning India Edition
- 2) Strategic Management – Building and Sustaining Competitive Advantage Robert A Pitts, David Lei Cengage Learning India Edition
- 3) Strategic Management – Formulation, Implementation and Control John Pearce 2, Richard Robinson Jr, Mc Graw Hill Companies
- 4) Business Policy and Strategic Management Tata Magraw Hill Azhar Kazmi
- 5) Strategic Management – A) The New Age International Publishers, Hirriyappa
- 6) Strategy and Policy – Analysis, Formulation and Implementation Wn.C Brown Publishers, D.L. Bates, David Eldredge
- 7) A Textbook of Strategic Management- Mac Millan India Ltd. V.C Mathur



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 302 Business Law -I

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Indian Contract Act

- 1.1 Introduction to Indian Contract Act, Meaning, Definition & Essentials
- 1.2 Classification of Contract
- 1.3 Void Voidable & Valid Contract
- 1.4 Quasi Contract
- 1.5 Discharge of Contract, Breach of Contract Remedies
- 1.6 Breach of Contract & Remedies
- 1.7 Specific Contract
- 1.8 Indemnity & Guarantee, Agency, Bailment & Pledge

Unit-2: Sales of Goods Act

- 2.1 Contract of Sale of Goods
- 2.2 Essentials, Types of Goods, Sale & Agreement to Sale
- 2.3 Conditions & Warranties
- 2.4 Doctrine of Caveat Emptor
- 2.5 Transfer of Property Rules & Regulation With Respect To It
- 2.6 Performance of Contract of Sale
- 2.7 Unpaid Seller and His Right, Buyers Right against Seller
- 2.8 The Auction Sale

Unit-3: Partnership Act

- 3.1 Partnership: Definition, Nature of Partnership
- 3.2 Partnership Deed
- 3.3 Kinds of Partnership
- 3.4 Rights and Duties of Partner
- 3.5 Methods of Dissolution & Dissolution of Partnership

Unit-4: The Shops and Establishments Act, 1947

- 4.1 Definition, Commencement
- 4.2 Provision Applicability and Schemes
- 4.3 Provision Applicable To Shops
- 4.4 Provision Applicable To Establishments
- 4.5 Provision Relating To Wages

Unit-5: The Patent Act

- 5.1 Definition of Patent
- 5.2 Grant of Patent
- 5.3 Right of Patentee
- 5.4 List Inventions Which Are Not Patentable

Unit-6: Environment Protection Act 1986

- 6.1 Meaning & Definition- Pollutant; Environmental Pollution; Hazardous substances, occupier
- 6.2 Environmental Pollution: Need to control, Objectives of controlling Environmental pollution.
- 6.3 Provisions of the Act.
- 6.4 Rules to regulate Environmental pollution.
- 6.5 Prevention, Control and Abatement of Environmental Pollution.
- 6.6 Powers of Central Government: To protect and improve the Environment.
- 6.7 Offences: Offence by companies & Government Department

Unit-7: Case Studies in Indian Business Law

The Various Cases Based On Given Topics

Reference Book

1. Legal Aspect of Business- By R.R. Ramthirthkar-Himalaya Publication Co.
2. Environmental Protection & The Law-Chetansingh Mehta
3. Merchantile Law-M.C.Shukla
4. Business Law- Maheshwari-Himalaya Publication Co.
5. Business Law-S.S. Gulshan & G.K. Kapoor-New Age International Publishers
6. Economic Labour & Industrial Laws-V.S Datey;Taxmann Allied Service Ltd.
7. Merchantile Law-S.S.Gulshan- Excell Books
8. Legal Aspects: Akhileshwar Pathak-Tata Mc Graw Hill.



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 303 : Current Business Scenario

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Globalizing Business

- 1.1 Globalization: Meaning, Concept & Importance,
- 1.2 Global Business: Definition, Concept, Globalization & Global Business at Crossroad
- 1.3 International Business & Global Business: Reasons for Studying Global Business, Unified Framework for Global Business

Unit-2: New Economic Policies

- 2.1 Introduction & Overview of New Economic Policies (1991)
- 2.2 Importance of New Economic Policies- Industrial Policy-1999, New Consolidated Foreign Direct Investment (FDI) Policy, New Foreign Trade Policy

Unit-3: Procedures, Aspects & Issues in Mergers & Acquisitions

- 3.1 Mergers & Acquisitions: Concepts & Varieties of Merger
- 3.2 Procedures for Mergers & Acquisitions, Different aspects in Mergers & Acquisitions
- 3.3 Issues in Mergers & Acquisitions
- 3.4 Due Diligence: Meaning, Types & Common aspects

Unit-4: Leveraging Capacities Globally

- 4.1 Understanding Resources & Capabilities of organizations
- 4.2 Analyzing the value change: In-house vs Outsource
- 4.3 Analyzing resources & Capabilities with VRIO Framework

Unit-5: Alliances

- 5.1 Alliances: Definition, Effect of Institutions & Resources on Alliances, Evolution of Alliances & Formation of Alliances
- 5.2 Performances of Alliances

Unit-6: Growing Importance of Multinational Enterprises(MNE's)

- 6.1 Service MNE's
- 6.2 Entry Modes of MNE's
- 6.3 Financial Service MNE's & Multinational Banks
- 6.4 Retailing & Aviation Sector MNE's
- 6.4 Spillover Effects of MNE's

Reference Book

1. International Business Environment: Dr. S. Porkodi & Dr. Ansarul Haque, Global Vision Publishing House, 2010, 1st Edition, New Delhi
2. International Business: Shajahan, MacMillen India Ltd, 2006, 1st Edition, New Delhi
3. Corporate Restructuring: Mergers, Acquisition & Other Forms- Bhagaban Das, Debdas Rashkit, Sathya Swaroop Debasish, Himalaya Publishing House, 1st Edition, 2009, Mumbai
4. International Business- Mike W. Peng, South Western Publishing, Cengage Learning, 2007, New Delhi



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 304 (A): Financial Management & Decision Making

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit- 1: Time value of Money

- 1.1 Time Lines and Notation
- 1.2 Future value of Single Amount
- 1.3 Present Value of a Single Amount
- 1.4 Future value of Annuity
- 1.5 Present value of Annuity
- 1.6 Present value of Perpetuity
- 1.7 Intra-year Compounding and Discounting

Unit- 2: Risk and Return

- 2.1 Risk and return of single asset
- 2.2 Risk and return of portfolio
- 2.3 Measurements of market risk
- 2.4 Determinants of Beta
- 2.5 Relationship between risk and return

Unit- 3: Capital Structure and Firm's Value

- 3.1 Assumption and definition
- 3.2 Net income and net operating income approach
- 3.3 Traditional position
- 3.4 Modigliani and Miller position
- 3.5 EBIT-EPS Analysis
- 3.6 ROI and ROE analysis
- 3.7 Comparative analysis
- 3.8 Guidelines for capital structure analysis

Unit-4: Management of Working Capital

- 4.1 Concept of Working Capital, Factors Determining Working Capital, Methods of Estimating Working Capital, Working Capital Management, Sources of Working Capital

Unit -5: Cost of Capital

- 5.1 Introduction
- 5.2 Cost of Debt and Preferences
- 5.3 Cost of Equity
- 5.4 Weighted average cost of capital
- 5.5 Weighted marginal cost of capital
- 5.6 Floating cost and cost of capital
- 5.7 Factors affecting weighted average cost of capital

Unit -6: Dividend Theory

- 6.1 Issues in Dividend Policy
- 6.2 Dividend Relevance: Walter Model
- 6.3 Dividend Relevance: Gordon Model
- 6.4 Dividend & Uncertainty
- 6.5 Dividend irrelevance: Modigliani and Miller Hypothesis

Unit -7: Capital Budgeting Decision

- 7.1 Nature of Investment Decision
- 7.2 Types of Investment Decision
- 7.3 Investment Evaluation Criteria: Net Present Value & Calculation of NPV, Internal Rate of Return & Calculation of IRR, Profitability Index, Payback

Unit -8: Complex Investment Decision

- 8.1 Investment Decision: Project with Different Lives
- 8.2 Investment Timing & Duration
- 8.3 Replacement of an Existing Asset
- 8.4 Investment Decision under Capital Rationing

Reference Book

1. Financial Management problems and solutions-Ravi M Kishor
2. Theory and problems in Financial Management-M. Y.Khan,P.K.Jain,Tata McGraw Hill
3. Financial Management And Policy-R.M.Srivastava,Himalaya Publishing House
4. Financial Management-Prasanna Chandra,Tata McGraw Hill
5. Financial Management-Ravi M Kishor,Taxmann
6. Financial Management-M. Y.Khan,P.K.Jain,Tata McGraw Hill
7. Financial Management-P. V.Kulkarni,B.G.Satyaprasad,Himalaya Publishing House
8. Fundamentals of Financial Management-Preeti Singh,Ane Books
9. Financial Management –Brigham,Ehrhardt
10. Indian Financial System-Bharti Pathak,Pearson



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 305 (A): Indian Financial System

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit 1: Financial System: An Introduction

- 1.1 Components of Financial system
- 1.2 Function of Financial system
- 1.3 Financial system design
- 1.4 Nature and role of financial Institution{Intermediaries} and financial market

Unit 2: Financial system and the Economy

- 2.1 Introduction
- 2.2 A Macro – Economic Framework Analysis for exploring the Role of financial System in the economy.
 - i) National Income accounts
 - ii) Flow of Funds accounts
 - iii) Trends in saving and Investment
- 2.3 Relationship between the financial system and economic Growth: Some Theoretical Empirical Evidence

Unit 3: Primary Market & Secondary Market

- 3.1 Introduction
- 3.2 Free Pricing regime & Book Building- A new issue Mechanism in India
- 3.4 On-Line IPO's
- 3.5 Resource Mobilized from the Primary Market
- 3.6 Post-reforms Stock Market Scenario, Organization, Management, and Membership of
- 3.7 Stock Exchange, Listing Securities, Trading Arrangements, Trading and settlement, Internet trading, Stock Market Index
- 3.8 Stock Exchanges: Bombay stock Exchange, National stock Exchange of India, Over the counter Exchange of India, Interconnected stock Exchange of India
- 3.9 Composition of Capital market & Money Market
- 3.10 Call Money Market, Treasury bill Market, Gilt Edge Market

Unit- 4: Debt Market

- 4.1 Introduction
- 4.2 The Private corporate Debt Market
- 4.3 The Public Sector Undertaking Bonds Market
- 4.4 The Government Securities Market

Unit 5: Derivatives Market

- 5.1 Introduction
- 5.2 Derivatives Market in India
- 5.3 Forwards and Futures
- 5.5 Options

- 5.6 Options Trading strategies
- 5.7 Derivative Trading in India
- 5.8 Swap Option

Reference Book

1. Indian Financial System-Bharti Pathak,Pearson
2. Dynamics of Indian Financial System- Preeti Singh,Ane Books
3. Financial Markets, Institutions and Services-N. K. Gupta, Monika Chopra,Ane Books
4. Financial Derivative & Risk Management, O. P. Agarwal, HPH.



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 306(A): Financial Services & Instrument

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit -1: Depositories and Custodians:

- 1.1 Depository System
- 1.2 National Securities Depository Limited
- 1.3 Central Depository Service (India) Limited
- 1.4 Custodians
- 1.5 Stock Holding Corporation of India Limited

Unit -2: Credit Rating:

- 2.1 Introductions
- 2.2 Credit Rating Agencies in India
- 2.3 Role of Credit Rating Agencies in the Evaluation of Issuers of Securities
- 2.4 Growth of Credit Rating Industry in India
- 2.5 Importance of the Role of Credit Rating Agencies
- 2.6 Limitations of Credit Rating- Rating Downgrades

Unit- 3: Factoring and Forfeiting:

- 3.1 Evolution and Meaning of Factoring
- 3.2 Types of Factoring
- 3.3 Significance of Factoring
- 3.4 Advantages and Disadvantages of Factoring
- 3.5 Forfeiting
- 3.6 Forfeiting Vs. Factoring
- 3.7 Types of Instruments

Unit- 4: Merchant Banking:

- 4.1 Introductions
- 4.2 Origin of Merchant Banking
- 4.3 Nature of Merchant Banking
- 4.4 Merchant Banking Functions
- 4.5 Pre-Issue Management
- 4.6 Types of Issue
- 4.7 Role of Merchant Banker in Pre Issue Management
- 4.8 Post Issue Management
- 4.9 Difference between Merchant Banking and Investment Bankers

Unit -5: Mutual Fund:

- 5.1 Definition of Mutual Fund
- 5.2 Evolution and Growth of Mutual Fund in India

- 5.3 Organization of a Mutual Fund
- 5.4 Types of Mutual Fund Schemes
- 5.5 Risk and Cost Involved In Mutual Fund
- 5.6 Roles of Intermediaries in the Indian Mutual Fund Investment
- 5.7 Growth and Performance of Mutual Fund in India

Unit- 6: Insurance:

- 6.1 Introductions
- 6.2 Origin and Development of Insurance
- 6.3 Opening Up Of the Insurance Sector
- 6.4 Insurance Regulatory and Development Authority
- 6.5 Health Insurance
- 6.6 Insurance Intermediaries
- 6.7 Risk Management
- 6.8 General Insurance
- 6.9 Reinsurance
- 6.10 Life Insurance
- 6.11 Role of Life Insurance in the Growth of the Economy

Unit 7- : Instrument in Capital and Money Market

- 7.1 Equity, Preference Shares, Debentures/Bonds/Notes Innovative Debt Instrument/Securities
- 7.2 Types of Money Market Instruments: Treasury bill, Certificate of Deposit, Commercial Paper
- 7.3 Collateralized Borrowings and Lending Obligation

Reference Book

1. Indian Financial System-Bharti Pathak,Pearson
2. Dynamics of Indian Financial System- Preeti Singh,Ane Books
3. Financial Markets, Institutions and Services-N. K. Gupta, Monika Chopra,Ane Books
4. Merchant Banking & Financial Services, Dr. K. Ravichandran, HPH



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 307(A): Strategic Financial Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction to Strategic Financial Management

- 1.1 Meaning of Strategic Financial Management.
- 1.2 Evolution of Costs & Benefits.
- 1.3 Reason for managing business financially.
- 1.4 Strategy and Strategist.
- 1.5 9's model for Strategic Financial Management.
- 1.6 Strategic Investigation of Growth or Profit- Leakages.

Unit-2: Conceptual Frame work of Strategic Financial Management

- 2.1 Value Chain analysis.
- 2.2 Strategic Business Unit.
- 2.3 Cost –Benefit analysis.
- 2.4 Activity based costing and objective based costing
- 2.5 Economic Value Added.
- 2.6 Owner's Value Added.

Unit-3: Financial Aspect of Supply Chain Management Strategy

- 3.1 Vendor Management
- 3.2 Purchasing
- 3.3 Inventory control and its techniques
- 3.4 Distribution Management
- 3.5 Relationship with dealers
- 3.6 Product Pricing
- 3.7 Marketing Cost Analysis.

