

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

**Syllabus for
P.G. Department of Management
(Under Academic Flexibility)**



First Year M. B. A. First Semester

(With Effect from June 2013)

Faculty of Commerce and Management

2013-14

North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

School 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 Management | 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 |

1. TITLE OF THE DEGREE

This degree shall be titled as Master in Business Administration (MBA) with the mention of Major Specialization in the bracket as “MBA (Specialization)”. This new curricula shall be effective from July 2010.

2. DURATION

The regular Full Time Course shall be of 2 Years duration; comprising of 4 Semesters through Theory papers, Sessional, Practical, Project report, Viva-voce, and such other Continuous Evaluation Systems as may be prescribed, in this respect, from time to time.

3. ELIGIBILITY FOR ADMISSION

As per admission rule framed by Directorate of Technical Education (DTE) the Government of Maharashtra AICTE and North Maharashtra University

4. PATTERN & GRADING SYSTEM

A. Features of the CGPA System :

1. Master's degree courses namely, M.B.A. run in Department of Management Studies would be of **28 credits** for each **Semester** that is **112 credits** for whole **Degree Course**
2. One credit for the theory course shall be of the **15 clock hours** (Each course being taught in the semester will be of **4 credits**) that is each course will be of **60 hours**.
3. Out of this 4 credits for each course **3 credits (45 Hours)** allotted to **External Theory Exam** and **1 credit (15hours)** is for **Internal Assessment**.
4. **4 credits** shall be awarded to the Project course, which will commence after completion of II Semester (During vacation falling after the end of first year) and the final work and report will be submitted during IV Semester. The marks and the credits will be allotted in IV Semester.
5. Academic calendar showing dates of commencement and end of teaching, internal assessment tests and term end examination shall be duly notified before commencement of each semester every year by the Department.

B. Evaluation of the student :

- (a) The evaluation of the student shall be divided into two parts viz. **Internal Assessment** and **Term End Examination (final semester examination)** with a weightage in the ratio of 25:75

(b) Standard of passing –

- (i) There shall not be pass or fail for the internal assessment. However, the attendance for the internal assessment shall be compulsory.
- (ii) Minimum marks for passing the Term End Examination in theory/project course shall be 40%.
- (iii) Minimum marks for passing the theory/project course (i.e. sum of the marks obtained in internal and term end examination) shall be 40%.

(c) The distribution of marks for each theory paper of **4 credits** at term (Semester) end examination and for continuous internal assessment shall be as follows :

| Theory Examination | Maximum marks |
|-----------------------------|---------------|
| Internal assessment | 25 |
| Term end examination | 75 |
| Total marks | 100 |

(d) The **Project course** will commence after completion of II Semester (During vacation falling after the end of first year) and the final work and report will be completed during IV Semester. The marks and the credits will be allotted in IV Semester. The distribution of marks for Project course of **4 credits** is as follows

| Project Examination | Maximum marks |
|----------------------------|---------------|
| Internal assessment | 50 |
| Viva - voce | 50 |
| Total marks | 100 |

(e) **Internal Assessment:**

For the internal assessment **1 credit (15 Hours)** shall be assign. The internal assessment includes:

| Heads | Marks | Evaluating Authority |
|----------------------------------------------------------------------|-------|----------------------|
| Internal test/Computer Practical | 15 | Concerned Faculty |
| Presentation, Seminar, Assignment, Case Study, Research Paper | 10 | |
| Total marks | 25 | |

- (i) Two internal tests conducted by the subject teacher. Each test shall be of **15 marks and the concerned teacher shall consider either best of two or average.** The duration of the each test will be of 60 minutes.
- (ii) The marks for each test shall be displayed on notice board within seven days of conducting the test.
- (iii) It is mandatory to show the answer sheets of all tests to the students.

(f) Term end examination :

- (i) The term end examination for 75 marks per course would be held about a week after completion of teaching for the semester.
- (ii) The term end examination of maximum marks 75 and its assessment work shall be conducted by the department under the academic flexibility granted to the department by the University authorities.
- (iii) Each theory paper of 75 marks shall be of the three hours duration.

C. Grades:

- (i) Marks for each course would be converted to grades as shown in Table 1.

Table 1: Conversion of marks to grades in credit system

| Marks obtained | Grade | Grade Points |
|----------------|-------|--------------|
| 90-100 | A+ | 10 |
| 80-89 | A | 9 |
| 70-79 | B+ | 8 |
| 60-69 | B | 7 |
| 55-59 | C+ | 6 |
| 45-54 | C | 5 |
| 40-44 | D | 4 |
| 39 and less | F | 0 |

- (ii) The grade point will be given on the total marks (sum of mark obtained in internal assessment and term end examination) obtained in the said subject.
- (iii) A student who fails in a course (i.e. he scores less than 30 out of 75 marks in the Term End Examination or less than 40 out 100 marks) shall be given FC grade. Student with FC grade in course would be granted credit for that course but not the grade for that course and shall have to clear the concerned course within 3 (Three) year from appearing for first time in the concerned paper.
- (iv) The **total grade points earned in each course** shall be calculated as –

Grade points obtained (vide Table-1) X Credits for the course
Maximum grade points that can be earned in a semester are 320.

- (v) **Semester Grade Point Average (SGPA) –**

The performance of a student in a semester is indicated by a number called SGPA. SGPA is the weighted average of the grade points obtained in all courses registered by the student

during the semester. It shall be calculated as follows-

$$\text{SGPA} = \frac{\sum_{i=1}^n c_i p_i}{\sum_{i=1}^n c_i}$$

where C_i = the number of credits earned in the i^{th} course of a semester for which SGPA is to be calculated

p_i = grade point earned in the i^{th} course

$i = 1, 2, 3, \dots, n$ represent the number of courses in which a student is registered in the concerned semester.

