

MBA



**North Maharashtra University,
Jalgaon**

FACULTY OF COMMERCE & MANAGEMENT

**Syllabus of Master in Business
Administration (MBA)**

W.E.From 2014-15





North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

PROPOSED STRUCTURE OF MASTER IN BUSINESS ADMINISTRATION (M.B.A.)

Semester-I and II w.e.f. July 2014			
Paper	Semester-I	Paper	Semester-II
101	Management Science	201	Business Research Methods
102	Corporate Communication Skills	202	Information Technology For Managers
103	Managerial Economics	203	Global Economics Scenario
104	Human Resource Management	204	Marketing Management
105	Business Accounting	205	Management Accounting
106	Organizational Behavior -I	206	Organizational Behavior– II
107	Corporate Social Responsibility	207	Financial Management
108	Quantitative Techniques	208	Operations Management

Semester-III and IV w.e.f. July 2015			
Paper	Semester-III	Paper	Semester-IV
301	Strategic Management	401	Current Business Scenario
302	Management Information System & ERP	402	e-Commerce & Excellence Management
303	Legal Aspects Of Business	403	Indian Commercial Laws
304	Specialization-I	404	Entrepreneurship & Project Management
305	Specialization-II	405	Specialization-V
306	Specialization-III	406	Specialization-VI
307	Specialization-IV	407	Specialization-VII
308	Field Work/ Survey Report	408	Project Report & Viva-Voce

Specialization (Any One)	
A	Financial Management
B	Marketing Management
C	Human Resource Management
D	Operations & Materials Management
E	International Business Management
F	Agro Business Management
G	Information Technology & Systems Management
I	Retail Management
J	Hospitality Management



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FACULTY OF COMMERCE & MANAGEMENT

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

Semester-I and II									
Paper	Semester-I	Maximum marks			Paper	Semester-II	Maximum marks		
		Int.	Ext.	Total			Int.	Ext.	Total
101	Management Science	40	60	100	201	Business Research Methods	40	60	100
102	Corporate Communication Skills	40	60	100	202	Information Technology For Managers	40	60	100
103	Managerial Economics	40	60	100	203	Global Economics Scenario	40	60	100
104	Human Resource Management	40	60	100	204	Marketing Management	40	60	100
105	Business Accounting	40	60	100	205	Management Accounting	40	60	100
106	Organizational Behavior -I	40	60	100	206	Organizational Behavior - II	40	60	100
107	Corporate Social Responsibility	40	60	100	207	Financial Management	40	60	100
108	Quantitative Techniques	40	60	100	208	Operations Management	40	60	100
Total Maximum Marks		320	480	800	Total Maximum Marks		320	480	800

Semester-III and IV									
Paper	Semester-III	Maximum marks			Paper	Semester-IV	Maximum marks		
		Int.	Ext.	Total			Int.	Ext.	Total
301	Strategic Management	40	60	100	401	Current Business Scenario	40	60	100
302	Management Information System & ERP	40	60	100	402	e-Commerce & Excellence Management	40	60	100
303	Legal Aspects Of Business	40	60	100	403	Indian Commercial Laws	40	60	100
304	Specialization-I	40	60	100	404	Entrepreneurship & Project Management	40	60	100
305	Specialization-II	40	60	100	405	Specialization-V	40	60	100
306	Specialization-III	40	60	100	406	Specialization-VI	40	60	100
307	Specialization-IV	40	60	100	407	Specialization-VII	40	60	100
308	Field Work/ Survey Report	40	60	100	408	Project Report & Viva-Voce	40	60	100
Total Maximum Marks		320	480	800	Total Maximum Marks		320	480	800



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FACULTY OF COMMERCE & MANAGEMENT

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

W. E. FROM JULY 2014

1. TITLE OF THE DEGREE

This degree shall be titled as Master in Business Administration (MBA) with the mention of Specialization in the bracket as "MBA (Specialization)". This new curricula shall be effective from July 2014.

2. DURATION

The regular Full Time Course shall be of 2 Years duration; comprising of 4 Semesters through Theory papers, Practical, Project report, Field work, 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 the Directorate of Technical Education, Government of Maharashtra.