Unit-4: Corporate valuation

- 4.1 Reasons for valuation of business enterprise
- 4.2 Different Approaches to enterprise Valuation: Market related valuation, Future Cash flow, Market Capitalization, Economic Value Added Approach

Unit-5: Overview of Financial Engineering

- 5.1 Meaning
- 5.2 Benchmarking practices
- 5.3 Innovative source of finance: Off balance sheet financing, Versatile Bonds, Junk Bonds, Vendor Finance, Co-operative federation
- 5.4 Funding strategies, monitoring and assessment
- 5.5 Program and policies to reward various stake holders

Unit-6: Innovative financial Restructuring

- 6.1 Meaning and scope of corporate Restructuring
- 6.2 Symptoms for Restructuring
- 6.3 Financial aspects of various restructuring exercises
- 6.4 Strategic and financial aspect of Empowerment of key employees
 - i.Group Level Benchmarks
 - ii.Industry Level Benchmarks
 - iii.Economy Level Benchmarks

Unit-7: Restructuring through Amalgamations, Mergers and Acquisition

- 7.1 Financial aspect of Mergers and Acquisition
- 7.2 Restructuring a sick organization
- 7.3 Structural reasons of Sickness Demanding Structural changes
- 7.4 Restructuring through Privatization
- 7.5 Restructuring to reach a multinational stage
- 7.6 Reasons for strategic Failures in Mergers/ Acquisitions/ Joint Venture

Reference Book

- 1.Financial Management problems and solutions-Ravi M Kishor
- 2.Theory and problems in Financial Management-M.Y.Khan,P.K.Jain,Tata McGraw Hill
- 3.Financial Management And Policy-R.M.Srivastava,Himalaya Publishing House
- 4.Financial Management-Prasanna Chandra,Tata McGraw Hill
- 5.Financial Management-Ravi M Kishor,Taxmann
- 6.Financial Management-M. Y.Khan,P.K.Jain,Tata McGraw Hill
- 7.Financial Management-P. V.Kulkarni,B.G.Satyaprasad,Himalaya Publishing House



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 304 (B): Promotion & Brand Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Advertising Perspectives

- 1.1 What is advertising today?
- 1.2 The evolution of advertising
- 1.3 The economic, social, and regulatory aspects of advertising
- 1.4 The scope of advertising: from local to global

Unit-2: Crafting Marketing and Advertising Strategies

- 2.1 Marketing and consumer behavior: the foundations of advertising
- 2.2 Market segmentation and the marketing mix: determination of advertising strategy
- 2.3 Research: gathering information for advertising planning
- 2.4 Marketing and advertising planning: top-down, bottom-up, and IMC
- 2.5 Planning media strategy: finding links to the market

Unit-3: Integrating Advertising with other Elements of the Communications Mix

- 3.1 Relationship building: direct marketing, personal selling, and sales promotion
- 3.2 Relationship building: public relations, sponsorship, and corporate advertising

Unit-4: Creating Advertisements and Commercials

- 4.1 Creative Strategy and the Creative Process
- 4.2 Creative execution: art and copy
- 4.3 Producing ads for print, electronic, and digital media

Unit-5: Using Advertising Media

- 5.1 Using print media
- 5.2 Using electronic media: television and radio
- 5.3 Using digital interactive media and direct mail
- 5.4 Using out-of-home, exhibitiv, and supplementary media

Unit-6: Brand Management

- 6.1 What is brand -types of brands-brand names-brand extension-brand loyalty-brand image-brand identity-brand positioning-brand equity-brand building-protecting a brand-anti brand thinking

Unit-7: Case Studies

Reference Book

1. Contemporary Advertising: William Arens, The Mcgrawhill Companies, 10th Edition
2. Advertising and Integrated Brand Promotion: O'gunn, Allen, Semenik, 4th Edition. Thomson
3. Advertising And Sales Promotion: Shh Kazmi, S.K.Batra, Excel Books
4. Advertising, Sales and Promotion Management: S.A. Chunawala, Himalaya Pub. House
5. Brand Management-Text And Cases: Dr.S.L.Gupta Himalaya Publishing House
6. Brand Management-The Indian Context: Vikas Publishing Housepvt.Ltd., Ylr Moorthi
7. Compendium Of Brand Management- S.A.Chunawala, Himalaya Publishing House
8. Marketing And Branding- The Indian Scenario: S.Ramesh Kumar, Pearson



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 305 (B): Marketing Research and Consumer Behaviour

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Marketing Research

Unit- 1: Introduction to Marketing Research

- 1.1 Meaning
- 1.2 Marketing Research Process
- 1.3 Marketing Research and Communicative Intelligence
- 1.4 Ethics in Marketing Research
- 1.5 Role of Marketing Research in MIS and MDSS
- 1.6 Marketing Research and Decision Making
- 1.7 Application of Marketing Research

Unit- 2: Data Collection and Research Design

- 2.1 Research Design –Nature and Types
- 2.2 Classification of Research Design
- 2.3 Primary vs. Secondary Data
- 2.4 Advantages and Disadvantages Of Secondary Data
- 2.5 Criteria of Evaluation of Secondary Data
- 2.6 Descriptive Research Design—Survey and Observation
- 2.7 Survey Methods
- 2.8 Observation Methods
- 2.9 Observation Methods Classified By Mode

Unit- 3: Data Analysis Techniques

- 3.1 Regression Analysis
- 3.2 Factor Analysis
- 3.3 Cluster Analysis
- 3.4 Discriminant Analysis
- 3.5 Conjoint Analysis
- 3.6 Interpretative Process

Consumer Behaviour

Unit- 4: Consumer Behaviour-An Overview

- 4.1 Concepts-Elements-Aspect and Scope of Consumer Behaviour
- 4.2 Consumer Behaviour and Governmental Decision Making
- 4.3 Consumer Impact on Marketing Strategy
- 4.4 Marketing Ethics and Public Policy
- 4.5 Consumer Behaviour as a Field Of Study
- 4.6 Consumer Research

Unit- 5: Consumers as Individuals

- 5.1 Perception, Motives, Learning, Memory
- 5.2 Personality and Lifestyle
- 5.3 Theories of Personality
- 5.4 Lifestyle and Psychographics
- 5.5 Attitude Change through Communication Source, Message

Unit- 6: Group Influence on Consumer Behaviour

- 6.1 Reference Group
- 6.2 Conformity
- 6.3 Ethnic, Racial, and Religious Subcultures
- 6.4 Cultural Influence on Consumer Behaviour
- 6.5 Income and Social Class

Unit- 7: Case

Reference Book

1. Marketing Research by Rajendra Nargundkar—Tata Mcgraw Hill
2. Marketing Research by Naresh K. Malhotra—Pearson
3. Marketing Research by David J. Luck Ronald S. Rubin Prentice Hall India
4. Marketing Research by G.C. Beri—Tata Mcgraw Hill
5. Consumer Behaviour Michael R Solomon Prentice Hall India
6. Marketing Research & Consumer Behaviour S. Sumathi P. Saravanel by Vikas



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 306 (B): Global Marketing Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction to global Marketing

- 1.1 Concept, Importance, Principles of Global Marketing
- 1.2 Management Orientation
- 1.3 Driving & Restraining forces to Global Marketing initiation
- 1.4 Internationalization Theories & Motives.
- 1.5 Global Marketing Environment
 - i. Economic System
 - ii. Stages of Market Development
 - iii. Income & Purchasing power parity Around the Global
 - iv. Social & Cultural Environment, Cross Cultural differences
 - v. Political, Legal & Regulatory Environments and Global Marketing

Unit-2: Market Entry Decisions

- 2.1 Global Marketing Research
 - i. Changing role of international Research
 - ii. Linking global Marketing research to Decision Making Process
 - iii. Online – [Internet] research
 - iv. Setting up an international Management Information System
- 2.2 International Market Selection Process
 - i. Building Model for international Market selection
 - ii. Market expansion strategies
 - iii. Global Product / Market Portfolio
- 2.3 Strategies for Entry mode, Export modes, Intermediate entry modes
 - i. Hierarchical modes
 - ii. International Sourcing decisions and the role of sub suppliers

Unit-3: Designing the Global Marketing Program

- 3.1 Product & Service decisions
 - i. Concept, dimension of product offer
 - ii. Developing international service strategies
 - iii. Product Life Cycle
 - iv. New Products for international Markets
 - v. Product Positioning & Branding Products
- 3.2 Pricing Decisions
 - i. International Pricing Strategies compared with Domestic Pricing Strategies
 - ii. Factors Influencing International Pricing Decision
 - iii. International Pricing & Terms of sale / delivery terms
 - iv. Terms of Payment

- v. Terms for Pricing
- vi. Three Policy Alternatives of Global Pricing
- 3.3 Global Marketing Channels & Physical distribution: The Concept & structure of Channel, Managing & controlling distribution channel, Managing Logistics, Use of Internet for Distribution decisions
- 3.4 Promotion & Communication Strategies

Unit- 4: International Business Strategies

- 4.1 A case study of China
- 4.2 A case study of Indo European Trade policies
- 4.3 Role of Indian Export Trade in other Markets of SAARC countries

Unit- 5: Case Studies

Reference Book

- 1) International Business Management 4th Edition Cherunillam
- 2) Globalisation & Marketing Management G.S. Batra , R.C. Dhangwal
- 3) Global Marketing Management 7th Edition Warren J. Keegan
- 4) International Business Concept, Environment & Strategies 2nd Edition Vyuptakesh Sharan
- 5) Global Marketing with a special Indian focus 4th Edition Svend Hollensen, Madhumita Banerjee
- 6) Marketing Management Text and Cases 2nd Edition Tapan K Panda



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 307 (B): Services Marketing

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction to Services

- 1.1 What Is Services?
- 1.2 Framing the Service Experience. The Servuction Model
- 1.3 Why Study Service?
- 1.4 The Services Revolution: A Change in Perspective
- 1.5 Fundamental Difference between Goods and Services
- 1.6 Ethical Issues in Services Marketing
- 1.7 Globalization of Services
- 1.8 The Consumer Decision Process in Services Marketing
- 1.9 A Three Stage Model of Service Consumption

Unit-2: Overview Of 7P's Of Services Marketing

- 2.1 Product
- 2.2 Place
- 2.3 Promotion
- 2.4 Price
- 2.5 People
- 2.6 Physical Evidence
- 2.7 Process

Unit-3: Managing the Customer Interface

- 3.1 Designing & Managing Service Processes.
- 3.2 Balancing Demand & Productive Capacity
- 3.3 Crafting the Service Environment
- 3.4 Managing People for Service Advantage

Unit-4: Implementing Profitable Service Strategies

- 4.1 Managing Relationship-CRM, Building Loyalty & Customer Retention
- 4.2 Achieving Service Recovery & Obtaining Customer Feedback
- 4.3 Improving Service Quality & Productivity
- 4.4 Organizing for Change Management & Service Leadership

Unit-5: Case Studies Based On Services Marketing

Reference Book

- 1) Service Marketing- People, Technology, Strategy Prentice Hall, 6th Edition, Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee
- 2) Marketing of Services, Cengage Learning India Edition. K. Douglas Hoffman, John E.G. Bateson.
- 3) Services Marketing- Text & Cases- Mcgraw Hill Third Edition Rajendra Nargundkar



Department of Management Studies, North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 304 (C): HR Administration & Labour Welfare

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit- 1: Introduction HR Administration (06)

- 1.1 Meaning, importance and objective, Functions of HR Department
- 1.2 Scope and Nature of Personnel Administration in India
- 1.3 Structure of Personnel Department
- 1.4 Challenges and Role of Modern HR Managers

Unit- 2: Personnel Policies (08)

- 2.1 Objectives, Essentials of a sound policy, Process
- 2.2 Contents of personnel file & personnel audit
- 2.3 Staffing – Definition, Scope, Process and Importance
- 2.4 Career planning and development- Concept Key terms, Role of HR
- 2.5 Department in career planning
- 2.6 General considerations in Wage and salary Administration-

Unit- 3: General communication & documentation (10)

- 3.1 Drafting of appointment orders, Interview letters, promotion, transfer
Appreciation Letters, Notices and Circulars.(Formats & procedures)
- 3.2 Disciplinary Action Documentation & procedure

Unit-4: Labor Welfare practices (06)

- 4.1 Meaning, importance and objective of labour welfare
- 4.2 Types of welfare services
- 4.3 Necessity and scope of labour welfare in India
- 4.4 Agencies of labour welfare
- 4.5 Qualification and role of labour officer

Unit-5: Social Security (04)

- 5.1 Concept, scope, Objective, need
- 5.2 Types of social security
- 5.3 Social security measures in India

Unit-6: Industrial hygiene& safety (10)

- 6.1 Working Condition
- 6.2 Lighting, temperature, humidity, noise, dust fumes and radiations
- 6.3 Work behavior
 - i) Industrial accidents and fatigue
 - ii) Causes of accidents
 - iii) Fatigue and effect of fatigue
 - iv) Safety Programmer

Unit-7: Case study (06)

Reference Book

1. Dynamic personnel Administration-Prof. M.N. Rudrabassavaraj.
2. Human Resource Management by Ashwathapa – Tata McGraw Hill
3. Essential of HRM and Industrial Relations by P.Subha Rao – Himalaya Publications
4. Human Resource Management by V.S.P Rao – Excel Books
5. Personnel Management _ Edwin Flippo
6. Personnel Management – C.B. Memoria & S.V. Gankar



Department of Management Studies, North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 305 (C): Industrial Relations & Trade Unions

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hour

Unit-1: Industrial Relations

- 1.1 Origin, Definition, Scope, Determinants
- 1.2 Socio-Economic, Technical, Political Factors affecting Industrial Relations
- 1.3 Changing Environment of Industrial Relations
- 1.4 Approaches to Study of Industrial Relations- Psychological, HR Approach, Sociological, Gandhian Approach
- 1.5 Ind. Relations as a Management Function

Unit-2: Industrial Disputes

- 2.1 Meaning of Industrial Disputes
- 2.2 Causes of Industrial Disputes
- 2.3 Measures to overcome causes of Industrial Disputes
- 2.4 Ind. Relations Machinery to solve Ind. Disputes- Negotiation, Mediator, Arbitration
- 2.5 Arbitration- Work Committee, Conciliation, Board of Conciliation, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary and its impact on I.R.
- 2.6 Employee grievance and grievance settlement machinery

Unit-3: Collective Bargaining

- 3.1 Meaning, Characteristics, Need, Importance, Essential conditions for success of Collective Bargaining
- 3.2
- 3.3 Process of Collective Bargaining
- 3.4 Causes for Failure of Collective Bargaining
- 3.5 Options in case of Collective Bargaining

Unit-4: Workers Participation in Management

- 4.1 Concept, Pre-requisites, Levels of Participation,
- 4.2 Benefits of Workers Participation

Unit-5: General Industrial Relations

- 5.1 Impact of Globalization and Information Technology on I.R.
- 5.2 Role of H.R.D. in developing Industrial Relations
- 5.3 Industrial Relations Democracy
- 5.4 Salient Features of Industrial Employment (Standing Order) Act, 1946

Unit-6: Trade Unions

- 6.1 Functions of Trade Unions
- 6.2 Types and Structure of Trade Union
- 6.3 Impact of Globalization on Trade Union Movement

Unit-7: India & International Labour Organization

- 7.1 Objectives, Structure of ILO
- 7.2 Impact of ILO on India Labour
- 7.3 Recommendations of ILO

Unit-8: Case studies

Reference Book

1. Personnel Management & Industrial Relations- P.C.Shejwalkar & S.B.Malegaonkar
2. Labour Management Relations in India- K.M.Subramanian
3. Trade Unionism-Myth and Reality, New Delhi, Oxford University Press, 1982, Mamkoottam.
4. Management of Industrial Relations- Pramod Verma.
5. The Future of Industrial Relations – Niland J.R.; New Delhi, Sage Publications, 1994.
6. Collective Bargaining & Industrial Relations- Kochan T.A. & Katz Henry, 2nd Edition, Homewood Illinois , Richard D. Irish , 1988.
7. Industrial Relations by Arun Monappa – Tata McGraw Hill
8. Human Developments – Diane E. Papalia, Sally Wendkos Olds.