That is,

$$\text{SGPA} = \frac{\text{Total earned grade points for the semester}}{\text{Total credits for the semester}}$$

The SGPA is rounded upto two decimal places.

- (vi) **Final result** – Up to date assessment of the overall performance of a student from the time of his/her first registration is obtained by calculating a number called Cumulative Grade Point Average (CGPA), which is weighted average of the grade points obtained in all courses registered by the student since he/she entered the School/Department.

$$\text{CGPA} = \frac{\sum_{j=1}^m c_j p_j}{\sum_{j=1}^m c_j}$$

where C_j = the number of credits earned in the j^{th} course up to the semester
 p_j = grade point earned in the j^{th} course. A letter grade lower than D (i.e. grade point < 4) in a course shall not be taken into consideration for the calculation of CGPA.

$j = 1, 2, 3, \dots, m$ represent the number of courses in which a student is registered up to the semester for which the CGPA is to be calculated

The CGPA is rounded upto two decimal places.

- (vii) The final grade earned shall be as per Table 2 given below-

Table-2

| CGPA | Grade |
|---------|-------|
| 9.0-10 | A+ |
| 8.0-8.9 | A |
| 7.0-7.9 | B+ |
| 6.0-6.9 | B |
| 5.5-5.9 | C+ |
| 4.5-5.4 | C |
| 4.0-4.4 | D |
| 0 -3.9 | F |

5. GUIDELINES FOR TEACHING

- 5.1. There shall be 60 (45 for Teaching Sessions & 15 for Continuous Assessment) lecture hours per semester per course. The duration of the lectures shall be 60 minutes each. There shall be at least 14-16 weeks of teaching before commencement of examination of respective semester.
- 5.2. There shall be 4 lectures / week / paper.
- 5.3. The semester workload is balanced with 7 full papers of 100 marks each / semester. Thus 315 lectures hours are considered for teaching sessions and 105 hours shall be used for continuous assessment.
- 5.4. Self study shall be natural requirement beside the time table. The Faculty will have to exert a little extra for cultivating reading habits amongst the students.
- 5.5. The teaching method shall comprise a mix of Lectures, Seminars, Group discussions, Brain storming, Game playing, Interactions with Executives etc. so as to prepare the students to face the global challenges as business executive for this Audio- visual aids and Practical field work should be a major source of acquiring knowledge.
- 5.6. Case study method preferably shall be used wherever possible for the better understanding of the students.
- 5.7. Department shall issue annual souvenir/ placement brochure separately and a copy of the same shall be submitted to the university before the end of the year.

6. PRACTICAL TRAINING AND SUMMER INTERNSHIP PROJECT

- 6.1. Each student shall have to undergo a practical training for a period of not less than 7 weeks during vacation falling after the end of first year.
- 6.2. In the Fourth semester examination student has to do "Project Work" individually on the basis of specialization. No group work is allowed in this. The topic should be decided in consultation with the guidance of internal teacher of the Institute at the end of the first year, so that the student can take up the training during the vacations. The Project should be necessarily Research oriented, Innovative and Problem solving. No teacher shall be entrusted with more than 15 students for guidance and supervision.
- 6.3. The Academic committee shall submit the detailed list of candidate with Project Titles, name of the organization, internal guide & functional elective to the Examination committee on or before 31st March of the second year.
- 6.4. The student has to write a report based on the actual training undergone during the vacations at the specific selected business enterprise, get it certified by the concerned teacher that the Project report has been satisfactorily completed and submit THREE typed copies of the same to the Head of the Department.
- 6.5. Two copies of the report submitted by the student shall be forwarded to the Examination committee by the Academic committee before 31st January.
- 6.6. The project work will carry maximum 100 marks, of which internal teacher shall award marks out of maximum 50 marks on the basis of project work done by the student as a continuous assessment. Remaining marks shall be awarded out of maximum 50 marks by examining the student during Viva-voce, by the panel of the external examiners to be appointed as per university norms.
- 6.7. No students will be permitted to appear for Viva- voce and Semester IV examinations, unless and until he/she submits the project report before the stipulated time.

7. ADDITIONAL SPECIALIZATION

- 7.1 The student who has passed MBA of this University with a specific specialization may be allowed to appear for MBA examination again, with other specialization by keeping term for the IIIrd and IVth semester for the so opted 8 papers of additional specialization. (S)He has to appear for 8 papers including Project report of the additional specialization so opted.
- 7.2 He shall be given exemption for all other papers.
- 7.3 The student has to pay only Tuition fees for one year as may be prescribed from time to time for this purpose.
- 7.4 The student is not entitled to receive separate Degree Certificate or Class for this additional specialization.

8. STRUCTURE OF THE QUESTION PAPER

- 8.1 Each question paper shall be of 75 marks and of 3 hours duration.
- 8.2 **For Theory papers** there will be 2 Sections. In section I candidate required to answer 3 questions out of 5 questions & in section II candidate required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 15 marks each.
- 8.3 **For Composite papers (theory and practical / problems)** there will be 2 sections. In section I (practical/problem) student required to answer 3 questions out of 5 questions & in section II (Theory) student required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 15 marks each.
- 8.4 **For papers including case studies** there shall be 2 Sections. In Section I (Theory) a student shall be required to answer 3 questions out of 5 questions & in Section II (Case studies) 2 case Studies out of 3 case studies to be attempted by the students. All questions shall carry equal marks i.e. 15 marks each.