4. PATTERN

- 3.1. The suggested curriculum comprises 32 papers. Similarly, the student has to opt for one specialization as specialization comprising 8 papers, of which for 1 paper the student has to undergo Summer Internship Project for minimum period of 7 weeks.
- 3.2. Each semester will have 8 papers of 100 marks each, thus comprising 3200 marks for the Degree.
- 3.3. The external assessment shall be based on external written examination to be conducted by the university at the end of the each semester.
- 3.4. The student shall not be allowed to appear for the semester examination unless the Head/Director of the Department/Institution certifies completion of internal work, regularity, practical etc. The institution / Department shall submit alongwith this certificate Internal marks to the COE of the University.
- 3.5. CGPA system as devised by the University shall be applicable.
- 3.6. Continuous evaluation of the students shall comprise the 60+40 pattern; where every paper of 100 marks, shall be divided as External evaluation of 60 marks and Internal continuous assessment of 40 marks.

3.7. Continuous Internal assessment may comprises-

3.5.1. Two Class tests of 10 Marks each – Total 20 Marks

3.5.2. 20 Marks for Classroom Paper Presentation, Research Paper Presentations at State Seminars, Research Paper Presentations at National Seminars, Publications in Journals, Practical (Computer related courses), Presentations of Case Study, Group Discussions, Book Review, Survey, Active participation in Event Management, Industrial Visit, Placement Activities, Institutional Branding Activities, Visit to National/International Business Exhibition etc. in related subjects (at least Two activity have to be completed by the student per semester per paper to be supervised and guided by the concerned subject teacher).

5. PASSING STANDARDS

- 5.1. In order to pass the examination the candidate has to obtain 50% marks in aggregate & at least 40% marks for each head separately, that is 24 marks out of 60 (External) & 16 marks out of 40 marks (Internal) for all courses.
- 5.2. The student shall be allowed to keep the terms of the next year as per the University rules.

6. GUIDELINES FOR TEACHING

- 6.1. There shall be atleast 50 lecture hours per semester per course. The duration of the lectures shall be 60 minutes each. There shall be atleast 14-16 weeks of teaching before commencement of examination of respective semester.
- 6.2. There shall be 4 lectures / week / paper.
- 6.3. The semester workload is balanced with 8 full papers of 100 marks each / semester. Thus 400 lectures hours are considered for teaching sessions and 48 lecture / sessions shall be used for continuous assessment.
- 6.4. 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.
- 6.5. 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.
- 6.6. Case study method preferably shall be used wherever possible for the better understanding of the students.
- 6.7. Each institute shall issue annual souvenir as well as a placement brochure separately to each student and a copy of the same shall be submitted to the university before the end of the year.

7. GUIDELINES FOR FIELD WORK/ SURVEY REPORT

- 7.1. Each student shall have to undergo a field work/ Survey Assignment while 3rdSemester.
- 7.2. In the Third semester examination student were to do “field work/ Survey Assignment” individually; compulsorily based on social problems as mentioned in clause 8.5 below. No group work is allowed in this. The topic should be decided with consultation and guidance of internal teacher of the Institute. The field work should be necessarily Research oriented, Innovative and Problem solving.
- 7.3. The field work/ Survey Assignment should be related (Not restricted) to social problems,
- 7.4. The departments / institute shall submit the detailed list of candidate with field work/ Survey Assignment Titles, name of the organization, internal guide on or before 31st October of the second year.
- 7.5. The themes for field work should be related (Not Restricted) to Social issues such as - Education, Sanitation, Health, Village/cottage industry, watershed management, problems of slum area, Tribal upliftment, Rehabilitation, Andhashraddha etc...
- 7.6. The student has to write a report based on the actual Field work, get it certified by the concerned Guide/teacher (With Minimum 2 years of teaching Experience) that the field work/ Survey Assignment has been satisfactorily completed and submit one typed copies of the same to the Head / Director of the institute.
- 7.7. Field work/ Survey Assignment shall be strictly based on primary data.The Sample Size shall be minimum 50.
- 7.8. Student is expected to use SPSS/PASW or similar software for data analysis and Hypothesis Testing.
- 7.9. field work/ Survey Assignment details should be displayed on institutes websites
- 7.10. field work/ Survey Assignment viva shall be conducted at the end of Semester III
- 7.11. Viva Voce for one student shall be of minimum 15 minutes. The Student has to prepare PowerPoint presentation based on field work/ Survey Assignment to be presented at the time of Viva voce.
- 7.12. The field work/ Survey Assignment will carry maximum 100 marks, of which internal teacher shall award marks out of maximum 40 marks on the basis of work done by the student. Remaining marks shall be awarded out of maximum 60 marks by examining the student during Viva-voce, by the panel of the examiners comprises one internal & one External examiner to be appointed by the University.
- 7.13. No students will be permitted to appear for Viva-voce and Semester III examinations, unless and until (s) he submits the field work/ Survey Assignment before the stipulated time.