**Department of Management Studies,
North Maharashtra University, Jalgaon**

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 306 (C): Industrial Legislation & Labour Laws

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

-
- Unit-1: The Factories Act 1948** (08)
- 1.1 Object & Definitions
 - 1.2 Health, Safety & welfare Provisions
 - 1.3 Annual Leave with Wages
 - 1.4 Periodical Returns
 - 1.5 Registers and Records
 - 1.6 Obligation of Workers & Occupier
 - 1.7 Offences and Penalties
- Unit-2: The Trade Union Act 1926** (06)
- 2.1 Rights and privileges of TU, Concept
 - 2.2 Central TU Regulation 1938
 - 2.3 Bombay TU Regulation 1927
 - 2.4 The Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act 1971
 - i. Object, Scope and Applicability
 - ii. Powers of Investigating officer, Recognition of unions
 - iii. Obligations of recognized unions
 - iv. Penalties
- Unit-3: Payment of wages act 1936** (04)
- 3.1 Brief history, scope, provisions, offences and penalties
 - 3.2 Minimum wages Act 1948
 - i. Definition, Application,
 - ii. Fixation of minimum wages act, revision and payment of overtime
- Unit-4: Workmen's Compensation Act, 1923** (05)
- 4.1 Object, Scope Definitions
 - 4.2 Liability of employers
 - 4.3 Amount of Compensation
 - 4.4 Distribution of Compensation
 - 4.5 Occupational Diseases
 - 4.6 Penalties
- Unit-5: Employees State Insurance Act 1948** (04)
- 5.1 Object, Scope & definition
 - 5.2 Contributions, Benefits
 - 5.3 Penalties

Unit-6: Contract Labour (Regulation & Abolition) Act, 1970 (06)

- 6.1 Object, Applicability & definitions
- 6.2 Prohibition of Contract Labour
- 6.3 Registration & Licensing of contractors
- 6.4 Welfare of Contract Labour
- 6.5 Obligations of Principal employer & Contractor

Unit-7: The Industrial employment (Standing Order) Act 1946 (06)

- 7.1 Scope & Application
- 7.2 Procedure for submission of Draft
- 7.3 Standing order
- 7.4 Procedure for certification of standing order
- 7.5 Provision relating to 'Appeals' under the act
- 7.6 Date of Application of standing orders, Register of standing order

Unit-8: Legislative and referential Case studies (06)

Reference Book

1. Industrial and labour law- S.P. Jain By, Dhanpat rai & co.
2. Industrial Law – P.L.Malik
3. Industrial Law – J. K. Bareja
4. Labour and Social Laws- Dr. Pankaj Kumar Tiwary& Anshu Tiwary
5. Labour Laws for Managers – B. D.Singh
6. Industrial & Labour Laws – S. P. Jain



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 307(C): Strategic Human Resource Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

-
- Unit-1: Introduction to Strategic HRM** (09)
- 1.1 Definition, Need, Importance
 - 1.2 Introduction to business and HR Corporate Strategies
 - 1.3 Integrating HR Strategy with Business Strategy
 - 1.4 Developing HR Plans and Policies
 - 1.5 Functional HR as Strategic HR
- Unit-2: Recruitment & Retention Strategies** (05)
- 2.1 Online Recruitment, Employee Referrals
 - 2.2 Recruitment process Outsourcing, Head Hunting
 - 2.3 Executive Education, Telecommuting, Quality of Work Life
 - 2.4 Work Life Balance
 - 2.5 Employee Empowerment, Employee Involvement, Autonomous Work Teams
 - 2.6 Retention Strategies & Techniques-Mellon Approach, Talent Fencing
- Unit-3: Training & Development Strategies** (06)
- 3.1 Creating a Learning Organization
 - 3.2 Competency mapping, Multi Skilling, Succession Planning, Cross Cultural Training
- Unit-4: Performance Management Strategies** (04)
- 4.1 Defining Key Result Areas (KRA)
 - 4.2 Result based Performance
 - 4.3 Linking Performance to Pay
 - 4.4 Merit based Promotions
- Unit-5: Retrenchment Strategies** (05)
- 5.1 Downsizing, Voluntary Retirement Schemes (VRS)
 - 5.2 HR Outsourcing, Early Retirement Plans, Project based Employment
- Unit-6: H.R. Aspects of Strategy Implementation** (08)
- 6.1 Behavioural Issues in Strategy Implementation
 - 6.2 Matching Culture with Strategy
 - 6.3 Human Side of Mergers and Acquisitions
 - 6.4 Leadership, Power and Politics
 - 6.5 Employee Morale, Personal Values and Business Ethics.
- Unit-7: Case studies** (05)

Reference Book

1. Strategic HRM- Jeffery Mello, Thomson Publications , New Delhi
2. Strategic HRM – Charles Greer, Pearson Education Asia , New Delhi
3. Strategic HRM – Michael Armstrong , Kogan Page , London.
4. Strategic HRM – Agrawala , Oxford University Press , New Delhi.
5. Human Resource Management – Gary Dessler , Prentice Hall India, New Delhi .



Department of Management Studies,

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(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 304 (D): Integrated Material Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hour

Unit-1: Introduction Material Management

- 1.1 Meaning material management
- 1.2 Need, definition, scope
- 1.3 Importance
- 1.4 Concept of integrated material management
- 1.5 Advantages in integrated material management
- 1.6 Corporate policy-corporate policy, scope

Unit-2: Decision Making Process

- 2.1 Make or buy decision
- 2.2 Equipment purchase leasing

Unit-3: Organization and Control

- 3.1 Material management in overall company
- 3.2 organization based on commodities,
- 3.4 Organization on location,
- 3.5 Organization on function,
- 3.6 Special requirement
- 3.7 Inter-departmental relationship

Unit-4: Material Research

- 4.1 Need & importance
- 4.2 Definition and scope
- 4.3 Organization for material research
- 4.4 Techniques and reporting

Unit-5: Legal Aspects of Material Management

- 5.1 Price contract
- 5.2 Duly to insure books
- 5.3 Duties & rights of seller & buyer
- 5.4 Law agency, contract

Unit-6: Purchasing & procurement:-

- 6.1 Principle & objectives
- 6.2 Purchasing interface with other company functions
- 6.3 Negotiation process
- 6.4 Ethics of purchasing
- 6.5 Vendor relations
- 6.6 Vendor development
- 6.7 Purchasing policies

Unit-7: Integrated MM and MIS and computer:

7.1Introduction, data processing, integrated computer system for material management, purchasing and inventory control, internal flow from MM to the organization.

Reference Book

1. P.Gopalakrishnan m. sudaresan material management(integrated approach)
2. A.K.Datta-Integrated material management Prentice-Hall of India.
3. J.R.Tony Arnold,Stephen N.Chapman,introduction to material management person equator Asia



Department of Management Studies, North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 305 (D): Distribution & Logistic Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-: 1 Distribution	08
1.1 Meaning- concept- traditional studies distribution system for various products	
1.2 Role of marketing interned function- e-environment- physical product industries designing channel structure	
Unit-2: Supply chain Management	10
2.1 Meaning –characteristics- oriental scope	
2.2 Corporate profitability and the supply chain	
2.3 Value chain and value delivery system for supply	
2.4 Developing a value based supply chain	
Unit-3: Role of logistics	08
3.1 Introduction- nature- concept-evaluation mission of logistic	
3.2 Component of logistic mgt	
3.3 Function	
3.4 Integrated logistic system	
Unit-4: Distributions centre	06
4.1 Warehousing- types- functions- strategy- design operation and mechanism of Warehousing	
4.2 Transportation- function- modes of transport choices of transport selection of transportation	
Unit-5: Inventory Management in logistics	10
5.1 Strategies choices of inventory	
5.2 Element of customer service and inventory	
5.3 Principle issues in inventory mgt	
5.4 Distribution requirement planning (DRP)	
5.5 Strategic inventory tool and techniques	
Unit-6: Operational Integration	08
6.1 Concept and Analysis-Logistical Integration Objectives-Enterprise Integration-	
6.2 Supply Chain Processes-Sales and Operations Planning(S & OP)-Supply Chain	
6.3 Planning Considerations-Pricing.	

Reference Book

- 1 Distribution and logistics mgt by D.K. Agrawal by Mc Millian India Ltd
- 2 Supply chain mgt by John .T. Mentzer by Response book
3. Purchasing and Supply Management - Dobler and Burt



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 306(D): Strategic Technology Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction to Management of Technology	08
1.1 Concept and Meaning of Technology	
1.2 Evolution and Growth of Technology	
1.3 Role and Significance of Management of Technology	
1.4 Forms of Technology- Process Technology and Product Technology	
Unit-2: Technology Forecasting and Strategy	10
2.1 Exploratory Forecasting-Intuitive Forecasting, Extrapolation, Growth Curves, Technology Monitoring	
2.2 Normative Forecasting – Relevance Tree, Morphological Analysis, Mission Flow Diagram.	
2.3 Concept of Technology Strategy, Types of Technology Strategy, Key Principles,	
2.4 Framework for formulating Technology Strategy	
2.5 Overview of Technology Forecasting Techniques and Applications	
Unit-3: Technology Assessment	08
3.1 Technology Choice, Technological Leadership, Technological Followership	
3.2 Technology Acquisition	
3.3 Meaning and Concepts of Innovation and Creativity	
3.4 Innovation Management	
Unit-4: Technology Diffusion and Absorption	1 08
4.1 Rate of Technology Diffusion, Innovation Time and Innovation Cost	
4.2 Speed of Technology Diffusion	
4.3 Technology Absorption- Management in Adoption and Implementation of New Technologies	
Unit-5: Technology Transfer Management	08
5.1 Technology Transfer Process	
5.2 Outsourcing Strategic Issues	
5.3 Joint Ventures	
5.4 Technology Sourcing	
Unit-6: Human Aspects and Social Issues in Technology Management	08
6.1 Integration of People and Technology	
6.2 Organizational and Psychological Factors	
6.3 Organizational Structures and Technological Change	
6.4 Industrial Relations and Technology	
6.5 Technology Assessment and Environmental Impact Analysis	

Reference Book

- 1.Strategic Technology Management – Betz F. , McGraw Hill Publications
- 2.Management of Technology – Tarek Khalli, McGraw Hill Publications
- 3.Strategic Management of Technological Innovation- Schilling- McGraw Hill Publications, 2nd Edition
- 4.Managing Technology and Innovation for Competitive Advantage- V.K.Narayanan , Pearson Education, India
- 5.Strategic Management of Technology and Innovation- Burgleman R.A. , M.A.Madique and S.C.Wheelwright , Irwin Publications
- 6.Handbook of Technology Management- Gaynor ; McGraw Hill Publications
- 7.Managing New Technology Development – Souder W.C. and C.M.Crawford; McGraw Hill Publications
- 8.Managing Technological Innovation- Twiss B. ; Pitman Publications
- 9.Bringing New Technology to Market – Kathleen R. Allen ; Prentice Hall India Publications
10. Management of New Technologies for Global Competitiveness- Christian N. Madu ; Jaico Publishing House



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 307(D): Operations Research

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit- 1: Operation Research	08
1.1 Meaning –objective Importance of OR	
1.2 Nature and significance of OR	
1.3 Computer software for OR	
1.4 Scientific method in OR	
Unit- 2: Transportation Problem (T.P.)	08
2.1 Definition and application of T.P.	
2.2 Balanced and unbalanced T.P.	
2.3 Basic feasible solution using N-W corner rule	
2.4 Matrix minimum method and VAM – optimal solution	
2.5 Degenerate T.P. and maximization in T.P.	
Unit- 3: Assignment Problem (A.P.)	08
3.1 Assignment problem definition and optimal solution by Hungarian method	
3.2 Maximization in A.P. and multiple optimal solutions.	
3.3 Unbalanced A.P. and prohibited assignments.	
Unit 4 – Sequencing Problems	05
4.1 Jobs processed on two machines and three machines.	
4.2 Optimal sequence.	
4.3 Total elapsed time and idle time.	
Unit- 5: Replacement Theory	08
5.1 Replacement of items- whole efficiency deteriorates with time.	
5.2 Replacement of items whole maintenance cost increases with time.	
5.3 Replacement of items when the value of money changes.	
Unit- 6: PERT & CPM	05
6.1 Network diagram representations	
6.2 Determination of critical path and floats	
6.3 Probability and cost considerations in project scheduling	
6.4 Advantages and limitations of PERT & CPM	
Unit- 6: Inventory Control	08
6.1 Inventory significance, techniques, objectives, Benefits of inventory control.	
6.2 Inventory control terminology	
6.3 Economic Order Quantity	

- 6.4 Quantity discounts, price breaks
- 6.5 Production inventory model
- 6.6 Back order inventory models
- 6.7 Lead time, re-order level, safety stock
- 6.8 Inventory control systems
- 6.9 Probabilistic inventory model
- 6.10 Selective inventory control

Unit- 7: Simulation

- 7.1 Introduction
- 7.2 Steps of simulation
- 7.3 Advantages and disadvantages of simulation
- 7.4 Stochastic simulation and random number
- 7.5 Monte Carlo Simulation
- 7.6 Random number generation

Reference Book

1. Operation Research by v.K.Kapoor-Sultan Chand And Sons
2. Operations Research – Kanti Swarup, Manmohan & Gupta.
3. Principles of O.R. for Management – F. S. Budrick. Dennis, Mcleavy & Richard Majena.
4. Operations Research – V. K. Kapoor.
5. Quantitative techniques for managerial decision by J.K.Sharma published by Macmillan Business book
6. Quantitative techniques for managerial by vohra-taTa McGraw Hill Company



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 304(E): International Business Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction

- 1.1 Definition
- 1.2 Trade and Investment flow
- 1.3 International trade theories
- 1.4 Economic theories
- 1.5 Forms of international business

Unit-2: International Business Environment

- 2.1 Globalization of business
- 2.2 WTO and trade liberalization
- 2.3 Emerging issues
- 2.4 Implications for India
- 2.5 Regional Trade Blocks
- 2.6 Inter -regional trade among regional groups.

Unit-3: Global Business Strategic Management

- 3.1 Structural design of MNE's
- 3.2 Strategic planning
- 3.3 Strategic considerations- National VS Global competitiveness.

Unit-4 EXIM Trade

- 4.1 Export trade, Procedure, Steps and Documentation, Direction of India's Trade,
- 4.2 Export Financing: Document Related To Export Trade
- 4.3 Import trade, Procedure and Steps Documentations and Problems,
- 4.4 EXIM policy, Institutions connected with EXIM trade

Unit-5: Control & Evaluation of International Business

- 5.1 Control in MNE's: Approaches to Control
- 5.2 The Role of Information Systems
- 5.3 Performance Measurement: Mechanics of Measurement, Various Performance Indicators
- 5.4 Evaluation and Evaluation systems

Unit-6: Conflict in International Business & Negotiations

- 6.1 Factors causing conflict
- 6.2 Conflict resolution actions
- 6.3 The role of negotiations in International business
- 6.4 The role of International agencies in conflict resolution.