Syllabus:

Keeping in view the professional nature of examinations, students are required to equip themselves as per the prescribed syllabus and questions can be asked according to the course structure. The department **also reserves the right to vary the syllabus / rules from time to time**, as the department is carrying out this course under Academic Flexibility as per the direction of the university. Any alterations made will be notified from time to

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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 -2013)

Paper: 101 Management Science I

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

Required Lectures: 45+15 hours

Unit 1: Introduction to Management

(05)

- 1.1 What is Management?
- 1.2 The Management Process.
- 1.3 The functions of Management.
- 1.4 Who are managers & what they do?
- 1.5: Types of managers
- Corporate level Manager

- Business Level Manager
 - Functional Manager
 - Frontline Manager
- 1.6: Managerial Roles & skills
- Interpersonal Roles
 - Informational Roles
 - Decision Roles
 - Managerial skills, values and motivation

- 1.7 Management Yesterday & Today
- 1.7.1. The evolution of Management Theories.
- 1.7.2. The Pre classical Contributors.
- 1.7.3. The Classical viewpoints.
- 1.7.4. Behavioural viewpoints.
- 1.7.5. Contemporary viewpoints.
- 1.7.6. Managing in the 21st Century.

Unit 2: Planning **(05)**

- 2.1 Planning within the organisation & levels of Planning
- 2.1.1 Strategic Plans
- 2.1.2 Operating Plans
- 2.2 Types of plans.
- 2.3 The overall planning process.
- 2.4 The nature of organizational goals.
- 2.5 Linking goals & plans.
- 2.6 Objectives.
- 2.7 Evolving concepts in management by objectives.

Unit 3: Decision Making **(05)**

- 3.1 Rationality in decision making.
- 3.2 Steps in effective decision making.
- 3.3 Development of alternatives & the limiting factor.
- 3.4 Approaches to selecting an alternative.
- 3.5 Programmed & non programmed decisions.
- 3.6 Decision making under certainty, uncertainty & risk.
- 3.7 Decision making heuristics & cognitive biases.
- 3.8 Prospect theory.
- 3.9 Promoting innovation. The creativity factor in decision making

Unit 4: Planning & decision aids **(05)**

- 4.1 Forecasting
- 4.2 Project planning & control models.
- 4.3 Other planning techniques.
- 4.3.1. Linear programming.
- 4.3.2. Queuing or waiting lines
- 4.3.3. Models Routing.
- 4.3.4. Simulation models.
- 4.4 Quantitative aids for decision making.

Unit 5: Organisational Architecture **(08)**

- 5.1. Organizational structure defined.
- 5.2. The organizational Chart.
- 5.3. Job design.
- 5.4. Departmentalization.
- 5.5. Methods of Vertical Co-ordination.
- 5.5.1. Formalization.

- 5.5.2. Span of Management.
- 5.5.3. Downsizing.
- 5.5.4. Centralization Vs Decentralization.
- 5.5.5. Delegation.
- 5.5.6. Line & Staff Positions.
- 5.6. Methods of Horizontal Co-ordination.
- 5.6.1. Slack resources.
- 5.6.2. Information systems.
- 5.6.3. Lateral resources.
- 5.7. Designing organization structures.
- 5.8. Assessing structural alternatives
- 5.8.1. Functional Structure.
- 5.8.2. Divisional Structure.
- 5.8.3. Emerging structures.
- 5.8.3.1. Virtual organizations
- 5.8.3.2. Boundary less organization.
- 5.9. An organizational environment for Entrepreneuring & Intreneuring.
- 5.10. Reengineering the organization.

Unit 6: Motivation

(07)

- 6.1. Nature of Motivation.
- 6.2. Need theories
- 6.2.1. Hierarchy of Needs Theory.
- 6.2.3. Two factor Theory.
- 6.2.3. ERG Theory.
- 6.2.4. Acquired Needs Theory.
- 6.3. Cognitive Theories.
- 6.3.1. Expectancy theory.
- 6.3.2. Equity theory.
- 6.3.3. Goal setting theory.
- 6.4. Reinforcement Theory.
- 6.5. Social Learning Theory.
- 6.6. Managing motivation through extrinsic & intrinsic rewards.
- 6.7. Self motivation.

Unit 7: Leadership

(05)

- 7.1. Leadership defined.
- 7.2. Ingredients of Leadership
- 7.3. Leadership behavior & styles.
- 7.4. The Managerial Grid.
- 7.5. Leadership theories.
- 7.5.1. Fiedler's Contingency Model.
- 7.5.2. Normative Leadership Model.
- 7.5.3. Situational Leadership Model.
- 7.5.4. Path goal theory.

Unit 8: Controlling

(05)

- 8.1. The basic control process.
- 8.2. Critical control points, standards & benchmarking.
- 8.3. Control as a feedback system.
- 8.4. Real time information & control.
- 8.5. Feed forward & preventive control
- 8.6. Managerial approaches to implementing controls.

- 8.6.1. Bureaucratic control
- 8.6.2. Clan control.
- 8.6.3. Market control.
- 8.7. Requirement for effective control.

Reference:

1. Management' - Kathryn Bartol & David Martin Irwin- McGraw Hill.
2. 'Management - A global & entrepreneurial Perspective' -Heinz Wehrich, Mark Cannice, Haroldkoontz- Tata Mc-Graw Hill
3. 'Principles of Management ' - Charles WL Hill, Steven L Mcshane- Tata McGraw Hill.
4. 'Management' - Stephan Robbins, Mary Coulter-Prentice hall India.
5. Management' – Stoner, Freeman, Gilbert- Prentice hall India.