8. GUIDELINES FOR PRACTICAL TRAINING AND SUMMER INTERNSHIP PROJECT

- 7.1. 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 either IIndSemester.
- 7.2. In the Fourth semester examination student were to do "Project Work" individually on the basis of Specialization. No group work is allowed in this. The topic should be decided with consultation and 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.
- 7.3. The departments / institute shall submit the detailed list of candidate with Project Titles, name of the organization, internal guide & functional elective to the university on or before 31stJanuary of the second year.
- 7.4. No teacher shall be entrusted with more than 15 students for guidance and supervision.
- 7.5. 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 Two typed copies of the same to the Head / Director of the institute.
- 7.6. It is responsibility of concerned Institute to check the authenticity of Project.
- 7.7. Student may use SPSS software if required.
- 7.8. One of the reports submitted by the student shall be forwarded to the University by the Institute before 1st March.
- 7.9. The student shall submit Synopsis of Project duly signed by Project guide to concerned head. The Head has to forward the Synopsis by e-mail only to external supervisor appointed by University.
- 7.10. Project details should be displayed on institutes websites
- 7.11. Project viva shall be conducted at the end of Semester IV
- 7.12. Viva Voce for one student shall be of minimum 15 minutes. The Student has to prepare PowerPoint presentation based on Project work to be presented at the time of Viva voce.
- 7.13. 10 % of the projects May be given by institute to the students for summer training as basic research projects.
- 7.14. The project work will carry maximum 100 marks, of which internal teacher shall award marks out of maximum 40 marks on the basis of project work done by the student as a continuous assessment. Remaining marks shall be awarded out of maximum 60 marks by examining the student during Viva-voce, by the panel of the external examiners to be appointed by the University.

7.15. No students will be permitted to appear for Viva-voce and Semester IV examinations, unless and until (s) he submits the project report before the stipulated time.

9. ADDITIONAL MAJOR SPECIALIZATION

8.1. 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. He has to appear for 8 papers including Project report of the additional specialization so opted.

8.2. He shall be given exemption for all other papers.

8.3. The student has to pay only Tuition fees for one year as may be prescribed from time to time for this purpose.

8.4. The student is not entitled to receive separate Degree Certificate or Class for this additional specialization.

10. STRUCTURE OF THE QUESTION PAPER

9.1. Each question paper shall be of 60 marks and of 3 hours duration.

9.2. **For Theory papers** there will be 2 Sections. In section I a candidate shall be required to answer 3 questions out of 5 questions & in section II (s)he shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.

9.3. **For Composite papers (theory and practical / problems)** there will be 2 sections. In section I (practical/problem) a student shall be required to answer 3 questions out of 5 questions & in section II (Theory) (s)he shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.

9.4. **For papers including case studies(101, 106, 206, 301, 303 & 403)** 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. 12 marks each.

9.5. **For case studies (Specialization Paper - 406)** out of 5 cases 3 cases should be attempted by the student. Each case shall carry 20 marks.

11. ELIGIBILITY OF THE FACULTY

Strictly As per norms fixed by AICTE / UGCand North Maharashtra University (www.nmu.ac.in)

12. JOB OPPORTUNITIES

In India, a Masters in Business Administration is considered as an attractive career option as after pursuing this degree, the demand of a student in the industry goes up. It is such a degree which makes students ready for a Managerial level role in the chosen field.