Unit-7: Case Studies

Reference Book

1. Francis Cherunilam; International Business, Prentice Hall Of India
2. Hill; International Business; Mcgraw-Hill
3. Shukla, International Business, Excel Books
4. Francis Cherunilam- International Business Environment – HPH
5. S.N.Charry :- Elements of International Business, Biztrantra
6. Harrison Et Al; International Business; Oxford
7. Daneils Et Al; International Business; Pearson
8. Hodgetts And Luthans; International Management; Mcgraw-Hill
9. Sundaram & Black, International Business Environment,



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 305-E: International Marketing Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit- 1: International Marketing

Meaning, Definition Objectives, Scope & Importance, Challenges and opportunities in International Marketing, Global marketing environment –Economic Environment, Socio-cultural Environment Legal and Statutory Framework.

Unit- 2: International Marketing Information System & Research

Overview of Global Marketing information Systems, Sources of Market Information, International Marketing Research- Meaning, Importance, Scope,& Process.

Unit- 3: International Pricing Decisions

Pricing Objective & Strategies-Skimming-Pricing, Penetration Cost –Plus pricing, Market holding Pricing, Global Pricing Policies-Ethnocentric, Polycentric, Geocentric, Actual International prices Practices.

Unit- 4: International Product Decisions

Product Definition & Classification, Characteristics Of International product, Global Product Positioning-Attributes, Benefits, Quality /Price, Customer, High-Tech Positioning & High-Touch Positioning.

Unit- 5: International Marketing Channels & Physical Distribution

Global Channel Objectives & Constraints- Consumer Product, Middleman, Environmental, Distribution Channels Structure, Channels Strategy For New Market Entry, Physical Distribution & Logistics- Order Processing, Warehousing, Inventory management & Transportation

Unit- 6: International Promotion & Advertisement Management

Personal Selling, Sales Promotion , Direct marketing, Trade Show And Exhibitions, Sponsorship Promotion, Public Relation & publicity, Global Advertising & Branding, Advertising Appeal & Product Characteristics, Cultural Considerations in Advertising.

Unit- 7: International Market Segmentation & Target Marketing

Segmentation-Geographic, Demographic, Psychographics Behavior, Benefit Target Marketing- Criteria for Target Marketing, Global Target Market Strategy

Unit- 8: Case Studies

Reference Book

1. International Marketing, R.M.Joshi, OUP
2. Global Marketing Management, K. Lee, OUP
3. International Marketing-Cateora.
4. Managing International Marketing –Varkey.
5. Creating Market across the Globe: Strategies for business excellence – Korwar
6. Essence of International Marketing –Stan Paliwoda.
7. Global Marketing Management-Warren J. Keegan.
8. International Marketing Management-Subhash Jain.
9. International Marketing Micheal- R Czinkota, Iikka A Ronkainen



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 306-E: International Human Resource Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit- 1: International H.R.M (06)

- 1.1 Difference between Domestic HRM and IHRM, Managing International
- 1.2 HR activities- HR planning, Recruitment & Selection, Training & Development, 1
- 1.3 Performance management, Remuneration, Repatriation & employee relations.
- 1.4 Socio-Political Economic System.

Unit- 2: International Recruitment and Selection (07)

- 2.1 Approaches – Ethnocentric, Polycentric, Geocentric, Regiocentric
- 2.2 Selection: Factors in Expatriate selection
- 2.3 Key Concepts & Definitions regarding recruitment
- 2.4 Selection of International Managers
- 2.5 Selection Methods – Formal & Informal methods
- 2.6 Gender & Ethnicity in recruitment & selection
- 2.7 MNE requirements

Unit- 3: HR Information System and HR in Virtual Organization (08)

- 3.1 Meaning, Need, Advantages and uses.
- 3.2 Designing of HRIS, Computerized HRIS,
- 3.3 Limitation of HRIS.
- 3.4 Meaning, Types of virtual organization,
- 3.5 Difference between traditional & virtual organizations,
- 3.6 Features of virtual organization,
- 3.7 Managing HR in virtual organization.

Unit- 4: Globalization & HRM (13)

- 4.1 Impact of globalization on Employment,
- 4.2 HR Development, wage & benefits, Participative management.
- 4.3 Ethical issues in HR,
- 4.4 Changing environment of HRM - Internal and External factors.
- 4.5 Internal factors – employment practices, changing demands of employers, employees' organization.
- 4.6 External factors – Change in Technology, Legal and Government, Customer Social factors, Economic and Political factors.

Unit- 5: International Pay & Knowledge Management (07)

- 5.1 International Pay & Reward-Introduction,
- 5.2 Multinational Companies & International rewards
- 5.3 Cross-national variations in reward structure, Best practice in International reward,
- 5.4 HR in Multinational Companies, Knowledge Management & International HRM.

Unit- 6: International HRM & CSR Activity

(09)

6.1 Introduction,

6.2 IHRM & CSR

6.3 Brand, Boycotts & MNC's, Problems of Global CSR-Greenwash & Corporate Gloss

6.4 Labour Regulation in a Global Economy: ILO, Legal issues in International HRM

Unit-7: Case studies

Reference Book

1. N Sengupta & Mousumi S Bhattacharya – International Human Resource Management – Excel Books
2. S.Jayashree – What Every MBA Should Know About HRM – HPH
3. Tony Edwards & Chris Rees-International Human Resource Management-Pearson Education



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 307-E: International Financial Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: International Financial Management

- 1.1 Study of International Finance-Its Importance
- 1.2 Nature & Scope of International Financial Management
- 1.3 International Financial Management vs Domestic Financial Management

Unit-2: International Flow of Funds: Balance of Payments

- 2.1 Structure of Balance of Payments
- 2.2 Equilibrium, Disequilibrium & Adjustment of BOP
- 2.3 Different approaches to Adjustment

Unit-3: Foreign Exchange Market & Exchange Rate Mechanism

- 3.1 Distinctive features of Foreign Exchange Market
- 3.2 Major Participants in Foreign Exchange Market
- 3.3 Exchange Rate Quotations
- 3.4 Nominal, Real & Effective Exchange Rates
- 3.5 Determination of Exchange Rate in the Spot Market
- 3.6 Factors influencing Exchange Rate
- 3.7 Theories of Exchange Rate Behaviour

Unit-4: Management of Foreign Exchange Exposure

- 4.1 Concept of Foreign Exchange Exposure
- 4.2 Transaction Exposure
- 4.3 Real Operating Exposure
- 4.4 Translation Exposure
- 4.5 Exchange Rate Forecast & Forecast in Controlled Exchange Rate Regime
- 4.6 Hedging: Concept, Need, Scope
- 4.7 Hedging of Transaction, Real Operating & Translation Exposure

Unit-5: International Investment Decision

- 5.1 Foreign Direct Investment (FDI): Meaning & Importance
- 5.2 Theories of FDI, Cost & Benefits of FDI
- 5.3 Strategies for FDI
- 5.4 International Portfolio Investment
 - i. Concept of Optimal Portfolio
 - ii. Benefits of International portfolio Investment
 - iii. Identification of Optimal International Investment
 - iv. Problems of International Investment

Reference Book

1. International Financial Management- V.Sharan, 3rd Edition, Prentice Hall India
2. International Financial Management- T. Siddaiah, 2010, Pearson Education
3. International Financial Management: Text & cases, 3rd Revised Edition, Anmol Pub. Pvt Ltd, New Delhi
4. International Financial Management: P.G. Apte, 5th Edition, Tata Mc Graw Hill Ltd New Delhi
5. International Financial Management: H.R. Machiraju, 2008, 2nd Edition, Himalaya Publishing House, Mumbai



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 304-F: Database Management System

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit- 1: Introduction

Objective, Early Information System, Problems with Early Information Systems, Organization of Database, Components of Database Management System. Data Models, Entry - Relationship Model, Hierarchical Data Model, Semantic Data Modeling

Unit- 2: Basic File Systems

Secondary Storage Devices, Basic Terminology, Files, Buffer Management, File Organization, Sequential File Organization. The Indexed Sequential File Organization, Creation and Manipulation of Indexed Sequential File Hashing, Key to Address Transformations, overflow Management in Hashed Files.

Unit- 3: Additional File Organization Techniques

B-tree Based Indexed File Organization, Secondary Indexes : Organization and Usage, File Organization Based on Dynamic Hashing with Immediate Splitting, Dynamic Hashing with Deferred Splitting, Linear Splitting.

Unit- 4: Relation Data Model

Basic Definitions and Terminology, Relational Algebra, ISBL - A Pure Relational Algebra Based Query Language, Relational Calculus, The Tuple Calculus System, The Domain Calculus System, Structured English Query Language (SEQUEL or SQL), QUEL (Query Language), QBE (Query-By-Example), Secondary Indexing in Evaluating Relational, Algebraic Operations

Unit- 5: Relation Database Design

Integrity Constraints, Function Dependency, Logical Implication of Dependencies, Inference Axioms for Functional Dependencies, Covers for Functional Dependencies, Covers for Functional Dependencies, Normal Forms, Decomposition of Relation Schemes, design Procedures, Multivalued Dependencies, Join Dependency, Closed Family of Dependencies.

Unit- 6: Query Processing and Optimization

Query Optimization by Algebraic Manipulation, Join Algorithms, SQL Query Optimization Strategies Query Decomposition

Unit- 7: Semantic and Object-oriented Data Models

Relation Model does not Offer Sufficiently Rich Conceptual Model, Features of Different Semantic Models, and Object-oriented Models

Unit- 8: Network and hierarchical Database Systems

Network Data Model, Hierarchical Database Systems

Unit- 9: Security

Access Control, Cryptosystems, Statistical Database Security.

Unit-10: Distributed Database

Structure of Distributed Databases, Data Model, Query Processing, Join processing, Query Processing in SDD-1; A System for Distributed Databases, Distributed Query Processing in R*, Concurrency Control, Recovery in Distributed Data bases.

Reference Book

1. Systems Analysis and Design - Elias Awad
2. Introducing Systems Analysis and Design - Lee
3. Systems Analysis and Design - Perry Edwards



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 305-F: Software Engineering

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit- 1: System Concept

- 1.1 Definitions, Integrated Systems, Sub-systems, Modules
- 1.2 Role of Software Engineer / Analysts / Users in the various phases of Systems
- 1.3 Development Life Cycle;
- 1.4 General phases of Systems Development Life Cycle
- 1.5 Feasibility Study, Requirements Capture, Detailed Systems Analysis,
- 1.6 Systems Design, Testing,
- 1.7 On-site Implementation and Maintenance
- 1.8 Fact Finding Methods

Unit- 2: Different Approaches to Software Development

- 2.1 Waterfall Model,
- 2.2 Spiral Model,
- 2.3 Prototyping,
- 2.4 RAD,
- 2.5 Object Oriented,
- 2.4 GL

Unit- 3: Structured Analysis, Design Method & Software Engineering Techniques

- 3.1 Tools and Methodologies in Systems Development
Application Systems Modeling;
- 3.2 Process Modeling- Data Flow Diagrams; Concept of Object Oriented Modeling
Temporal Modeling - State Transition Diagrams; Database Design Methods
- 3.3 Data Modeling- Entity Relationship Method; Mapping E-R Model to arrive at the
Database Design; Normalization Technique for Database Design; Controlled
De-normalization

Unit- 4: System Documentation Techniques

- 4.1 System Flow Charts; Functional
- 4.2 Decomposition Diagrams; Structure Charts; Structured Flow Charts (N-S Diagrams)
- 4.3 Logic Representation Techniques
- 4.4 Decision Trees; Decision Tables; Pseudo code and Structured English

Unit- 5: Users Interface Design

- 5.1 Menu, Screen and Report Layout Designing
- 5.2 The Mode/Style of interaction between the system and the user

Unit- 6: Code Designing

- 6.1 Codes designing for field values
- 6.2 Designing Code-less system

Unit- 7: Introduction to Computer Aided Software Engineering (CASE)**Unit- 8: Types of Data Processing**

- 8.1 Batch Processing
- 8.2 On-line Processing
- 8.3 Real Time Processing

Reference Book

1. Analysis and Design of Information System 2nd Ed. - Senn
2. Software Engineering Practitioner's Approach - Roger Pressman
3. Introduction to Systems Analysis and Design - Hawryszkiwycz
4. Systems Analysis and Design - Elias Awad
5. Introducing Systems Analysis and Design - Lee
6. Systems Analysis and Design - Perry Edwards
7. Software Engineering Concepts - Fairley



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 306-F: Oracle & Visual Basic

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit- 1: Introduction to Visual Basic

Event-driven Programming, Starting and Exiting VB, Understand VB Environment, Project Explorer, Properties Window, Toolbox, Form Layout Window, Property Pages, Getting Help, Saving Project, Printing Project, Running Applications

Unit- 2: Adding Code and Events

Code Window, Naming Conventions, Variables (all data types) - Byte, Boolean, Integer, Long (long integer), Single (single-precision floating point), Double (double precision floating point), Currency (scaled integer), Decimal, Date, Object, String (variable length), String (fixed-length), Variant (with numbers), Variant (with Characters), User defined (using type), Scope (Global, Local, Static), Constants.

Unit- 3: Visual Basic Controls

Label and Textbox Controls, Command Button Controls, Frame, Checkbox and Option Button Controls, List Box and Combo Box Controls, Drive List Box, Directory List Box and File List Box Controls, Formatting Controls, Control Arrays, Tab Order.

Unit- 4: Working with functions

String Functions, Mathematical Functions, Date Functions, Data type Conversion Functions

Unit- 5: Control Statement

IF and IIF Statement, Select Case Statement, Do Statement, For Statement Exit Statement

Unit- 6: Dialog Boxes

Message box, Input box, Common Dialog Box (Microsoft Common Dialog Control 6.0)

Unit- 7: Menus

Creating Menus, Adding Code to Menus, Toolbars, Other Common Controls (Microsoft Windows Common Controls 6.0, Microsoft Windows Common Controls- 3 6.0)

Unit- 8: Accessing data

Reading and Writing Files, Data Form Wizard, Data Control, Data Grid Control, DB Combo Box and DB-List Box, SQL Queries in VB, Jet DAO, ADO (with controls and code), Error Handling

Unit- 9: Objects and Classes (Only Basic Definition)

OLE Control, Programming with objects (Creating objects of a user defined class and using them on the form).