Additional Readings in Management- An Indian Perspective

1. Business Maharajas-Gita Piramal- Penguin Book.
2. The India Way – Peter CappelliHarbir Singh, Jitendra Singh, Michael Useem-Harvard business press.
3. Indian railways turnaround-R.N.Mishra-Jaico Publishing House

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2013)

Paper: 102 Accounting for Management

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

Required Lectures: 45+15 hours

Unit 1: Accounting Principal and Concept (08)

Meaning and scope of Accounting – Definition of Accounting – Steps of accounting – Function of Accounting – Objectives of Accounting – Book Keeping – Limitations of Accounting; Branches of Accounting; Relationship between Management Accounting and Financial Accounting, Relationship between Cost Accounting and Management Accounting; Accounting Principles - Accounting Concepts – Entity concept- Dual Aspect concept – Accounting Period Concept – Going concern Concept – cost Concept – money Measurement Concept – Matching Concept – Realization – accrual Concept – Rupee Value Concept; Accounting Conventions –Conventions of Disclosure – Convention of Conservation – Convention of Consistency –Convention of Materiality; Tools and Techniques of Management Accounting

Unit 2: Financial statements: Analysis and Interpretation (08)

Introduction – Definition of Financial statements – Objectives of Financial statements – Nature of Financial statements – Requisites, attributes or Essential Requirements of financial Statements– Importance of Financial statements – Limitation of Financial statements – Recent trends in Presenting Financial statements – Basic Financial statements or Packages of Financial, Statements – Format of Profit and Loss Account – Position Statement or Balance Sheet – Form or Performa of a Balance sheet – Elements of Balance Sheet. Analysis and Interpretation- Meaning – Types of Analysis and Interpretations- Internal Analysis – External Analysis- Horizontal Analysis – Vertical analysis-Methods of Analysis and Interpretation – comparative Financial Statement – Common Size Statements – Trend Analysis.

Unit3: Fund Flow Statement (08)

Introduction – Meaning of Fund – Flow of Fund and No Flow of Fund – Statement of Change in Financial Position – Flow of Fund Chart – No Flow of Fund Chart – Examples Flow of fund –Components of Flow of Fund – Current Assets – Current Assets – Current Liabilities - Non-Current Assets – Non-Current Liabilities – Fund Flow Statement Vs Balance Sheet – Preparation of Fund Flow Statement; Fund from Operations- Statement of Change in Working Capital –Fund Flow Statement - Meaning – Specimen Format- Purposes- Calculation of fund From Operation- Practical Problem.

Unit 4: Cash Flow Statement (06)

Meaning – Purpose of Cash Flow statement – Difference between Cash Flow statement and Fund Flow statement- Limitation – Preparation of Cash Flow statement- Flow of Cash under Noncurrent Items- Flow of Cash due to operations – Non- cash Items – Specimens Form at calculation of Cash Received from Operation - Practical Problem

Unit 5: Ratio Analysis**(08)**

Meaning and Definition of Analysis and Interpretations of Ratio – Principles of Ratio Selection-Advantages- limitations of Ratio Analysis: Classification of Ratios- Liquidity ratios-Current ratio-Quick ratio- Absolute Liquid Ratio; Profitability ratios- Gross Profit Ratio- Net Profit Ratio-Return on Investment-Operating ratio- Operating Profit ratio-Return on capital Employed Ratio- Earning per share Ratio- Dividend Yield Ratio- Price earnings Ratio- Net profit to Net Worth ratio; Turnover ratios- stock turnover ratio – debtors turnover ratio- debt collection period ratio- creditor turnover ratio- Average payment period- working capital turnover ratio- fixed assets turnover ratio- capital turnover ratio; Solvency ratios- debt equity ratio- proprietary ratio – capital gearing ratio-debt service ratio; Practical Problems

Unit 6: Cost Accounting& Cost sheet Analysis**(07)**

Objective of Cost Accounting – Advantages and Limitation of Cost Accounting –Installation of Cost Accounting System- Practical difficulties in Installation of Costing system. Cost sheet – Meaning – Element of Cost – Direct Cost – Indirect cost - Overheads- Prime Cost-Works cost – Cost of Production- Cost of Sales – Importance of Cost sheet – Specimen Format of Cost Sheet- Preparation of Cost sheet- Practical Problem.

References:

1. “Management Accounting”,M. E. ThukaramRao, New Age International Publishers.
2. “Financial Cost and Management Accounting”, Dr P. Periasamy, Himalaya Publication House.
3. “Financial Management”, Ravi M Kishor, Taxman Publication
4. “Financial Management”, IM Pandey, Vikas Publishing House.
5. “Financial Management”, Khan & Jain”, MC Graw Hill Publishing House.
6. “Cost Accounting”, M.C Shukla, T.S. Grewal, M.P. Gupta, S.Chand Publishing house.
7. “Cost and Management Accounting”, Ravi. M. Kishore, Taxman Publication.

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2013)

Paper: 103 Organisational Behaviour

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

Required Lectures: 45+15 hours

Unit 1: Introduction to the Field of Organizational Behaviour (06)

- 1.1 Field of organization behaviour.
- 1.2 Emergence of O.B as a discipline.
- 1.3 Importance of organizational behaviour.
- 1.4 Foundation of O.B.
- 1.5 Anchor of Organizational Behaviour.
- 1.6 Interdisciplinary Influences on O.B.

Unit 2: Individual Processes and Behaviour (10)

- 2.1 MARS Models of Individual Behaviour
- 2.2 Types of Individual Behaviour in Organization.
- 2.3 Individualism and Collectivism
- 2.4 Personality in Organization
- 2.5 Personality Theories
- 2.6 Big five personalities Dimension.
- 2.7 Perception and perceptual process.
- 2.8 Social Identity and Attribution theory of perception.
- 2.9 Perpetual Errors and Perception Improvement.
- 2.10 Learning in organization.

Unit 3: Values and Attitudes (06)

- 3.1 Nature and components of attitude
- 3.2 Attitudes and attitude formation.
- 3.3 Functions of attitude
- 3.4 How attitude can be change
- 3.5 Job satisfaction and work behaviour
- 3.6 Values: Personal and organizational values
- 3.7 Attitude, values and OB
- 3.8 Managing emotion in the workplace.