- Finance forms a major part of the operations of any company and there are great opportunities lying ahead for students of MBA finance, The prime areas where opportunities occur are Commercial Banking, Corporate Finance, Apart from these there are openings as financial planner, credit manager, investor relations officer, insurance advisor, risk management, money management, real estate planner and investment banking.
- Marketing is another common career path for MBA grads. Most large businesses, and many small businesses, utilize marketing professionals. Career options exist in areas of branding, advertising, promotions, and public relations. Some of the job titles include marketing manager, branding specialist, advertising executive, public relations specialist, and marketing analyst.
- HR is another field which is in demand in both public and private sector organizations. One can seek employment in public and private sector industries, banking and financial institutions, corporate houses, and multinational companies.
- Operations and Materials management specialization offers a very good scope to graduate engineers and can seek jobs in areas such as Material controls specialist, Inventory control specialists, Material planner, Loss control specialist, Production departments and quality assessment department.
- The Information Technology field also needs MBA grads to oversee projects, supervise people, and manage information systems. Career options are bright for IT and Systems mgt specialization. Many MBA grads are chosen to work as project managers, information technology managers, and information systems managers.
- Agriculture is the backbone to the Indian economy. This sector occupies 17.5% rate in the national GDP. Every company that is doing business transactions with farmers come under the agribusiness sector. Therefore opportunities for Agro business management students are tremendous; students can join in the warehousing, retail, seeds companies, fertilizers and pesticides companies, banks and insurance sectors. They can join management experts in the agriculture related industries, policy makers in financial industries. A career in agriculture consultancy, journalism, agri banking, hi-tech farming and agriculture engineering sectors also is a possibility.
- Apart from all these fields, there exists an opportunities in the export field with specialization as International Business Management. This field has got vast scope in the wake of globalization. The world became small as far as business and technology is concerned, this poses lot of challenges for international business opportunities.
- Retail Industry is one of the fastest changing and vibrant industries in the world, and has contributed to the economic growth of many countries. Indian retail sector has been rated as the fifth most attractive, emerging retail market in the world. Retail industry is expected to grow at a compound rate of 30 per cent over the next five years. Some of the

opportunities available for students after specializing in retail are Customer Sales Associate, Department Manager, Floor Manager, Category Manager, Store Manager, Retail Operation Manager, Visual Merchandisers Manager, Back-end Operations Logistics, Warehouse Managers, Retail Communication Manager and Retail Marketing Executives.

- Hospitality management specialization students can find work in catering, conference and events management, the entertainment and leisure sector, facilities management, food service management as well as Hospital Management and Tourism industry. Self-employment is an option with experience, business sense and a sound plan.

Finally merely a buzz word, MBA, produces lot of opportunities; it is the responsibility of the student to capture the hand on knowledge to understand the changing needs of the corporate world. One has to make sure that this conceptual knowledge opens up the doors to enter into the “Corporate world” which is normally our aim. This means one can become a successful entrepreneur or a manager depends upon how he/she shapes up with the knowledge...MBA degree is a GATEWAY.



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EQUIVALENCE OF OLD AND NEW COURSES FOR MASTER IN BUSINESS ADMINISTRATION (M.B.A.)

Old Paper	Old courses (w.e.f.- July 2011)	New Paper	New courses (w.e.f.- July 2014)
Semester-I			
101	Management Science	101	Management Science
102	Accounting for Managers	105	Business Accounting
103	Managerial Economics	103	Managerial Economics
104	Information Technology for Managers	202	Information Technology For Managers
105	Introduction To Operations Management	208	Operations Management
106	Organizational Behavior	106	Organizational Behavior - I
107	Corporate Social Responsibility	107	Corporate Social Responsibility
108	Corporate Communication Skills	102	Corporate Communication Skills
Semester - II			
201	Management Practices	206	Organizational Behavior – II
202	Business Research Methods	201	Business Research Methods
203	Global Economic Scenario	203	Global Economics Scenario
204	Management Information System and ERP	302	Management Information System & ERP
205	Financial Management	207	Financial Management
206	Human Resource Management	104	Human Resource Management
207	Marketing Management	204	Marketing Management
208	Quantitative Techniques	108	Quantitative Techniques
Semester - III			
301	Strategic Management	301	Strategic Management
302	e-Commerce & Excellence Management	402	e-Commerce & Excellence Management
303	Legal Aspects of Business	303	Legal Aspects Of Business
304	Specialization-I (Major)*	304	Specialization-I
305	Specialization-II (Major)*	305	Specialization-II
306	Specialization-III (Major)*	306	Specialization-III
307	Specialization-IV (Major)*	307	Specialization-IV
308	Specialization (Minor-I)**		Three chances to be given of the same paper (308 minor-I)
Semester - IV			
401	Family Business Management	401	Current Business Scenario
402	Entrepreneurship & Project Management	404	Entrepreneurship & Project Management
403	Indian Commercial Laws	403	Indian Commercial Laws
404	Specialization-V (Major)*	405	Specialization-V
405	Specialization-VI (Major)*	406	Specialization-VI
406	Specialization-VII (Major)*	407	Specialization-VII
407	Project Report & Viva-Voce*	408	Project Report & Viva-Voce
408	Specialization (Minor-II)**		Three chances to be given of the same paper (408 minor-II)



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: I

Paper: 101: Management Science

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objective of the Course:

1. To develop a sound conceptual framework for understanding management sciences & Global management practices.
2. To get in-depth knowledge in various functions of Management.
3. To be able to understand & solve case studies in Management.