Unit- 10: Windows API

Defining Windows API, DLLs, Declare Statement, Calling API routine

Unit- 11: Crystal Reports (8.5) – Overview

ORACLE

Unit- 1: Introduction to Oracle Architecture

Unit- 2: Queries

- i. Select with all options, Operators, Arithmetic, Comparison,
- ii. Logical (in, between, like, all, %, _, any, exists, is null, and ,or, not, Distinct)
- iii. Order by clause

Unit- 3: SQL Functions

- i. Date : Sys date ,next day, Add months, last day, months between
- ii. Numeric: Round, trunc, abs, ceil, cos, exp, floor
- iii. Character: Initcap, lower, upper, ltrim, rtrim, translate, length, lpad, rpad, replace
- iv. Conversion: to_char, to_date, to_number
- v. Miscellaneous: Uid, User, nvl, vsize, decode, rownum
- vi. Group function: avg, max, min, sum, count, with Group by and Having Clause
- vii. Nested functions

Unit- 4: Joins

- i. Simple join
- ii. Equi join
- iii. Non equi join
- iv. Self join
- v. Outer join
- vi. Set operators (Union, union all, intersect, minus)
- vii. Sub queries and Correlated query
- viii. DML statements (Insert, Update, Delete with where clause)
- ix. TCL (Commit, Rollback, Savepoint)
- x. Locks in Oracle
- xi. DDL Statements

Unit- 5: Data types

- i. Character
- ii. Char, Varchar/varchar2, Long
- iii. Number
- iv. Number (p) - fixed point, Number (p, s) - floating point
- v. Date
- vi. Raw

- vii. Long raw
- viii. Introduction to LOB datatypes (CLOB, BLOB, BFILE)

Unit- 6: Table

- i. Create, Alter, Drop, Truncate, Rename
- ii. Constraints (Primary key, Foreign Key, Unique Key, Check, Default, Not Null, On delete, Cascade)
- iii. Column level and Table level constraints
- iv. Oracle Objects
- v. Views, Sequences, Synonyms, Index (Define, Alter and Drop)

Unit- 7: Introduction to Report writing using SQL

(Title, Btitle, skip, set, pause, column, sql.pno, Break on, compute sum, set server output on.)

Unit- 8: Database Triggers

- i. Types of Triggers
- ii. Enabling, disabling
- iii. Predicates- inserting, updating, deleting
- iv.

Unit- 9: Procedures and Functions

Definition, Implementation and Execution

Reference Book

1. Visual Basic 6.0 Programming - Holzner Steven
2. Visual Basic 6.0 in 21 days - Perpy Greg
3. Peter Norton's Guide to Visual Basic 6.0 - Peter Norton
4. Visual Basic 6.0 - Peter Wright
5. Visual Basic 6.0 – Corhell
6. Oracle8- William G Page Jr. and Nathan Hughes



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 307-F: System Analysis & Design

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit- 1: Systems Concepts and the Information Systems Environment.

Introduction, the Systems concept: Definition, Characteristics of a System: Organization, Interaction, Interdependence, Integration, Central Objective, Elements of System: Outputs and Inputs, Processor(s). Control, Feedback, Environment, Boundaries and Interface, Types of Systems: Physical or Abstract Systems. Open or Closed Systems, Man Made Information Systems. The System Development Life Cycle: The System Development life Cycle: Recognition of Need - Feasibility Study, Analysis, Design, Implementation, Post-Implementation and Maintenance. Considerations for Candidate Systems: Political Considerations. Planning and Control for System Success. Prototyping

Unit- 2: The Role of the Systems Analyst

Introduction, Definition, Historical Perspective: The Early Years. The War Effort, Academic and Personal Qualification, the Multifaceted Role of the Analyst: Change Agent. Investigator and Monitor, Architect, Psychologist, Salesperson, Motivator, Politician, the Analyst in the MIS Organization: The MIS Organization, Rising Positions in System Development: Systems Planning and the Initial Investigation

Unit- 3: Bases for Planning in Systems Analysis

Dimensions of Planning, Initial Investigation: Needs Identification, Determining the User's Information Requirements. Case Scenario, Problem Definition and project Initiation, Back ground Analysis, Fact-Finding, Fact Analysis Determination of Feasibility.

Unit- 4: Information Gathering

Information about the Firm, Information about User Staff, Information about Work Flow, Information Origination, Information-Gathering Tools: Review of Literature, Procedure, and Forms. On- Site observation. Interview and Questionnaires, Types of Interviews and Questionnaires

Unit- 5: The Tools of Structured Analysis

Structured Analysis, the Tools of Structured Analysis: The Data Flow Diagram (DFD). Data Dictionary, Decision Tree and Structured English, Decision Tables, Pro and Cons of Each Tool, Feasibility Study

Unit- 6: System Performance Definition

Statement of Constraints, Identification of Specific System Objectives, Description of Outputs, Feasibility Study: Feasibility Considerations, Steps in Feasibility Analysis, feasibility Report. Oral Presentation, Cost/Benefit Analysis Data Analysis. Cost/Benefit Analysis: Cost and Benefit Categories, Procedure for Cost/Benefit Determination.

Unit- 7: The System Proposal.

The Process and Stages of Systems Design The Process of Design: Logical and Physical Design. Design Methodologies: Structured Design. Form-Driven Methodology - The IPO Charts, Major Development Activities: Personnel Allocation. Audit Consideration: Processing Controls and Data Validation. Audit Trail and Documentation Control

Unit- 8: Input/output and Forms Design

Input Design: Input Data. Input Media and Devices, Output Design, Forms Design: Classification of Forms, Requirements of Forms Design, Carbon Paper as a Form Copier. Types of Forms, Layout Considerations, Forms Control

Unit- 9: File Organization and Data Base Design

File Structure, File Organization: Sequential Organization, Indexed – Sequential Organization, Inverted List Organization, direct-Access Organization, Data Base Design: Objectives of Data Base, Logical and Physical Views of Data. Data Structure, Normalization, the Role of the Data Base Administrator

Unit- 10: System Testing and Quality Assurance

System Testing, The Nature of Test Data, The Test Plan: Activity Network for System Testing. System Testing, Quality Assurance: Quality Assurance Goals in the Systems Life Cycle. Levels of Quality Assurance, Trends in Testing Role of the Data Processing Auditor: The Audit Trail.

Unit- 11: Implementation and Software Maintenance

Conversion: Activity Network for Conversion, Combating Resistance to Change, Post - Implementation Review: Request for the view, A Review Plan, Software Maintenance: Primary Activities of a Maintenance Procedure, Reducing Maintenance Costs.

Unit- 12: Hardware/Software Selection and the Computer Contract

The computer Industry: Hardware Suppliers, Software Supplier, Service Suppliers, The Software Industry: Types of Software, A Procedure for Hardware/ Software Selection: Major Phases in Selection, Software Selection. The Evaluation Process, Financial Considerations in Selection: The Rental Option, the Lease Option, the Purchase Option, The used Computer. The Computer Contract: The Art of Negotiation. Contract Checklist

Unit- 13: Security, Disaster/ Recovery, and Ethics in System Development

System Security: Definitions. Threats to System Security, Control Measure Development: ethics Codes and Standards of Behaviour.

Reference Book

1. Systems Analysis and Design - Elias Awad
2. Introducing Systems Analysis and Design - Lee
3. Systems Analysis and Design - Perry Edwards



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper-401: International Business Environment

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit- 1: International Business Environment –

Concept & Nature Of Business Environment, International Business & Its Evolution, System Approach To International Business Environment(I.B.E),Factors Affecting I.B.E, Introduction To Theories Of International Trade ,Trade Theories By Adam Smith, Ricardo And Ohlin & Heckler, I.B.E & Indian Economy, Globalization Of Business, Globalization – Forces, Meaning, Dimensions And Stages In Globalization.

Unit- 2: Modes & Regulation of International Business

Stages Of International Business Entry, Strategic Alliances, Investment Related Mode, Factors Determining International Business Entry Mode, Theories Of Foreign Market Entry Mode. Regulation Of Foreign Trade- Introduction, Free Trade & Protectionism, Foreign Trade Development & Regulation Amendment Bill (2009), Foreign Trade Policy 2009-2014, Tariff & Non-Tariff Barriers, General Export Promotion

Unit- 3: Multilateral Agreements

Meaning Of Multilateral, Bilateral, Regional& Unilateral Agreements, GATT (General Agreement On Tariffs & Trade) & Its Uruguay Round, WTO(World Trade Organization) & Its Doha Round ,Agreement On Agriculture, Gats (General Agreement On Trade In Services), Trips(The Agreement On Trade Related Aspects Of Intellectual Property Rights),Trims (Trade Related Investment Measures),G8 & G20,Free Trade Areas, NAFTA(North American Free Trade Agreement), SAFTA(South Asian Free Trade Agreement),ASEAN(The Association Of South East Asian Nations), UNCTAD(The United Nations Conference On Trade & Development)

Unit- 4: Country Risk Assessment

Concept Of Country Risk , Country Risk Factors , Country Risk Assessment , Credit Rating Agencies, Impact Of Culture In International Business , Ethics In International Business, Corporate Social Responsibility In International Business.

Unit- 5: Multinational Corporations (MNC's)

Meaning & Definition Of MNC's, Nature Of MNC's, Models Of MNC's, Advantages & Disadvantages Of MNC'S , Origin & Development Of MNC 'S In India , Goals Of MNC'S ,Fundamental Goals Of Host Governments, Reasons For Internationalization Of MNC's & Determinants Of Foreign Direct Investment In MNC's.

Unit- 6: Balance of Payment & India's Foreign Policy

Meaning & Definition Of BOP (Balance Of Payment), Components Of Bop, Disequilibrium In Bop, Foreign Exchange – Meaning of Foreign Exchange, Meaning of

Exchange Rate, Convertibility, Factors Affecting Exchange Rate, India's Foreign Policy , International Liquidity & IMF (International Monetary Fund) Lending Crisis.

Unit- 7: International Institutions

- 7.1 International Bank for reconstruction and development.
- 7.2 International Development Association.
- 7.3 International Finance Corporation.
- 7.4 Asian Development Bank.
- 7.5 International Monetary Fund.

Reference Book

1. International Business Environment – Dr.S.Porkodi & Dr. Ansarul Haque
2. International Business Environment – Sundaram and Black
3. International Business Environment – Bhalla and Raju
4. International Financial Management – P.G.Apte
5. International Business – Francis Cherulinam
6. International Business – K.Aswathappa
7. Export Management – Rathod
8. International Business – Rao and Rangachari
9. Global Business Today – Charles Hill
10. International Business – Charles Hill
11. International Business Environment & Operations – John D.Daniels



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 402: Business Law-II

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Companies Act-1956 08

- 1.1 Meaning, Definition and Nature of Company.
- 1.2 Formation of Company.
- 1.3 MoA & AoA- Meaning, Contents and Distinction.
- 1.4 Shares: Kinds; Allotment and Transfer.
- 1.5 Management of Company:
 - i. Meaning & role of Director and Managing Director.
 - ii. Distinction between Managing Director and Manager.
 - iii. Essential conditions for valid meeting.
- 1.6 Winding –up of Company: Concepts and Modes of winding-up.

Unit-2: The Industrial (Development & Regulation) Act 1951

- 2.1 Commencement, Definition
- 2.2 Object, Description.
- 2.3 Powers of Inspection

Unit-3: Consumer Protection Act-1986 -07

- 3.1 Definition and Concepts; Needs
- 3.2 Meaning of –Consumer disputes; consumer complaints; Unfair & restrictive Trade Practices.
- 3.3 Rights of Consumers.
- 3.4 Consumer Protection Methodology-Education, Regulation and Legislation
- 3.5 Consumers Protection Councils.
- 3.6 CDRAs.

Unit-4: Information Technology Act- 2000 10

- 4.1 Rationale, Objective & Scheme of IT Act 2000
- 4.2 Digital Signature
- 4.3 Authentication of Electronic Records & Digital Signature
- 4.4 Use of Electronic Records & Digital Signature in Government & its Agencies
- 4.5 Retention of Electronic Records
- 4.6 Powers to make rules By Central Government in respect of Digital Signature
- 4.7 Meaning of Certifying Authority under the Act

Unit-5: Right to Information Act: 2005 -05

- 5.1 Important theme w.r.t citizen, Information and Public Authority
- 5.2 Enforcement and Penalty under the Act.
- 5.3 Right of Third Party

Unit-6: The Central Sales Act 1956

- 6.1 Definition, Commencement
- 6.2 Applicability, Object
- 6.3 Sale or Purchase of Goods outside a State
- 6.4 Interstate Sales Act

Unit-6: Case Studies in Indian Business Law

Reference Book

1. Legal Aspect of Business- By R.R. Ramthirthkar-Himalaya Publication Co.
2. Merchantile Law-M.C.Shukla
3. Business Law- Maheshwari-Himalaya Publication Co.
4. Business Law-S.S. Gulshan & G.K. Kapoor-New Age International Publishers
5. Economic Labour & Industrial Laws-V.S Datey;Taxmann Allied Service Ltd.



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 403: Management Information System & E-Commerce

(15 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Management Information Systems

Need, Purpose and Objectives -Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change.

Unit-2: Information, Management and Decision Making –

Models of Decision Making -Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information

Unit-3: Information Technology

Definition, IT Capabilities and their organizational impact -Telecommunication and Networks - Types and Topologies of Networks -IT enabled services such as Call Centers, Geographical Information Systems etc.

Unit-4: Data Base Management Systems - Data Warehousing and Data Mining

Unit-5: Decision Support Systems

Group Decision Support Systems – Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems - Artificial Intelligence

Unit-6: Introduction to E-Commerce –

Traditional Vs. E-Commerce Transactions, E-Commerce: Concepts, Definitions, and Benefits & Impact. Classification of E-Commerce: B2B, B2C, C2C, B2C, B2E Application of e-commerce: Electronic Catalogs & Auctions, Electronic Banking, Electronic Searching, Education & Learning, Electronic Marketing, Electronic Supply Chain Management, Financial Services: Electronic Trading, Call Center & BPO's etc Internet and E-Commerce, Hardware & Software requirements

Unit-7: E-Commerce Models:

Native Content Based Models, Native Transaction Models, Transplanted Content based Models, Transplanted Transaction Based Models.

Unit-8: Security & Encryption

Computer Crime, Importance of Security, Sources of Technical Vulnerabilities, Security Policy, Procedure & Practices, Site Security, Service Security, Transaction Security, Firewalls, Transaction Security, Firewalls, Transaction Security, Cryptography (Digital Signature): Public Key & Private Key, Electronic Mail Security, Security Protocol for web Commerce.

Reference Book

1. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
2. Management Information Systems, Jawadekar, Tata McGraw Hill
3. Management Information Systems, Davis and Olson, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall.
5. E-Commerce:Framework, Technologies & Applications-Bharat Bhaskar-Tata McGraw Hill 3rd edition.
6. E-Commerce: A manager Guide-Ravi Kalakota-Pearson.
7. E-Commerce: C.S.V Murthy-Himalaya Publications.



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 404-A: Security Analysis & Portfolio Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction to Securities

What is Investment?-what is Security?-what is portfolio?-investment and speculation - what is security analysis?-investment activity-features of investment avenues-risk and return relationships-need for tradability-classes of investments-investment profile of average household-non corporate investments-corporate investments-investments of post offices.

Unit-2: Risk and Return – Concepts and Analysis

Components of return-risk elements-systematic and unsystematic risk-precise measures of risk-risk and returns-capital assets pricing model-security market line-portfolio risk-arbitrage pricing theory-empirical testing of apt model-problem

Unit-3: Economic and Industry Analysis

Economic Analysis

Investment Decision-Economic and Industry Factors-Environmental Considerations-Tax Planning-Execution of Investment Decisions-Forecasting Need-Sources of Investment Information-Analysis-Interpretation-Average and Marginal Costing-Inflation Adjustment-Interpretation

Industry Analysis

Industry Group-Sources of Information and Analysis-Importance of Government Policy-Industrial Policy-New Industrial Policy-Policy on Foreign Investment and Collaboration-Industry Groups Listed-On Stock Exchanges-Example of Industry Analysis-Investment Decision –Problem

Unit-4: Basis for Company Analyses

Elements of Financial Analysis-Ratio Analysis-Fund Flow Analysis-Trend Analysis-How to Prepare Cash Flow Statement?-Company Analysis: Sources of Data-Accounting Limitations—Financial Statements- Analysis of Financial Position-Types of Shares-Net Financial Results-Corporate Performance—Blue Chips-Emerging Blue Chips-Honey Well A Case Study

Unit-5: Bond Analysis

Macro- Level

Advantages Of Bonds-Debt Market In India-Public Sector Bonds-Icd And Fixed Deposits-Some Innovative Schemes- Listing Of Debentures-Fixed Deposits-Asset Based Securities-Inflation Risk-Price Risk-Determinants Of Interest Rates-Structure Of Interest Rates-Reforms-Yields-Shape Of Yield Curve.