Unit 4: Motivation, Leadership and Trust at work (08)

- 4.1 Motivation and work behaviour
- 4.2 Different Theories of motivation
- 4.3 MBO Approaches to motivation.
- 4.4 Motivation Programme for employee.
- 4.5 Reward Practices and Empowerment Practices.
- 4.6 Contemporary issues in leadership.
- 4.7 Trust and leadership.

Unit 5: Organizational Change and Stress Management**(08)**

- 6.1 Forces for change.
- 6.2 Managing Planned Change.
- 6.3 What can change agents change?
- 6.4 Resistance to change.
- 6.5 Approaches' to managing organizational change.
- 6.6 Stress, Consequences of stress, Sources of stress.

Unit 6: Power & Conflict in the Workplace**(07)**

- 7.1 Model for Power in organization
- 7.2 Sources of Power in organization
- 7.3 Contingencies of Power
- 7.4 Influence Tactics and Organizational Politics
- 7.5 Conflict Process
- 7.6 Source and Conflict Management Style

References

1. Organization behaviour by Debra L. Nelson & James Campbell, Cengage Publication
2. Organization behaviour by Stephen Robins, Timothy A Judge, Seema Sanghi, Pearson Education
3. Organization behaviour by Suja R. Nair, Himalaya Publication House
4. Organization behaviour by M. N. Mishra, Vikas Publication House
5. Organization behaviour by Steven L. McShane, Mary Ann Von Gliow

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New Syllabus: First Year M.B.A. (W.E.F. June -2013)

Paper: 104 Basic Economics for Management

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

Required Lectures: 45+15 hours

Unit I- Fundamental concepts of Economics (10)

- 1.1 Definition, Basic economic problems of economics importance and scope of economics .
- 1.2 Early theories- Adam Smith, Alfred Marshall, Lionel Robins.
- 1.3 Subject Matter of-
 - a) Micro Economics- Nature, scope, Importance and limitations.
 - b) Macro Economics- Utility and Need
 - c) Capitalism- Definition Features.
 - d) Socialism- Definition, Features, Merits & Demerits
 - e) Mixed economy and Indian economy-Bases of Indian economy, Nature, Scope, Problems. Determination of national income and GDP.
Unemployment And Trade cycles and its impact on National policies.

Unit 2: Managerial Economics (05)

- 2.1 Nature & Scope of Managerial Economics
- 2.2 Managerial decisions under Factor markets- Perfect competition, monopolistic, Monopoly, Oligopoly
- 2.3 Decisions under Risk: Maximization of Expected Value, Mean-Variance Analysis, Co-Efficient of Variation Rule, Expected Utility
- 2.4 Criterion's of Decision Making under Uncertainty

Unit 3: Law of Demand and Supply (06)

- 3.1 Definition, Types of demand, Law of demand, exceptions to the law of Demand.
- 3.2 Determinants and Elasticity of demand,
- 3.3 Demand Curves, Demand estimation And Forecasting Methods
- 3.4 Demand- led Business Strategy
- 3.5 Consumers Equilibrium
- 3.6 Supply: Determinants and Its Elasticity

Unit 4: Costs, Revenue and pricing practices (06)

- 4.1 Costs Curves
- 4.2 Average and Marginal Revenue Curves
- 4.3 Pricing Practices: Price Discrimination, Full Cost Pricing, Product Life Cycle Pricing, Transfer Pricing, Modern Theory of Factor Pricing
- 4.4 Various Concepts of Profits: Determinants of Profits.

Unit 5 The factors of production**(05)**

- 5.1 Production function: content, importance
- 5.2 Peculiarities of Land, Labour.
- 5.3 Meaning of Rent: Quasi-rent- Theories of Rent: Ricardian Theory; Modern Theory of Rent Relationship between Rent and Price: Ricardian Analysis;
- 5.4 Concept of Wages: Difference between Real Wages and Nominal Wages, Theories of Wages: Bargaining Theory of Wages; Morden Theory of Wages

Unit 6: Economics of Regulation**(06)**

- 6.1 The Role and need of the Government, Problem with Regulation and Cost of the Regulation
- 6.2 Regulatory Response: Incentive Failures: Property, Rights & Regulation, Patents & Tort System, Subsidy & Tax Policy
- 6.3 Deregulation Movement & Regulatory Reforms: Government Failures, Deregulation and Privatization, Regulatory Reforms for Promoting Competition

Unit 7: Financial repressions and Financial reforms**(07)**

- 7.1 Monetary economy-
 - a) Concept, scope, Function and Importance of Money in Modern economy, Demand and Supply of money
 - b) Gold Standards, exchange rate regime since 1973 Currency,
 - c) Exchange rate determination- theory of equilibrium rate of exchange, Currency exchange standards, Factors influencing Exchange rates.
 - d) Public Debt, Supply of Loans and Demand for deposits.
 - e) Measures of Inflation and stagflation
- 7.2 Fiscal Policy measures:
 - a) Deficit financing and fiscal policy,
 - b) Role of government in economic planning
 - c) Balance of payments
- 7.3 Development planning:
 - a) Finance: Savings, Public Revenue, FI, FDI
 - b) Balanced and Unbalanced growth- types of strategies.

References:

1. Modern Economic Theory: K.K.Dewett, S.Chand publications. New Delhi.
2. Indian Economy: Mishra- puri, Himalaya publication ltd.
3. Managerial Economics: H.Craig Peterson, W.Cris Lewis, Prentice- Hall Of India, 3rd Ed.
4. Macro Economics: Erol D' Souza, Pearson Education. New Delhi.
5. Micro Economics: Robert S. Pindyck, Daniel L. Rubinfeld, Prem L. Mehta, 7th edition, Pearson Education. New Delhi.
6. Managerial Economics: Mishra, Puri, Himalaya Publications.Ltd
7. Managerial Economics (theory and applications): Dr. D.M. Mithani, Himalaya Publications.Ltd.
8. International Financial Management, V.S. Sharan, Printice hall of India Pvt. Ltd. New Delhi, Third edition.