1. Management and Principles of Management (9)

- 1.1. Management : Concept, Nature, Importance
- 1.2. Management: Art and Science & as a Profession, Management Vs Administration, Levels of Management & their respective functions, Managerial Skills & roles.
- 1.3. Evolution of Management: Introduction to Scientific Management by Taylor, Administrative Management by Fayol, Contribution of Peter Drucker, Decision Theory Approach, Contingency Approach, Human behavior Approach,

2. Functions of Management –I (9)

- 2.1. Planning: Nature, Scope, Objective and Significances of Planning, Key factors to planning, Types of Plans, Process of Planning, Effective planning-Principles, Barriers & How to overcome barriers, Planning Premises and Forecasting.
- 2.2. Decision Making – Types of Decision, decision making processes, Effective Decision.
- 2.3. Organizing: Concept, Organization Theories, Designing Organization Structure, and Forms of Organizational Structure, Departmentation- need, importance & bases of Departmentation.

3. Management Functions - II (10)

- 3.1. Staffing: Concept, Manpower Planning, MBO new approach to performance appraisal.
- 3.2. Directing: Concept, Direction and Supervision, Importance & Principles of Directing.
- 3.3. Coordination – Need & Importance, Coordination & Cooperation, Techniques of Effective coordination.
- 3.4. Controlling: Concept, Types of control, Method : Pre-control - Concurrent control - Post control, Control areas.

4. Indian Management Practices (03)

- 4.1.1. Indian Ethos: Essential Features & insights
- 4.1.2. Indian Management Practices
- 4.1.3. Challenges before Indian Managers

5. Global Management Practices (07)

- 5.1. TOWS matrix : A modern tool for analysis
- 5.2. Diversity and Multiculturalism: Nature, Dimensions, Effects, How to manage Diversity and Multiculturalism in the organization.
- 5.3. Bench Marking :
 - 5.3.1. Definition, Need, Levels & prerequisites,
 - 5.3.2. Process : Planning, Analysis, Integration, Action Phase
 - 5.3.3. Advantages & limitations of Benchmarking.
- 5.4. Japanese Management Practices: 5-S system, Kai-Zen, William Ouchi's Theory-Z

6. Case study:**(10)**

A real word situation facing a manager should be considered for analysis & discussion.

Steps: Fact/Summary, Problem Identification, Analysis of Problems, Alternate Solutions, Best Solution

REFERENCE BOOKS:

1. Principles Of Management - Koontz – (Tata McGraw Hill, 1st Edition 2008)
2. Management Principles & Application - Griffin, Ricky W. : (Cenage Learning/Thomson Press)
3. Principles of Management: Text and Cases, 1e - Bhattacharyya - Pearson
4. Fundamentals Of Management : Essential Concept And Applications - Robbins S.P And Decenzo David A. – (Pearson Education ,5th Edition)
5. Global Business Management Adhikari Macmillan
6. Indian Ethos - Nandagopal Tata McGraw Hill
7. Global Management Solutions: Demystified by Seth- Cengage Learning
8. Principles Of Management – NeeruVashisth - Taxmann
9. Management - Robbins & Coulter – (Prentice Hall Of India,8th Edition)
10. Management – Text & Cases by V.S.P.Rao& V Hari Krishna– Excel Books
11. Management : A Global And Entrepreneurial Perspective - Wehrich Heinz And Koontz Harold (McGraw Hill 12th Edition 2008)
12. Management by Stoner, Freeman, Gilbert – Pearson/ Prentice Hall
13. Management: Task, Responsibilities, Practices by Peter F. Druker – Allied Publishers Pvt. Ltd
14. Management: Value-Oriented Holistic Approach by S.A. Sherlekar – Himalaya Publishing House
15. Principals Of Management - L.M.Prasad– Sultan Chand
16. Principles Of Management - R.N.Gupta- S. Chand



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: I

Paper: 102: Corporate Communication Skills

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objective of the Course:

1. To provide fundamental knowledge about communication process and practices
2. To create strong foundation for developing communication skills
3. To prepare students to undertake practical assignments and projects in the corporate world