Micro- Level

Credit Rating System- Risk Factors-Trust Deed- Sebi Guidelines- Earning Coverage- Liquidity-Management-Non Risk Factors- Government Bond Market In India- Operations Of Commercial Banks-RBI And Yield Pattern.

Unit-6: Fundamental and Technical Analysis

Fundamental Analysis

Influence of the Economy-Economy vs. Industry And Company-Industry Analysis- Example of An Industry Analysis-Example Of Company Analysis –How To Pickup Growth Stocks

Technical Analysis

Importance Of Timing-Basic Tenants Of Technical Analysis –Tools Of Technical Analysis-Dow Theory-Chartist Method-Import Of Technical Analysis –Charts And Trend Lines-Moving Averages-Breaking The Neckline-Elliot Wave Theory-Oscillator.

Unit-7: Introduction to Portfolio Theory

Conditions Of Certainty-Opportunities Set With Uncertainty-Risk Measures-Risk And Return In Portfolio Theory-What Is Portfolio?

Portfolio Analysis

Return on Portfolio-Risk on Portfolio-Regression Equation-Alpha-Beta-Rho-An Example for Covariance and Correlation-Problems.

Unit-8: Portfolio Management: Construction, Revision And Evaluation

Fact Sheet-Clients Data Base-Objectives of Investors-Motives For Investment-Tax Provisions-Capital Gains-Portfolio Construction-Risk-Return Analysis-Time Horizon Of Strategy-Types Of Risk-Efficient Portfolio-Market Efficiency Theorem-Diversification- Portfolio Management-Elements Of Portfolio Management-Execution Of Strategy-Monitoring-Building Of The Portfolio-Portfolio Revision-Security Pricing And Portfolio Management-Markowitz Model Of Portfolio Theory-Risk Analysis-Evaluation Of Portfolio Performance-Criteria For Evaluation Of Portfolio-Example Of Sharpe's Measure-Treynor's Measure Evaluation Problem-Comparison-Jensen's Measure-Jensen's Model-Evaluation Criteria For Portfolios-Portfolio Performance Evaluation-Jensen's Performance Measure:(Jpg)-Returns And Performance Evaluation-Problems.

Reference Book

1. Securities Analysis and Portfolio Management-V. A. Avadhani, Himalaya Publishing House
2. Investment Management-V. A. Avadhani, Himalaya Publishing House



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 405(A): Direct Tax Law & Practice

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Income- Tax

Unit-1: Introduction - The Income Tax Act, 1961, The Finance Act, Important definitions- Assessment year, previous year, Assessee, Income, person, Agriculture income, Residential Status-Rules for determining residential status of Individual, Hindu Undivided Family, Firm and Company

Unit- 2: Income from House Property - Types of property for income tax purpose i.e. Let out, Self-occupied and deemed to be let-out, Determination of Annual Value u/s 23(1), Computation of income from house property, [Practical problems on computation of income from house property]

Unit-3: Income from Salaries – Definitions of salary, Allowances, Perquisites and profit in lieu of salary, House rent allowance, transport allowance, children education allowance, medical allowance, value of rent free accommodation, Valuation of perquisite in respect of free domestic servants, motor car, Deduction on account of professional tax, Retirement benefits including Gratuity, Pension, Leave encashment and provident fund, [Problems on computation of salary income]

Unit-4: Income from Business or Profession – Definition-Depreciation and other permissible deductions. Deduction expressly disallowed. General study on section 28 to section 44AF. With special reference to provisions for computing profits and gains of “small business” on presumptive basis u/s 44 AD. [Problems on computation income of businessman and professional persons]

Unit-5: Income from Other Sources- Specific incomes under the head ‘income from other sources’. Dividend income and interest on securities, Deductions allowable under the head ‘income from other sources’ under section 57

Unit-6: Computation of total income of an individual –Deductions available to individual under section 80C,80CCC,80CCD,80D,80DD,80DDDB,80E,80G,80GG and 80GGA,[Practical problems on assessment of individuals including deduction u/s 80as stated above in the unit no,6]

Wealth –Tax Act

Unit-7: Wealth Tax Act 1957-charge of wealth tax-valuation date-Assets-Deemed Assets-Exempted assets-Net wealth-computation of net wealth (practical problems)-Valuation of Assets,

Central-Excise Act

Unit-8: Central Excise Act 1944 related rules and Central Excise Tariff Act 1985,

Unit-9: Nature of excise duty, Basic concepts-Assessee, Goods, excisable goods, factory, manufacture, production, Deemed manufacture, manufacturer, wholesale dealer, Central excise tariff-principles of classification-valuation of excisable goods, Types of excise duty, Concept of maximum retail price-concept of CENVAT credit

Service –Tax

Unit-10: Service Tax-Basic concepts, exemptions, valuation of taxable services, Payment of service tax- Registration procedure-valuation-Furnishing of Return-General study of taxable services

Reference Book

1. Income Tax Law & Practice by H.C.Mehrotra,Dr.S.P.Goyal ,Sahitya Bhavan Publisher.
2. Student Guide to Income Tax, Singhaniya, Taxman
3. Income Tax Law & Practice by Girish Ahuja



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 406(A): International Financial Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Basics of International Financial management

- 1.1 Nature, scope and dimensions of IFM.
- 1.2 Goals for IFM.
- 1.3 Globalization of the world Economy:
 - i. Emergence of Globalized Financial Markets.
 - ii. Emergence of the Euro as a Global Currency.
- 1.4 Role of Finance Manager in Changing Financial Markets.

Unit-2: International Monetary System

- 2.1 Stages of Evolution in International Monetary System: Bimetallism: before 1875, Classical Gold Standard: 1875-1914, Interwar period: 1915-1944, Breton Woods System: 1945-1972, Flexible exchange rate regime: Since 1973.
- 2.2 Alternative exchange rate regimes: Fixed Exchange rate System, Flexible Exchange rate Systems.
- 2.3 The Exchange Rate of Indian Rupee
- 2.4 The Par Rate of Exchange
- 2.5 Emergence of Euro
- 2.6 Exchange Rate Policy and Monetary Policy
- 2.7 Depreciation, Appreciation, Devaluation, and Revaluation
- 2.8 Convertibility of Currency
- 2.9 Sterilization

Unit-3: Foreign Exchange Markets

- 3.1 The Foreign Exchange Market
- 3.2 Foreign Exchange Market Participation
- 3.3 Foreign Exchange Market Segment
- 3.4 Foreign Exchange Rate: American Terms & European Terms, Direct & Indirect Codes, Bids & Ask Rate, Cross Rate, Pip & Lot
- 3.5 Spot & Forward Transaction: Forward Rate & Future Spot Rate
- 3.6 Network for International Transaction: SWIFT, CHIP
- 3.7 Indian Foreign Exchange Market: Structure

Unit-4: Exchange Rate Determination

- 4.1 Demand & Supply for Currency
- 4.2 Factor affecting Exchange Rate
- 4.3 The BOP Theory of Exchange Rate
- 4.4 The Purchasing Power Parity Theory

- 4.5 Real & Real Effective Exchange Rate
- 4.6 Covered Interest Arbitrage
- 4.7 Interest Rate & Forward Rate Parity
- 4.8 The Fisher Effect & International Fisher Relation
- 4.9 Exchange Rate Forecasting

Unit-5: Foreign Exchange Exposure & Risk

- 5.5 Foreign Exchange Exposure & Foreign Exchange Risk
- 5.6 Real & Nominal Exchange Rate
- 5.7 Type of Exposure
- 5.8 Translation & Accounting Exposure

Unit-6: Currency Forward & Future

- 6.1 Currency Forward & Future Contract: Future Exchange & Standard, Margin, Making to Market, Settlement, Limit
- 6.2 Traders & Trading Operator
- 6.3 Clearing House
- 6.4 Relation between Spot Rate & Future Price
- 6.4 Pricing of Currency Future
- 6.6 Pricing of Currency Future

Unit-7: Short & long term Financial Markets

- 7.1 Short term financial Markets: Eurodollars, Euro currencies, Euro notes and Multinational Banking Market
- 7.2 Long term financial markets: Equity and Bond investments, Equity and Bond financing, Eurobonds and foreign bonds, Multi-currency bonds

Reference Book

1. International Financial Management by T. Siddaiah, Pearson
2. International Financial Management by Eun & Resnick, Tata Mc Graw-Hill
3. International Financial Management by V. Sharan, Pearson
4. International Financial Management by P.G. Apte, Mc Graw-Hill



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 404(B): Sales & Distribution Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction to Sales Management

- 1.1 Introduction:
- 1.2 Concept of Marketing and Sales Management
- 1.3 Issue of Selling: Macro to Micro Issues in Selling
- 1.4 Sales Service
- 1.5 The Problem Solving Approach
- 1.6 An Optimal Compatibility

Unit-2: Sales Force Management and Sales Planning

- 2.1 Recruiting and Selecting Representatives
- 2.2 Training and Supervising Sales Representative
- 2.3 Motivation –Sales Quota
- 2.4 Relevance of Sales Planning
- 2.5 Annual Business Plan
- 2.6 Annual Marketing Plan
- 2.7 Target Fixation for Field Level Sales Personnel

Unit-3: Relationship Building for Effective Sales Management

- 3.1 Marketing Communication Skill
- 3.2 Aida Model
- 3.3 Basis for Communication Design
- 3.4 Regularity of Feedback
- 3.5 Basis for Retention of Employee Level
- 3.6 Lower down The Management Hierarchy
- 3.7 The Art of Effective Selling
- 3.8 Role of Salesmanship
- 3.9 Selling as a Profession
- 3.10 Synergy and Salesmanship

Unit-4: Managing the Distribution Function

- i. Role Of Middleman Or Intermediaries
- ii. Types Of Middleman
- iii. Channel Levels
- iv. Factors Influencing Distribution Decision
- v. Impact Of Internet On Distribution
- vi. Criteria For Evaluating Channel Alternatives

a) Value Chain Management and Logistics

- i. Overview
- ii. The Role of The Value Chain And The Value Delivery Chain In The Distribution Process
- iii. Distribution Planning
- iv. Logistics

b) Wholesaling and Retailing

- i. Importance –Type Of Wholesaling
- ii. Recent Trends In Wholesaling
- iii. Types Of Retailer
- iv. Global Trend In Retailing
- v. Information Technology And Retailing

Unit-5: Case Study

Reference Book

1. Marketing Management By Rajan Saxena 3rd Edition ,By Tata Mc Graw Hill
2. Marketing Management By Dr.K.Karunakardan, Himalaya Publishing House
3. Sales Management Text And Cases By P.K.Ghosh, H.H.House
4. Marketing Management By Joel R. Evans-Barry Berman Cengage Learning India Education
5. Sales Management By Tanner, Honeycutt, Erffmeyer By Pearson's Education
6. Sales Management, 5th Edition , Richard R Still Edward W Cundift By Eastern , Economy , Edition.



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 405 (B): Marketing Strategies & Competitive Positioning

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Market – Leading Strategies Management

- 1.1 Concept, Fundamentals & Role of Marketing in leading strategic Management, needs & Objectives
- 1.2 Market Orientation, Resource based view of strategic Marketing
- 1.3 Strategic Marketing Planning
 - i. Marketing Strategy Process
 - ii. Establishing the core strategy
 - iii. Creation of Competitive positioning
 - iv. Implementation
- 1.4 Competitive Marketing analyses

Unit-2: Studying Strategies Stake Holder

- 2.1 Customer analysis
 - i. Marketing Research & Process
 - ii. Need to know about customers
 - iii. Organising Customer information
 - iv. Understanding Rural & Urban customer
 - v. Managing customer portfolio
- 2.2 Competitors analysis portfolio
 - i. Dimensions, Concept
 - ii. Choosing good competition
 - iii. Obtaining & disseminating competitive information
 - iv. Sustainable competitive advantage
- 2.3 Organisational Analysis
 - i. Understanding organisational Resource base
 - ii. Value creating disciplines
 - iii. Dynamic Marketing capabilities
 - iv. Resource portfolios
 - v. Creating & exploiting Marketing assets

Unit-3: Competing Through Strategy

- 3.1 New Marketing Mix (4 P's) & (6 P's)
- 3.2 Innovation
- 3.3 Customer relationship & superior service
- 3.4 Internal Marketing
- 3.5 Strategic alliances & networks
- 3.6 Corporate Social Responsibility

Unit-4: Implementation Areas

- 4.1 Rural Markets
- 4.2 Services Markets
- 4.3 International Markets
- 4.4 Agro-Business Markets & Green Marketing
- 4.5 Total Relationship Marketing in Industrial Products & services Industry
- 4.6 Emotion Marketing in Automobile, Real Estate & Social Marketing

Unit-5: Case Study

Reference Book

1. Michael J Baker-Marketing Strategies & Management 3rd Edition, 4th Edition, By Macmilan Business
2. Marketing Strategy & Competitive Positioning 4th Edition Graham Hodey, Nigel, Brigiffe, By Pearson Publications.
3. Rural Marketing – Krishnama Charyulu, Ramkrishnama Pearson 1st Edition
4. Total Relationship Marketing – Gver Gunnesson 2nd Edition By Butterwoth Heinemann
5. S.M.Jha Services Marketing 3rd Edition Himalaya Publication



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 406 (B): Retail Marketing

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: An Overview of Strategic Retail Management

- 1.1 An Introduction to Retailing
- 1.2 Building and Sustaining Relationship in Retailing
- 1.3 Strategic Planning In Retailing

Unit-2: Situation Analysis

- 2.1 Retail Institutions by Ownership
- 2.2 Retail Institutions by Store Based Strategy Mix
- 2.3 Web, Non store-Based, And Other Forms of Non-traditional Retailing

Unit-3: Targeting Customers and Gathering Information

- 3.1 Identifying and Understanding Consumers
- 3.2 Information Gathering and Processing In Retailing

Unit-4: Choosing a Store Location

- 4.1 Trading Area Analysis
- 4.2 Site Selection

Unit-5: Managing a Retail Business

- 5.1 Retail Organization and Human Resource Management
- 5.2 Operations Management: Financial Dimensions
- 5.3 Operations Management: Operational Dimensions

Unit-6: Merchandise Management and Pricing

- 6.1 Developing Merchandise Plans
- 6.2 Implementing Merchandise Plans
- 6.3 Financial Merchandise Management
- 6.4 Pricing in Retailing