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2013)

Paper: 105 Quantitative Techniques

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

Required Lectures: 45+15 hours

Unit: 1 Basic Statistical Concept (04)

- 1.1 statistics:- meaning, function and limitation of statistics and its characteristics
- 1.2 Measures of Central Tendency, Mean, Mode, Median
- 1.3 standard Deviation and Application of standard deviation
- 1.4 Frequency Distribution and cumulative frequency distribution

Unit: 2 Correlation and Regression analysis (06)

- 3.1 Meaning- Properties and types of correlation
- 3.2 Scatter Diagram
- 3.3 Karl Pearson's coefficient of correlation
- 3.4 Probable error
- 3.5 Meaning and properties of Regression analysis
- 3.6 Line of Regression
- 3.7 Coefficient of Regression
- 3.8 Relation between correlation and regression.
- 3.9 Simple numerical problems on above concept.

Unit: 3 Probability (06)

- 2.1 Introduction, Basic Probability concept, Types of Probability
- 2.2 permutation and combination
- 2.3 Concept of Probability Distribution
- 2.4 Conditional Probability, computation of conditional probability.
- 2.5 statistical or empirical probabilities
- 2.6 Axiomatic probability
- 2.5 Statement of addition and multiplication, Theory of Probability.
- 2.6 Numerical Problems on the above concept.

Unit: 4 Determinants and Matrices (06)

- 4.1 Meaning and tabular presentation of matrices
- 4.2 Types of Matrices
- 4.3 Matrix Operations
- 4.4 Determinant – Basic concept of Determinants
- 4.5 Properties of determinant
- 4.6 Cramer's rule & Matrix Inversion Method to solve matrices
- 4.7 Numerical problem on above concepts.

Unit: 5 Linear Programming Problems (07)

- 5.1 Introduction
- 5.2 Formulation of linear programming problems

- 5.3 Assumption underlying linear programming
- 5.4 Methods of LLP-Graphical Method and simplex method
- 5.5 Solution of only maximization problems
- 5.6 Concept of Duality
- 5.7 Some real life problems.

Unit: 6 Assignment Problems (06)

- 6.1 Introduction
- 6.2 Mathematical statement of the problem
- 6.3 Solution of assignment problem by Hungarian method
- 6.4 variations of the assignment problem: Multiple option solution, maximization case in assignment, unbalanced assignment problem
- 6.4 Some special cases.

Unit: 7 CPM and PERT (05)

- 7.1 Introduction
- 7.2 PERT/CPM Network
- 7.3 Network analysis
- 7.4 Resource analysis and allocations
- 7.5 Programme evaluation and review techniques.
- 7.6 Difference between CPM and PERT.

Unit: 8 Decision theory and decision Trees (05)

- 8.1 Introduction: steps in decision theory
- 8.2 Decision Making under uncertainty
- 8.3 Maximax criteria, Maximin criteria, Minimax criteria, Laplace criteria.
- 8.4 Decision Making under certainty: Expected monetary value criteria, EVPI
- 8.5 Decision tree analysis.

References

1. Quantitative techniques in management –N.D.Vohra- Tata McGraw Hill
2. Quantitative Techniques- L.C.Jhamb-Everest Publishing House.
3. Quantitative techniques for decision making-Anand Sharma-Himalaya Publishing House
4. Business Statistics-S.P.Gupta-Sultan Chand & Sons.
5. Quantitative techniques for Managerial decisions by J.K. Sharma

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2013)

Paper: 106 Computer Applications in Business

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

Required Lectures: 45+15 hours

Unit: 1 Computer Fundamentals (08)

Computer-meaning, definition, characteristics, types of computer, classification of computer, basic components, basic computer operations, memory system, and practical data processing applications in business, computer Applications in various areas of business, Components of computer-Computer memories, primary storage, secondary storage, Introduction to input /output Device

Unit: 2 Introduction to software (06)

Software types, system software, classification of Operating system, Application software, Introduction to programming language, types of programming language, Algorithm, flowcharts, Types of flowcharts ,Program development

Unit: 3 Introduction to Database Management system (08)

Data processing-Introduction, cycle, operations, types, objective, methods, role of data Processing applications in business, Data base- Introduction, characteristics, objectives Database Management system-Introduction, objective, components functions, advantages

Unit: 4 Computer Communications (08)

Introduction, data communication, Computer network, Advantages of networking, Types of network, Telecommunication –Introduction, Media, Channel, Software, types of data transmission, modems and multiplexers

Unit: 5 Introductions to Internet (08)

Internet-Introduction, history, features, Internet software, Applications of internet and WWW, Extranet and E-mail, Introduction to web Browsers, Intranet, internet, extranet
Cyber Crime: meaning, measures for prevention, cyber laws, cyber warfare
Information Security: concept, meaning, goals for security, security threats, computer viruses, security procedures, computer and cyber forensic

Unit: 6 Microsoft Office-2007 (07)

MS-Word-Creating and editing document, Formatting characters and paragraphs, formatting and enhancing a document, formatting with special features

MS- Excel-Analyzing data using Excel, Editing and formatting worksheets, using functions, word and excel

MS-Power Point-Preparing a presentation, editing and enhancing slides, customizing a presentation, word, excel and PowerPoint

MS-Access-Maintaining a data in Access tables, creating tables and relationships, creating queries, forms and reports, word excel and Access

Reference

1. Computer Application in business-S. Sudalaimuthu, S. Anthony Raj-Himalaya Publishing House
2. Publishing House
3. Fundamentals of Computers-C.S.V. Murthy- Himalaya Publishing House
4. Ms-Word 2007-A visual approach to learning computer skills-BPB publication
5. Ms-EXCEL 2007-A visual approach to learning computer skills-BPB publication
6. Ms-Power Point 2007-A visual approach to learning computer skills-BPB publication
7. Ms-ACCESS 2007-A visual approach to learning computer skills-BPB publication
8. Computer Applications for management-Vishal Soni- Himalaya Publishing House
9. Fundamentals of Computers, V. Rajaraman,Prentice-Hall.
10. Cyber Security in the 21st Century, Nina Verma, Global Vision Publishing House
11. Inside Cyber warfare, Carr, Kitab Mahal, New Delhi
12. Information Security: Principles and Practices, Pearson publisher
13. Cybre Security: Understanding cyber crimes, computer forensic and legal practices, Wiley India Pvt. Ltd.