- 1. Introduction to Communication: (8)**
 - 1.1. Definition,
 - 1.2. Process of Communication,
 - 1.3. Objectives of Communication,
 - 1.4. Media of Communication,
 - 1.5. Barriers to Communication.
- 2. Types of Communication: (8)**
 - 2.1. Verbal-Non Verbal Communication,
 - 2.2. Written-Oral Communication,
 - 2.3. Internal-External Communication,
 - 2.4. Vertical-Horizontal Communication,
 - 2.5. Formal-Informal Communication
- 3. Communication Skills: (10)**
 - 3.1. Reading-Need, Importance, Techniques
 - 3.2. Writing-Purpose, Styles
 - 3.3. Speaking-Importance, Techniques
 - 3.4. Listening-Types, Importance, Problems
 - 3.5. Interpersonal- Importance, developing skill
 - 3.6. Cross-cultural-Need and importance
- 4. Corporate Communication – Oral: (8)**
 - 4.1. Telephone-Utility and problems
 - 4.2. Face-to-face-Need, improving effectiveness
 - 4.3. Meetings- Types, Agenda, Minutes, Role of participants
 - 4.4. Interview- Types, Conducting effective job interviews, Preparing for interview

5. Corporate Communication – Written: (8)

- 5.1. Memo,
- 5.2. Notice,
- 5.3. Letter Writing-Positive and negative messages, Job related letters
- 5.4. Report Writing- Types, data collection and writing of reports

6. Modern Techniques of Communication: (6)

- 6.1. Internet-Utility and problems
- 6.2. PowerPoint Presentations –Utility and Techniques of preparing effective presentations
- 6.3. Mobiles-Importance and limitations
- 6.4. Blogs-Meaning and utility
- 6.5. Video Conferencing-Need and limitations

Note for Practical: Practice sessions for development of skills should be regularly conducted.

Continuous assessment based on participation and performance should be evaluated for 20 marks in internal assessment.

References

1. Business Communication (BCOM) – Lehman Sinha- Cengage Learning
2. Basics of Business Communication – Lesikar, Pande – Tata McGraw Hills
3. Business Communication: Concepts, Skills and Practices, 3/e – Chaturvedi - Pearson
4. Business Communication – Sinha - Taxmann
5. Corporate Communication Skills – Shubhada Kulkarni – Prashant Publications
6. Business Communication: Essential Strategies for Twenty-first Century Managers, 1/e - Verma - Pearson
7. Business Communication - Raman & Singh - Oxford Publication.
8. Business Communication for Managers - Penrose / Rasberry / Myers - Cenage Learning.
9. Effective Business Communication – Jain, Mukherji – Tata McGraw Hill
10. Business Communication – Rai&Rai – Himalaya Publishing House
11. Business Communication – Nawal - Cenage Learning.
12. Business Communication – P Subba Rao, Anita, Hima - Cenage Learning.
13. Developing Communication Skills (2/e) Mohan & Banerjee - Macmillan



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: I

Paper: 103: Managerial Economics

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objective of the Course:

1. To make the heterogeneous students to understand basics of any kind of economic activity
2. With the presumption of certain knowledge, to apply the economic concepts to the real world situations.
3. To enjoy the journey of economic; the student to feel enough enriched so, they can take entrepreneurial risks in a better sense.

1. Basic Of Managerial Economics

(08)

- 1.1. Nature & Scope of Managerial Economics
- 1.2. Micro Economics
 - 1.2.1. Demand: The Benefit side of the Market (Law, Schedule, Graphs, Elasticity and Determinants, Shifts in the Demand curve)
 - 1.2.2. Supply: The Cost side of the Market (Law, Schedule, Graphs, Elasticity and Determinants, Shifts in the Supply curve)
 - 1.2.3. Markets (Equilibrium & Dis-equilibrium)
- 1.3. The Art & Science of Economic Analysis
 - 1.3.1. Economic Problem of Scarce Resources & Unlimited Wants
 - 1.3.2. The Art & Science of Economic Analysis

2. Market Structures

(15)

- 2.1. Various Features of the Market
- 2.2. Types of Market: Features and Characteristics of-
 - 2.2.1. Perfect Competition
 - 2.2.2. Monopoly
 - 2.2.3. Oligopoly and Classification of Oligopoly
 - 2.2.4. Monopolistic competition
- 2.3. Price Discrimination under Monopoly-Forms, Objectives and Condition of Price Discrimination.
- 2.4. Price and Output decisions under Monopoly
 - 2.4.1. Price and Output equilibrium
 - 2.4.2. Monopoly equilibrium and Price Elasticity of Demand
 - 2.4.3. Monopoly equilibrium in case of Zero Marginal Cost
 - 2.4.4. Long run equilibrium
- 2.5. Price and Output decisions under Oligopoly
 - 2.5.1. Approaches to determine Prices and Output
 - Ignoring Interdependence, Predicting reaction pattern and counter moves, Cooperative behavior.
 - 2.5.2. Cooperative Vs Non-cooperative behavior