Unit-7: Communication with the Customer

- 7.1 Establishing and Maintaining A Retail Image
- 7.2 Promotional Strategy

Unit-8: Case Studies

Reference Book

1. Retail Management – A Strategic Approach, Barry Berman, Joel R. Evans. Pearson Education 10th Edition
2. Integrated Retail Management: James Ogden, Denise Ogden, Biztantra Publications
3. Retail Management: Arif Sheikh, Kaneez Fatima, Himalaya Publishing House
4. Managing Retailing : Piyushkumar Sinha, Dwarika Prasad Uniyal, Oxford Press
5. Retailing Management Text And Cases The Mcgraw Hill Companies Swapna Pradhan
6. Retail Management: Suja Nair, Himalaya Publishing House
7. Retail Marketing Management: Pearson Education David Gilbert
8. Retail Management- Functional Principles & Practices: Gibson G. Vedmani , A Jaico Book



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 404(C): Modern HR Practices & OD

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

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- Unit-1: Changing Role of H.R. Management (08)**
- 1.1 Leading the Change & Change Management
 - 1.2 Challenges of Sustainability with reference to Retention and Talent Management
 - 1.3 Management for Competitive Advantages
 - 1.4 Organizational Learning, Collective Learning
- Unit-2: Re-Engineering H.R. (06)**
- 2.1 Changing Functions and Processes to suit Organizational Needs
 - 2.2 Implementing and Re-engineering Changes
 - 2.3 Designing and Redesigning of Jobs
- Unit-3: H.R.D. Accounting and Audit (07)**
- 3.1 H.R.A - Introduction, Need, Significance and Objectives
 - 3.2 H.R.A - Methods and Valuation Models, Benefits of H.R.A
 - 3.3 H.R.D Audit – Meaning, Methodology, Issues, Audit Instruments, HRD Scorecard, Reports.
- Unit-4: Organization Development (06)**
- 4.1 Define the concept of OD, Values, Assumptions, Importance,
 - 4.2 Evolution: Robert Tanenbaum Kurt Lewin, MC Gregor, Herbert Shepard, Robert Blake.
 - 4.3 Foundation of OD- Action Research, Survey Feedback, System Theory, Teams and Teamwork, Participation and Empowerment, Applied Behavioural Science, Parallel Learning Structures.
- Unit-5: Process of Organization Development (08)**
- 5.1 Change model, Burke and Litwin, Porras and Robertson
 - 5.2 OD Intervention-Importance and meaning
 - i. Team Intervention-Role Analysis, Role Negotiation, Appreciation and concern, Interdependency
 - ii. Intergroup Intervention- Walton's Principal of Negotiation
 - iii. Structural -Sts, work redesign, QWL, self managed teams.
 - iv. Individual Intervention-T-group, behaviour modelling
- Unit-6: Human relations (08)**
- 6.1 Employer and Employee Relations, Theories and strategies to build sound relations
 - 6.2 Client Consultant Relationship-
Identify major Challenges in client consultant relationship caselets on:

- i. Problem Identification
- ii. Implementation of intervention
- iii. Action Research

Unit-7: Case study

(07)

Reference Book

1. Personnel Management – Text & Cases - C.B.Mammoria & S.V.Gankar, Himalaya Publications .
2. H.R.D Audit – T.V.Rao , Response Books.
3. Delivering Competitive Advantages – Clive Morton, Andrew Newall , Jon Sparkes ; Jaico Publishing House, 1st Edition.
4. Re- Engineering of Human Resources – Lyle Spencer (Jr.) , John Wiley and sons Publications.
5. International H.R.M – Managing People in International Context – Welch Dowling, Thomson Learning; South Western Publications.
6. Organizational development by S Ramnarayan, T. V. Rao.
7. Organizational development and change by Cummings and Worley (7th edition).
8. Organizational development by French and Bell (6th edition).



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 405(C): HR in Services Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction to HRM in service sector

- 1.1 Meaning, historic perspective, Scope, Importance
- 1.2 Intangibility and inseparability issues in services and its relevance to HR
- 1.3 The implementation areas of HR strategies in services-
 - i. KPO& BPO
 - ii. Banking & investment
 - iii. IT
 - iv. Education

Unit-2: Human Resource Development

- 2.1 Introduction definition, concept, activities
- 2.2 T&D Meaning, Importance of training
- 2.3 Benefits of Training, need & Objectives
- 2.4 Assessment of Training needs, areas of training
- 2.5 Training Methods
 - i. On- the job Training
 - ii. Off- the job Training
 - iii. On line training
- 2.6 Advantages of training, training procedures & final evaluation.

Unit-3: Employee Mobility & Career Development

- 3.1 Internal Mobility: Introduction, Meaning, different types
- 3.2 Promotion: Benefits, Problems, Promotion policy
- 3.3 Transfer: Meaning, Purpose, Type, Reason, Benefits
- 3.4 Demotion: Meaning, Need for demotion Policy
- 3.5 Meaning, need career development actions

Unit-4: Issues of Services sector employees

- 4.1 Absenteeism: Meaning, types, calculation, causes, minimizing absenteeism
- 4.2 Employee Attrition: Meaning, reason, calculation of attrition rate
- 4.3 Placements and Retention -
 - i. Managing separations and rightsizing
 - ii. Voluntary and involuntary separations
- 4.4 Motivation and Morale issues, Ethics and values
- 4.5 Empowerment-Meaning, coordination, Approaches of empowerment

Unit- 5: Monetary Issues in Services Employment

- 5.1 Incentives, salary, Reward & compensation Strategies –
- 5.2 Performance based Pay, Skill based Pay, and Team based Pay
- 5.3 Broad banding, Profit Sharing, Executive Compensation, Variable Pay
- 5.4 Legal issues in IT services-
 - i. Information Technology Act, 2000
 - ii. Digital Signature, Secure Digital Signature, Digital Signature Certificates
 - iii. Electronic Governance, Regulation of Certifying Authorities, Duties of Subscribers

Unit- 6: Case studies

(05)

Reference Book

1. HRM Text& Cases- USP Rao Excel Books 4th Edition
2. HRM Text& Cases – K Aswathappa Himalaya publications 5th edition.
3. HRM Case Studies in Services Management-ICFAI Books, 2003,ICFAI Publications



**Department of Management Studies,
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(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 406(C): Labour Economics & International HRM

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction to Industrial Economics (5)

- 1.1 Meaning, Definition, Scope and Importance of industrial economics
- 1.2 Indian industries during Pre-independence and Post independence period upto year 2000
- 1.3 Emergence of Modern Industries in India
- 1.4 Indian Industrial System
 - i. Small-scale, Cottage & Village Industries
 - ii. Manufacturing & Service industries
 - iii. Government intervention, regulation & control
 - iv. Challenges and Problems of Industries

Unit-2: HR in Economic Environment and Labour Costing (08)

- 2.1 Technology and Structure
- 2.2 Workforce Diversity & Demographic Changes
- 2.3 Labour Costing
 - i. Labour cost, computations and controls.
 - ii. Absenteeism and labour turn over-Cost, causes and determination.
 - iii. Labour productivity: Labours study and times study
 - iv. Treatment of overtime. Ideal time. Night shift, allowances, leaves pay.
- 2.4 Compensation Management: Objectives & Approaches, Techniques

Unit-3: Industrial issues of Indian Economy (06)

- 3.1 Causes & Extent of Industrial sickness in India
- 3.2 Nature of Energy Crisis in India & Measures to solve energy Problems
- 3.3 Industrial Productivity –Importance, Factors influencing Industrial Productivity
- 3.4 HR issues in Mergers and acquisitions
- 3.5 Provisions of WTO & its effects on Industries in India

Unit-4 International HRM

- 4.1 Definition, Domestic Vs International HRM
- 4.2 Internationalization & HRM
- 4.3 Functioning position of IHRM
- 4.4 Role of economic development in IHRM
- 4.5 Barriers to effective Global HRM

Unit:- 5 Global HR Contexts

- 5.1 Global HR Planning
- 5.2 Recruitment and selection Motive in International Context- Organisational and Individual, Recruitment Methods, Selection Criterion and Techniques in Global context
- 5.3 Emerging trends in training for Competitive Advantage
- 5.4 Developing staff through International Assignment.
- 5.5 International Joint Ventures-Concept & Nature of International Joint
- 5.6 Venture, Motives & Extent of merger and Acquisitions, Methods of
- 5.7 Overcoming Cultural and other problems in International Joint Ventures
- 5.8 Global work Environment, Global Competition & Global Sourcing of
- 5.9 Labour, WTO and Labour Standards
- 5.10 Challenges of Managing Virtual Teams

Unit:-6-Case studies

Reference Book

- 1) Economics of Labour & Worker's Participation in Mgmt. - T. N. Bhagoliwal
- 2) Labour Economics and Social welfare - Dr. B.P.Tyagi
- 3) Industrial Economics – R.R.Barthwal, New Age Interantional Publications
- 4) Industrial Economy of India – S.S.M.Desai & K.Bhalerao
- 5) Indian Economy – Rudra Dutt & Sundaram ,
- 6) Indian Economy- A. N. Agrawal, New Age International Publication
- 7) International Human resource Management- Tony Edwards & Chris Rees,Pearson Education.
- 8) International Human resource Management: K. Ashwathappa
- 9) International Human resource Management: Peter Dowling & Denise Weolch,Cengage Learning
- 10) International Human resource Management: Sen Gupta. Bhattacharya,Excel Books
- 11) International Human resource Management: P Subba Rao, Himalaya Publication
- 12) International Human resource Management: P.L. Rao, Excel Books



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 404(D): Total Quality Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Total quality management	10
1.1 Definition –Basic approach-TQM framework-Historical Review-Definition Quality – Benefit, Obstacles	
1.2 Core concept of TQM	
1.3 Quality for profit	
1.4 Right 1 st time –Cost of quality –competitive bench marking- synergy team work	
Unit-2: Continuous process Improvement	10
2.1 Introduction, characteristics, importance	
2.2 Process, Juran Trilogy,	
2.3 The PDSA cycle kaizen,	
2.4 Reengineering: supplier partnership- Rating –certification	
2.5sourcing	
Unit-3: Tools and Techniques of TQM	10
3.1 Bench marking –Introduction –Reason- process planning	
3.2 QFD quality function development introduction –benefits- voice of customer –Howe of quality process	
3.3Taguchi is quality eng loss function –orthogonal arrays signal to noise- parameter design Tolerance design	
3.4 Matrix diagram, nominal group technique	
Unit-4: Quality Management Systems	10
4.1 Introduction – benefits of ISO – why ISO 9000- six parts of ISO 9000	
4.2 ISO 9000 series of standard	
4.3 ISO 9001 Requirement	
4.4 Implementation	
4.5 ISO 141000 series standard	
4.6 Concept of ISO-140001- Requirement ISO 140001 benefits of EMS	
Unit-5: Six Sigma	10
5.1 Principles of Six Sigma- foundation of Six Sigma	
5.2 Six Sigma Methodology	
5.3 Six sigma and competitive advantages	
5.4 Quality principle and sigma	
5.5 Implementation of Six sigma- Principle, Organization Culture and Change Mgt- Project Mgt	

Reference Book

1. Evans / Lindsay- An introduction to six sigma and process improvement Thomson
2. TQM by Dale H Bester field, Carol Bester field- Michna Pearson Edueahm seemd
3. Essence of TQM by John bank- Prentice- Hall
4. TQM by Rajesh Kumar Shukla nw Royal book
5. TQM by R K Mittal Rajat Publications
6. ISO 9000 concept methods and Implementation Tapan P Bagehi Wheeler Publication



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 405(D): Strategic Sourcing for Operations

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Evolution of Sourcing

- 1.1 Purchasing, a Dynamic profession
- 1.2 Origins of Purchasing and Transition to Supply Management
- 1.3 Value Adding Benefits and Strategic Focus
- 1.4 Five Major Developments:
 - i. Cross Functional Teams
 - ii. Supply Alliances
 - iii. Strategic Sourcing
 - iv. E-procurement
 - v. Global Sourcing

Unit-2: Purchase Management

- 2.1 Purchasing Activity
- 2.2 Determining Purchasing Quantities
- 2.3 Methods of Buying
- 2.4 J.I.T Purchasing
- 2.5 Contract and Procedure of Leasing
- 2.6 Concept of Hire Purchase

Unit-3: Buyer Supplier Relationship

- 3.1 Transformation of Buyer –Supplier Relationship
- 3.2 Types of Buyer-Supplier Relationships
- 3.3 Suppliers Perspective
- 3.4 Developing and managing Collaborative and Alliance relationships
- 3.5 Supplier Selection, Certification and Evaluation
- 3.6 Portfolio Approach in Supply Management
- 3.7 J.I.T in Supply Management

Unit-4: Cross Functional Teams

- 4.1 Cross Functional Teams and Supply Management Activities
- 4.2 Benefits of Cross Functional Teams
- 4.3 Challenges of Cross Functional Teams
- 4.4 Pre-requisites to success of Cross Functional Teams

Unit-5: Supply Management

- 5.1 Supply Management's role in Business
- 5.2 Supply Management's relations with other Departments
- 5.3 Supply Management's role in Non-manufacturing Organization

Unit-6: Supply Management and Social Responsibilities

6.1 Diversity Suppliers

6.2 Values in Work place

6.3 Protecting our physical Environment

Reference Book

1. World Class Supply Management- Burt, Dobbler, Starling , Tata McGraw Hills Publications, 7th Edition.
2. Product and Operations Management – Chary
3. Operations Now – Finch
4. Competitive Manufacturing Management- Nicholas



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper 406(D): Inventory Management & Material Requirement Planning

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Inventory Management and M .R. P.	10
1.1 Material Requirement Planning	
1.2 Inventory management and the paradox of inventory management	
1.3 Order point versus M.R.P	
1.4 M.R.P Assumptions	
1.5 Master production schedules- lot sizes	
Unit-2: Master Production Scheduling	10
2.1 Master production scheduling	
2.2 Methodology of M.P.S	
2.3 Explosion of requirements	
2.4 Handling common components and multilevel items	
2.5 Determining gross or net requirements	
2.6 External component demands	
Unit-3: Bill of Materials	10
3.1 Bills of material (BOM)	
3.2 Updating inventory records	
3.3 Modular bill of materials	
3.4 Modularization of B.O.M	
3.5 Modularization techniques	
3.6 Manufacturing bill of materials	
Unit-4: Lot sizing and safety stocks	10
4.1 Lot sizing, importance and significance	
4.2 Lot sizing techniques	
4.3 Least unit cost and least total cost	
4.4 Cost size adjustment	
4.5 Evaluating lot sizing techniques	
4.6 Practical considerations in lot sizing	
Unit-5: Applications of M.R.P	10
5.1 Developing valid inputs	
5.2 Sources of inputs	
5.3 Input data integrity	
5.4 Lead time and resource requirement planning	
5.5 Uses of allocations	
5.6 Determining capacity requirements	
5.7 M.R.P program health monitors	
5.8 Future of M.R.P	

Reference Book

1. Inventory Management- L C Jhamb
2. Orliky's M.R.P- Plossl
3. Foundations of Inventory Management-Zipkin, Mc Graw Hill Publication
4. Production Planning & Inventory Control-Seetharama, L. Narsimhan, Dennis W. McLeavy, Peter J. Billington, Prentice Hall India Pvt Ltd.
5. Principles of Inventory & Materials Management-Richard J. Tersine, Prentice Hall PTR
6. Production & Inventory Control-J.H. Greene, Homewood III, Richard D. Irwin
7. Materials Management- A.R. Palit
8. Introduction to Materials Management- J.R. Tony, Arnold, Stephen N. Chapman, Prentice Hall



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: 405-E: Internet Technology

Paper: 404(E): International Strategic Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: International Strategic Management

Meaning, Objectives, Importance, Characteristics of ISM, Differences Between International Strategic Management & Domestic Strategic Management, Phases Of ISM, Elements Of ISM, Function & Significance Of ISM, New Paradigms Of International Business, New Roles & Responsibilities of Indian Corporate Manager.