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2013)

Paper: 107 Communication Skills

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

Required Lectures: 45+15 hours

Unit 1 Understanding Business Communication (08)

- 1.1 Model of Communication Process
- 1.2 Effective Business communication
- 1.2 Verbal and Non-Verbal Communication
- 1.3 Formal and Informal Communication
- 1.4 Communication barriers & breakdowns
- 1.5 Mastering Listening
- 1.6 Communicating in teams
- 1.7 Negotiation Skill
- 1.8 Planning, Conducting and Recording meetings
- 1.9 Communicating Cross-culturally

Unit 2 Effective Writing (08)

- 2.1 Format and Layout of Business Documents.
- 2.2 Planning Business Messages
- 2.3 Writing Business Messages
- 2.4 Completing Business Messages

Unit 3 Writing Brief Message (07)

- 3.1 Formats for Letters and Memos
- 3.2 Writing Messages for Electronic Media
- 3.3 Writing Routine and Positive Messages
- 3.4 Writing Negative Message
- 3.5 Writing Persuasive Messages

Unit 4 Report Writing (06)

- 4.1 Report Structure
- 4.2 Short Reports
- 4.3 Long – Formal Reports
- 4.4 Writing a Summer Project Report

Unit 5 Oral and Online Presentation (06)

- 5.1 Creating and developing oral and online Presentation
- 5.2 Public Speaking and Oral Reporting

Unit 6 Building Careers (04)

- 6.1 Writing Resumes
- 6.2 Attending GDs
- 6.3 Interviewing for Employment

Unit 7 Written Analysis of Cases (03)

- 7.1 What is a Case?
- 7.2 How to do a Case analysis?
- 7.3 Process of Analysis a Case

7.4 Requirement for a Case Analysis

Unit: 8 Technology enabled Communication

(03)

Application of Technology in Communication

Reference Books:

1. "Basic Business Communication Skill For Empowering The Internet Generation"
Lesikar F Lately, Tata McGraw Hill Edition.
2. "Business Communication Today", Cortland Bovee, John V Thill, MukeshChaturvedi, Pearson Edition.
3. "Business Communication – Building Critical Skills", Kity O Locker, Stephen Kyo Kaczmarek, Tata McGraw Hill Edition.
4. "Business Communication – Concept, Cases and Applications", P .D Chaturvedi and MukeshChaturvedi, Pearson Edition.
5. "Contemporary Business Communication", Scot Ober AIPD (All India Publishers and Distributors Regd)
6. "Strategic Communication in Business and the Profession" Dan O’Hair, Gustar Friedrich, Lynda Dixon, Pearson Edition.

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2013)

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 **(10)**

- 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 **(10)**

- 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 **(07)**

- 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**(08)**

- 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**(05)**

- 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 ***(05)****References:**

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 -2013)

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 (08)

- 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 (08)

- 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,
- 2.3 Stages in Setting up of a Project: Initial Selection of Project Ideas, Selection of Project Location, Selection of Project Site, SWOT Analysis, 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 (07)

- 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
- 3.6 Venture capital

Unit-4: Marginal Costing & Cost Volume Profit Analysis (08)

- 4.1 Absorption Costing & Marginal Costing
- 4.2 Similarities and Dissimilarities between Absorption and Marginal Costing
- 4.3 Cost Behaviour and Its Impact over Marginal Costing, Marginal Cost Equation, Marginal Costing and Valuation of Finished Stock

- 4.4 Utility-Advantages and Limitations of Marginal Costing, Precautions to Be Taken While Adopting Marginal Costing, Applications of Marginal Costing
- 4.5 Objectives of CVP Analysis, Assumptions of CVP Analysis, Limitations of CVP Analysis
- 4.6 Algebraic Method of Presenting CVP Analysis, Profit Volume Ratio or Contribution, Sales Percentage, Graphic Method of Presenting CVP Analysis

Unit-5: Standard Costing (07)

- 5.1 Historical Costing, Standard Cost and Standard Costing
- 5.2 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-6: Budget and Budgetary Control (07)

- 6.1 Budget and Budgetary Control, Objectives of Budgetary Control
- 6.2 Essential Requirements of Budgetary Control, Advantages and Limitations of Budgetary Control
- 6.3 Organization for Budgetary Control, Rolling Budget, Types Of Budget, Zero Base Budgeting, Budget Report

-
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

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2013)

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 (05)

- 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 (05)

- 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 (05)

- 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 (05)

- 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 (05)

- 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 (05)

- 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 (05)

- 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 (05)

- 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 (05)

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

Reference

1. Principles of Marketing-A South Asian Perspective Pearson, 13th Edition, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehsan UIHaque
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. RajanSaxena
4. Marketing Management-Planning, Implementation& Control Global Perspective, Indian Context, Macmilln 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 -2013)

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 Meaning, Definition, 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 resource Environment
- 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. Manpower Demand and supply,
 - 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,
- 3.2 Methods of Performance Appraisal: a) Traditional Methods: Ranking, Paired Comparison, Grading, Critical Incident, Force Choice, Checklist, Graphic Rating, Essay Evaluation, Confidential Reports, b) Modern Methods: MBO, BARS, 360 Degree Appraisal System, Problems with Performance Appraisal
- 3.3 Post Appraisal Analysis
- 3.4 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: reasons and types.
- 4.5 Incentives: Meaning, types and importance
- 4.6 Meaning & Importance of Motivations & Theories of Motivation
- 4.7 Meaning & Causes of Morale, Indications of High & Low Morale