- The basic Dilemma of Oligopoly, The cooperative solution, The Non-cooperative equilibrium-Nash equilibrium
- 2.5.3.Collusive Oligopoly – Cartel as a cooperative model (Market sharing Cartel, Instability of a Cartel)
- 2.5.4.Price and Output decisions under the price leadership of Dominant firm
- 2.6. Price and Output decisions under Monopolistic Competition
 - 2.6.1.Price and Output decisions under different cost conditions
 - Total cost lower than equilibrium price
 - Total cost more than equilibrium price
 - Total cost equal to the equilibrium price
 - 2.6.2.Study of Short and Long run equilibrium of Monopolistic competition

3. Macroeconomics for Management (08)

- 3.1. Meaning of Macroeconomics
- 3.2. The major issues in Macroeconomics - Employment and Unemployment, Determination of NI/GNP, General Price level and Inflation, Business Cycle, Stagflation, Economic Growth, BoP and Exchange Rate
- 3.3. The role of Government in the Macro economy - Fiscal Policy, Monetary Policy & Growth Policies

4. National Income (NI) (08)

- 4.1. Meaning of National Income and National Product
 - 4.1.1.NI aggregates – GNP, GDP, NNP or NI at Market Prices and at Factor Cost
 - 4.1.2.Personal Income (PI) and Disposable Income (DI)
- 4.2. Concept of National Income
 - 4.2.1.GDP based on Expenditure approach
 - 4.2.2.GDP based on Income approach
 - 4.2.3.The components of GDP: Consumption, Investment, Government purchases and Net Exports.
- 4.3. Circular flow of Income and Expenditure

5. Analysis of Economy (07)

- 5.1. Introduction and Phases of Business Cycles
- 5.2. Economic Stabilization: Fiscal Policy
 - 5.2.1.Introduction and Goals of Macroeconomic policy
 - 5.2.2.Discretionary Fiscal Policy for Stabilization: Fiscal policy to cure Recession, Financing-Increase in Govt. Expenditure and Budget deficit, Fiscal policy option: Increase in Govt. Expenditure or Reduction in Taxes, Fiscal policy to control Inflation
 - 5.2.3.Non-Discretionary Fiscal policy: Personal I. Tax, Corporate I. Tax, Transfer Payments, Corporate Dividend policy
- 5.3. Economic Stabilization: Monetary Policy
 - 5.3.1.Introduction and Tools of Monetary policy
 - 5.3.2.Expansionary monetary policy to cure Recession or Depression
 - 5.3.3.Tight Monetary policy to control Inflation

REFERENCE BOOKS:

- 1. Macro Econ-A South Asian Perspective, by WiliamMcEachern& A. Indira, Cengage Learning, First Impression 2012

2. Principles of Economics, Third Edition, by Frank and Bernanke, Tata-McGrawhill, Second Reprint-2007
3. Managerial Economics, by Anand Kumar Sharma, Anmol Publications Pvt. Ltd, New Delhi, First published-2006
4. Managerial Economics, 1/e -Agarwal- Pearson
5. Managerial Economics by Dr. H.L. Ahuja, Fifth Edition-2011, S. Chand
6. Principles of Economics, Fourth edition, by Mankiw, Thomson India edition, Second Indian reprint-2007
7. Micro Economics – Abha Mittal - Taxmann
8. Managerial Economics by BJ Lathi – Prashant Publications
9. Microeconomics, 2/e –Dwivedi- Pearson



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: I

Paper: 104: Human Resource Management

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objective of the Course:

1. To understand importance of Human Resource Management.
2. To provide essential knowledge of important function of HRM.
3. To create strong foundation for further studies in the field of HRM
4. To get acquainted about latest trends & practices of HRM
5. To prepare students to undertake practical assignments and projects in the HRM area

1. Introduction to Human Resource Management (HRM) (10)

- 1.1. Meaning, Uniqueness of Human Resource
- 1.2. Definitions, Nature, Scope, Objectives & Functions of HRM
- 1.3. HRM Vs. Personnel Management, HRM Vs. HRD
- 1.4. HRM Environment
- 1.5. Contributing Role of HR Management
- 1.6. Qualities of HR Manager
- 1.7. Future Role & Challenges before HRM