Unit-2: Environment Scanning & Core Competence

Environmental Scanning- Monitoring International Environment, Techniques Of IE & Search Analysis, Corporate Appraisal-Significance & Steps In Appraisal, Assessment Of Corporate Capabilities, Core Competence-Concept, Significance, Stages Of Development.

Unit-3: International Strategy Designing

Setting Objectives, Characteristics Of Global Objectives, Need For Establishment, Process Of Establishing Corporate Objective, Factors Influencing Corporate Objectives, Competitive Strategy – Concept, Factor influencing Competitive Strategy, Generic Competitive Strategy, Factors Influencing Generic Strategies, Strategic Alternative-Stability Strategy, Growth Strategy, Expansion Strategy, Retrenchment Strategy, Choosing Corporate Strategy- Modern approach, Gap Analysis, Capital Investment Theory, Cascade Approach & Portfolio Approach.

Unit-4: International Strategic Decision Making

Assessment of Firm's Needs & Capabilities, Assessing Business Climate Of Foreign Countries, choice Of Investment Country, Entry Modes-Decisions & Planning, Various Modes of Entries, Acquisition & Strategic Alliance Decision Making, Social & Ethical Responsibility Of MNC's.

Unit-5: Formulating Functional Strategies

Formulating International Marketing Strategy, Formulating International Operations Decisions, Formulating International Technological Strategy, International Financial Strategy-International Investment Strategy, Working Capital Decisions, International Financing Decisions, Management of Blocked Funds, Exchange Rate Risk Management Formulating International HRM Strategy

Unit-6: Implementation of International Strategies

Nature & Significance of Strategy Implementation, Approach to Strategy Implementation, Dimensions of Strategy Implementation

Reference Book

1. International Strategic Management- R.M. Srivastava-; Third Revised Edition, 2004, Himalaya Publication House
2. International Strategic Management- Mike W. Peng, 1st India Edition 2010, South Western Publication
3. Global Strategic Management –Mike W. Peng, 2nd International Edition 2009, Thomson Learning
4. Global Strategy- Mike W Peng, 2nd Edition 2008, South Western Educational Publishing
5. International Strategic Management: Challenges & Opportunities- Edited by- Franklin R. Root & Kanoknart Visudtibhan, Taylor & Francis Publication, New York
6. Multinational Corporate Strategy: Planning for World Market- James C. Leontiades, Lexington books, New York
7. Global Business Strategy- Robin Job, Grazia Letto Gillies, Thomson Learning
8. Global Management- Mark E. Mendenhall, Jane Punnett, David A. Ricks, Blackwell Publishers, Cambridge, Massachusetts
9. A new generation in International Strategic Management- Stephen B. Tallman, Edward Elgar Publishing Ltd, Cheltenham, UK



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: 405-E: Internet Technology

Paper: 405(E): International logistics & Supply Chain Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Logistics

Definition, Meaning, Scope and Importance of Logistics Management, the Role of Logistics in the Supply Chain Management, the Role of Logistics in the Organization, International Logistics and Supply chain management: meaning and objectives, Importance in global economy, Characteristics of global supply chains: Supply chain Relationship to business performance, -Key tasks of logistics and supply chain Managers, Role of Government in controlling international trade and its impact on Logistics and supply chain

Unit-2: Supply Chain Strategy

Supply chain as a competitive advantage, Global Supply chain strategy, Structuring supply chain capabilities, Business matching supply chain design with Business strategy, Competitive and Supply Chain Strategies

Unit-3: Transportation

Strategic importance of transport in global logistics, logistical objectives of Transport, International Ocean Transportation, International Air Transportation, and International Land Transportation: types, characteristics and salient features, Intermodal transportation in international operations, factors influencing mode and carrier selection decision.

Unit-4: Planning Global Supply Chain

Planning the global supply chain, Network design for global supply chain Management, Risk management in the global context, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains

Unit-5: Logistics Planning and Strategy

Importance of Corporate Strategy to Logistics Planning, Hierarchy of Planning Relationship between Logistics Strategy and Corporate Strategy, Logistic Planning, Logistic Mission and objectives, Logistics Mission Statement, Formulating Logistical Strategy, Guidelines for Strategy Formulation, Designing the Logistical System

Unit-6: Global Logistics

The Concept of Global Logistics and Global Supply Chains, Problems and Challenges Facing International/Global Logistics and Supply Chain Management, The Trend towards Globalization in the Supply Chain, Global Logistics, Global Supply Chain Management, The International Supply chain/Global Supply chain, Components of

Global Logistics Management. Comparison of Domestic and International Logistics, the Impact of Global Logistics, the Global Logistics Management Process, Global Logistics Strategy, Guidelines for Developing a Global Logistics Strategy,

Unit-7: Information Technology in Supply Chain:

Role and Importance of IT in Supply Chain Management, IT solutions for Supply Chain Management, Supply Chain Information Technology in Practice Management, Supply chain IT Framework, The Future of IT in Supply Chain, Supplier Relationship Management

Reference Book

1. Prof. K. Shridhara Bhat ,Logistics Management, Himalaya Publishing House, Second Revise Edition 2011
2. Douglas Long ,International Logistics: Global Supply Chain Management Springer- Verlag New York, LLC;2004
3. Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender; Global Operations and Logistics: Text and Cases Wiley, John & Sons, Incorporated 1998
4. Alan Branch Global Supply Chain Management in International Logistics Routledge 2007
5. Kent N. Gourdin Global Logistics Management: A Competitive Advantage for the New Millennium Blackwell Publishing 2006
6. Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor)Quantitative Models for Supply Chain Management Kluwer Academic Publishers 1998
7. Sunil Chopra, Peter Meindl, Supply Chain Managemnt:, Third Edition-,Pearson Education



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

Paper: 406(E): International Services & Quality Management

Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Services Management:

- 1.1 Services Classification
- 1.2 Service Package
- 1.3 Challenges for Service Managers
- 1.4 Distinctive Characteristic of Service Operations
- 1.5 4 I's of Services-Intangibility, Inseparability, Inventory & Inconsistency
- 1.6 Competitive Service Strategies

Unit-2: New Service Design & Development

- 2.1 New Service Development
- 2.2 Service Design Elements
- 2.3 Service Blue Printing
- 2.4 Generic Approaches to Service System Design
 - i. Product Line Approach
 - ii. Customer as Co-Producer
 - iii. Customer Contact Approach
 - iv. Information Empowerment

Unit-3: Quality in International Services

- 3.1 Incorporation of Quality in Service Package
- 3.2 Taguchi Methods
- 3.3 Poka-Yoke (Mistake Proofing)
- 3.4 Service Benchmarking
- 3.5 Service Process Control
- 3.5 Unconditional Service Guarantee
- 3.6 Service Recovery & Service Recovery Framework
- 3.7 Service Quality Ladder

Unit-4: Globalization of Services

- 4.1 Global Growth & Expansion of Services
- 4.2 Franchising of Services
 - i. Nature of Franchising
 - ii. Benefits to the Franchisee
 - iii. Issues of the Franchiser
- 1.3 Globalization of Services
 - i. Generic International Strategies
 - ii. Nature of Borderless World
 - iii. Planning Transnational service operations

Unit-5: Foundations of International Quality Management

5.1 Quality: Meaning, Definition, Importance, Dimension, Types, Benefits

- i. Five views of Quality
- ii. Quality & Competitive Advantage
- iii. Quality & Profitability
- iv. Quality as a Source of Value

5.2 Principles of Quality Management

5.3 Total Quality Management vs Traditional Quality Management Practices

5.4 Deming's Quality Principles

Unit-6: ISO series of standards

6.1 Concept

6.2 Kaizen versus Innovation

6.3 Kaizen & Management

6.4 Companywide Quality Control

6.5 Characteristics of Companywide Quality Control

6.6 Kaizen Strategy and Practice

Unit-7: Relevant Case Studies on Services Management & Quality Management

Reference Book

1. Service Management –Operations, Strategy, Information Technology: James A. Fitzsimmons & Mona J. Fitzsimmons, 5th Edition Tata Mc Graw Hill Pub.
2. Quality management by Howard Gitlow, Alan, Rosa O, David Levine, McGraw-Hill, 3rd Edition
3. Total Quality Management: Poornima Charantinmath, Pearson Education
4. Total Quality Management: Shirdhar Bhat-Himalaya Publishing House
5. Total Quality Management: B. Esterfield, Pearson Education
6. Total Quality Management: S.D. Bagade, Himalaya Publishing House
7. Total Quality Management: Shailendra Nigam-Excel Books
8. Total Quality Management: Shidhar Bhat– Himalaya Publishing House



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 404(F): Enterprise Resource Planning

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Enterprise Resource Planning

- 1.1 What is ERP?
- 1.2 Need of ERP
- 1.3 Advantages of ERP
- 1.4 Growth of ERP

Unit-3: ERP and Related Technologies

- 2.1 Business process Reengineering (BPR)
- 2.2 Management Information System (MIS)
- 2.3 Decision Support Systems (DSS)
- 2.4 Executive Support Systems (ESS)
- 2.5 Data Warehousing, Data Mining
- 2.6 Online Analytical Processing (OLTP)
- 2.7 Supply Chain Management (SCM)
- 2.8 Customer Relationship Management (CRM)

Unit-3: ERP modules & Vendors

- 3.1 Finance
- 3.2 Production planning, control & maintenance
- 3.3 Sales & Distribution
- 3.4 Human Resource Management (HRM)
- 3.5 Inventory Control System
- 3.6 Quality Management
- 3.7 ERP Market

Unit-4: ERP Implementation Life Cycles

- 4.1 Evaluation and selection of ERP package
- 4.2 Project planning
- 4.3 Implementation team training & testing
- 4.4 End user training & Going Live
- 4.5 Post Evaluation & Maintenance

Unit-5: ERP Case Studies

Post implementation review of ERP Packages in Manufacturing, Services, and Other Organizations

Reference Book

2. Enterprise Resource Planning - Alexis Leon
3. ERP Ware: ERP Implementation Framework –
4. V.K. Garg& N.K. Venkitakrishnan
5. ERP: By Leon, ERP Concepts and Planning - Garg&Venkitakrishnan



Department of Management Studies,

North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 405(F): Internet Technology

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: HTML: Basics

- 1.1 Introduction to HTML
- 1.2 WWW
- 1.3 Web Publishing

Unit-2: Designing

- 2.1 Contents – Blocks, Text, Form Elements
- 2.2 Links – To a page, Within Page, To a Site.
- 2.3 Links and Images – Image Mapping-
Server Side, Client Side
- 2.4 Layout – List (OL, UL, DL) - Tables- Frames (Nested, I Frame)
- 2.5 Head Elements – Base Font, Meta Tags, Scripts, Styles

Unit-3: CSS

- 3.1 Inline
- 3.2 Embedded
- 3.3 Sep. /External
- 3.4 Transaction Effect
- 3.5 Client Pull

Unit-4: Introduction to XML -ASP

- 4.1. Getting started with active server
 - i. Pages
 - ii. What are ASPs?
 - iii. Understanding Client – Server Model
 - iv. ASP versus Client side Scripting
 - v. Setting PWs and/or IIS
 - vi. ASP tools like Visual Interdev or Front Page
- 4.2. Dissecting your First ASP Script.
 - i. Understanding ASP Script.
 - ii. ASP Browser
 - iii. ASP Process
 - iv. Concept of File Inclusion.
- 4.3 Working with variables
 - i. Definition and Naming rules
 - ii. Data Types
 - iii. Constant, Arrays Operators
- 4.4 Understanding VB Script Control

- i. Structures
- ii. Conditional
- iii. Looping
- iv. Branching
- 4.5 Using VB Script Built-in Function
 - i. Typecasting Variables
 - ii. Math, Date, String, Formatting -Functions.
- 4.6 Using Database
 - i. Reading From a Database Using ASP
 - ii. Inserting, Updating, and Deleting Database records
 - iii. The Internet Programming using Front Page
 - iv.

Reference Book

1. The Complete Reference to HTML - Thomas Powell
2. Dynamic HTML for Dummies – Michael Hyman
3. ASP Developers Guide – Greg Vuczek
4. ASP in 21 Days – Scott Mitchell and James Atkinson
5. ASP 3.0 – A Beginner’s Guide – Mercer
6. HTML - Beginner’s Guide - Willart
7. Microsoft Office 2003 Front page Inside Outside



Department of Management Studies, North Maharashtra University, Jalgaon

(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

**New Syllabus: 406(F): Software Project Management &
Information System Audit**

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Software Project Management

- 1.1 Overview of COCOMO Model, PERT/CPM, Reileigh Curve
- 1.2 Project Organization
- 1.3 Risk Management
- 1.4 Project Finance
- 1.5 Procurement Management
- 1.6 Project Scheduling
- 1.7 Project Quality Management
- 1.8 Communication Management

Unit-2: Software Project Management

- 2.1 Resources Planning and Estimation
 - i. Different Methods of estimation in brief
 - ii. Function Point Analysis in some details
- 2.2 Use of CASE Tools
- 2.3 Introduction to MS Projects
- 2.4 Design and Development
 - i. Schedule
 - ii. Resource Allocation
 - iii. Progress Review
 - iv. Review - Design and Walkthroughs
- 2.5 Testing
 - i. Overview of
 - ii. Test Plan
 - iii. Generation of Test Cases, Test Data
 - iv. Types of Testing
 - v. Quality Concepts - ISO, CMM
- 2.6 Production / Implementation
 - ii. User Acceptance Tests
 - iii. Parallel Runs
 - iv. Change Management
- 2.7 Maintenance
 - i. Types - Adaptive, Corrective, Preventive
 - ii. Version Control and Configuration Management
 - iii. Documentation Methods for all these topics
 - iv. Aspects specific to Generic Product Development vis-à-vis user specific
 - v. application development

Unit-3: Information System Audit

3.1 Auditing Concepts

3.2 ISA - Need, Concept, Standards, Performance, Steps, Techniques, Methodologies - Around and Through Computer

3.3 Controls - Concept, Objectives, Types, Risk, Exposures

Unit-4: IT Environment

Hardware, System Software, O.S., DBMS, Infrastructure, Network, documentation - Review of Performance

Unit-5: Network Concepts,

LAN, WAN, Client-Server-Architecture, Internet, DEI, email, Encryption, Digital Signature - Review of Performance, procurement and other controls

Unit-6: Software Procurement and Development –

6.1SDLC - Meaning and IS Auditor's

6.2 Role - Traditional, SSAD, OOM, Prototyping, 4GL - Project Management - Testing - Implementation Review

Unit-7: IS Operations

Planning, Organizing, Scheduling, SCM, Problems Management, Record Maintenance, QA and QC, Review and Controls

Unit-8: Controls

Input, Process, Validation, Output, Logical Access, Physical Access, Database, Network, Environment, BCP

Reference Book

1. Software Project Management - Edwin Bennetan
2. Software Engineering - Roger S. Pressman
3. Software Engineering - Martin L. Shooman
4. EDP Auditing Conceptual Foundations and Practices - Ron Weber
5. Auditing in a Computerized Environment - Mohan Bhatia
6. Latest CISA Review Manual by ISACA, USA