Unit-5: Recent Trends in HRM

(10)

- 5.1 HR as distinctive competitive advantage
- 5.2 Human Resource Accounting and Audit
- 5.3 Human Resource Information System
- 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

References:

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 Sharma – 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. Personnel Management: - C. B. Mamoria Himalaya Publishing

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New Syllabus: First Year M.B.A. (W.E.F. June -2013)

Paper: 205 Operations and Materials Management

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

Required Lectures: 45+15 hours

Unit-1: Production and operation Management (07)

- 1.1 Meaning, scope, functions of production management,
- 1.2 life cycle concept extended to Production system,
- 1.3 Historical evolution of production management, recent trend in production,
- 1.4 Automation.
- 1.5 Decision making in Production and Operation Management
- 1.6 Difference between operation and production
- 1.7 The role and challenges facing operations managers.

Unit-2: Production System and Demand Forecasting (07)

- 2.1 A production system model: production system Diversity
- 2.2 elements and types of production systems
- 2.3 Productivity-measures and its uses, Factors affecting productivity.
- 2.4 Meaning, need, objective for demand forecasting
- 2.5 Types of forecast
- 2.6 Steps in forecasting process

Unit-3: Capacity Planning (07)

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

Unit-4: Facility planning and plant layout (07)

- 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 Importance of facility layout

Unit-5 Plant layout and plant Maintenance (06)

- 5.1 Meaning-need-importance-objectives, Plant layout factors,
- 5.2 Types of plant layout,
- 5.3 Layout tools and techniques,
- 5.4 Layout and computers.
- 5.5 Plant Maintenance and Materials Handling

- i. Meaning – Necessity –objectives
- ii. Types of maintenance, Preventive, predictive and overhaul

- iii .Selection of Good Materials Handling equipment
- Iv. Trends in maintenance,

Unit-6: Work study

(06)

- 6.1 Meaning, importance, objectives of work study.
- 6.2 Work study procedure, organizing for work study
- 6.3 Duties and responsibilities of industrial engineering department, standard time,
- 6.5 Method Study – Need, Objectives, Advantages and Method Study Procedures
- 6.6 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.

Unit 7 Quality Control and Quality Assurance

(05)

- 7.1 Definition of Quality, inspection and quality control.
- 7.2 Quality control, benefits and objects of quality control
- 7.3 Total quality Management: Principles and elements of TQM
- 7.4 Types of acceptance sampling plans-single sampling, double sampling sequential sampling, quality Circle.
- 7.5 Six sigma theme, quality certification, ISO 9000 certification and benefits.

Books

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. Production/operation Management by Dr. B.S. GOEL
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

**School of Management Studies,
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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 -2013)

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 (06)

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 (06)

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 Research Design (05)

Meaning and need for research design, Features of good research design, Choice of research design, Scientific method and research design, Types of research design Validity and reliability in research

Unit-4: Data collection (06)

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-5: Hypothesis (06)

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-6: Sampling (05)

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

Unit-7: Introduction to statistical tools of Business Research (05)

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

Unit 8: Report Preparation and Presentation

(05)

Objective, Importance of the Report and presentation, Report preparation, Report format, Report writing, Guidelines for tables and graphs. Reading the research report

References books

1. Research Methodology (Methods & Techniques) – C.R.Kothari - Wiley Eastern Ltd
2. Business Research Methodology – Shrivastav- Tata McGraw Hill
3. Business Research Methodology – J.K. Sachdeva- Himalaya Publishing House
4. Marketing research-An applied orientation,5th edition-Naresh K. Malohtra,Satyabhushan Dash-pearson Publication
5. Research Methodology – A.B. Rao- Excel Books
6. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan– PearsonEducation
7. Methodology and Techniques of Social Research- Wilkinson &Bhandarkar- Himalaya Publishing House
8. Business Research Methods- Murthy, Bhojanna- Excel Books

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2013)

Paper: 207 Ethical Managerial Practices

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

Required Lectures: 45+15 hours

Unit-1: Role of Indian Ethical values in Management (07)

- 1.1 Dharma as a strategic intervention tool
- 1.2 Doctrine of Karma as a management technique
- 1.3 Purushottama - A Model of leadership
- 1.4 Kautilya's Economic view
- 1.5 Vivekananda's socio-economic ethics
- 1.6 Moral Laws of Gandhi

Unit-2: Understanding Ethics (07)

- 2.1 Moral
- 2.2 Personal Ethics
- 2.3 Stages of moral development
- 2.4 Kohlberg's six stages system
- 2.5 Office ethics vs. Business ethics
- 2.6 Myths about business ethics
- 2.7 Myths busting about office ethics

Unit-3: Business Ethics: Conceptual Framework (08)

- 3.1 Determinants of Individual Ethics
- 3.2 Business ethics- Meaning, Need, Importance of ethics in business
- 3.3 Why business Ethics is vital for Managers?
- 3.4 Factors influencing Business ethics
- 3.5 Principle of Business Ethics
- 3.6 Attitude of Indian manager towards Business Ethics
- 3.7 Implication of ethical leadership
- 3.8 Ethical decision making in the organization
- 3.9 Ethical dilemmas- Features and approaches to resolving it
- 3.10 Ten Commandments of Managerial Conduct

Unit-3: Ethics in Business Disciplines (06)

- 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

Unit-4: Social Responsibility and Organizations (06)

- 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 Corporate

Unit-5: Concept of Corporate Governance (06)

- 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-7: Ethical Paradoxes & Cases (05)

References book:

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