2. Process of Procurement (12)

2.1. Human Resource Planning

- 2.1.1. Concept, Need, Characteristic & Benefits of HRP
- 2.1.2. Factors Affecting HRP
- 2.1.3. Process of Human Resource Planning
- 2.1.4. Methods of HR Forecasting
- 2.1.5. Requirements of Effective HRP
- 2.1.6. Barriers to HRP

2.2. Recruitment

- 2.2.1. Concept, Purpose & Factors Affecting Recruitment
- 2.2.2. Sources of Recruitment
- 2.2.3. Process of Recruitment, Selection tests

2.3. Selection

- 2.3.1. Concept Selection process
- 2.3.2. barriers of selection

2.4. Placement : Concept & Problems

2.5. Induction/Orientation,

- 2.5.1. Concept, Objective Types & Steps in Orientation
- 2.5.2. Topics of Induction Programme
- 2.5.3. Problems in Induction
- 2.5.4. Socialisation

3. Career & Succession Planning (06)

3.1. Career Planning

- 3.1.1. Meaning, Need, features, objective of career Planning
- 3.1.2. Process of career planning
- 3.1.3. Merits & limitations of career Planning
- 3.1.4. Career Guidance

- 3.2. **Career Development,**
 - 3.2.1.Roles in career Development,
 - 3.2.2.Career Development Initiatives
- 3.3. **Succession Planning**
 - 3.3.1.Meaning, Succession Planning Process
 - 3.3.2.Succession Planning Decisions
 - 3.3.3.Benefits of formal Succession Planning
- 4. Performance appraisal (08)**
 - 4.1. Definitions, Objective & Process of Performance Appraisal
 - 4.2. Methods of Performance Appraisal
 - 4.2.1.Traditional Methods: Ranking, Paired Comparison, Grading, Critical Incident, Force Choice, Checklist, Graphic Rating, Essay Evaluation, Confidential Reports
 - 4.2.2.Modern Methods: MBO, BARS, Assessment Centres, 360 Degree Appraisal System
 - 4.3. Problems with Performance Appraisal
 - 4.4. Legal issues Associated with performance Appraisal
 - 4.5. Competency Mapping
- 5. Training & Development (06)**
 - 5.1. Employee Training:
 - 5.1.1.Meaning, Need and Objective of Training,
 - 5.1.2. Methods of Training : On the Job & Off the Job
 - 5.1.3.Sensitivity Training
 - 5.1.4.Evaluation of Training
 - 5.2. Executive Development: Meaning & Methods of Executive Development
- 6. Trends in HRM: (10)**
 - 6.1. Human Resource Audit
 - 6.2. Human Resource Information System
 - 6.3. Human Resource Accounting
 - 6.4. Employer branding
 - 6.5. Moonlighting by employees
 - 6.6. Dual career group
 - 6.7. Competency Mapping
 - 6.8. Downsizing & Rightsizing
 - 6.9. HR Matrix
 - 6.10. HR Balance score card
 - 6.11. Virtual Organizations & HRM
 - 6.12. Emotional Intelligence
 - 6.13. Talent Management
 - 6.14. Flexi-time & Flexi-work
 - 6.15. e-HRM : e-recruitment, e-selection, e-training & e-learning.

REFERENCE BOOKS:

1. Human Resource Management: A south Asian Perspective – Mathis, Jackson, Tripathi – Cengage Learning
2. Human Resource Management By GarvyDessler.- Pearson
3. Human Resource Management By Dr K. Ashwathappa – Tata McGraw Hill
4. Human Resource Management – Lathi, Narkhede – Prashant Publications
5. Human Resource Management By SeemaSanghi - Macmillan
6. Human Resource Management By S.S.Khanka – S Chand & Sons
7. Human Resource Management: A south Asian Perspective By Snell, Bohalender, Vohra- Cengage Learning
8. Essentials of Human Resource Management By P. SubbaRao – Himalaya Publishing House
9. Comprehensive Human Resource Management By PravinDurai - Pearson
10. Human Resource Management by Wayne Mondy – Pearson
11. Human Resource Management : Text and Cases, 1e -Pande/ Basak - Pearson
12. Human Resource Management By Dr. C.B. Gupta – Sultand Chand & Sons
13. Human Resource Management, Text & Cases By Dr. V.S.P Rao - Excel Books



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: I

Paper: 105: Business Accounting

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objective of the Course:

1. To provide basic knowledge Business accounting.
2. To study accounting concepts, conventions & standard.
3. To get knowledge about costs & cost accounting
4. To prepare reconciliation statements

1. Financial Accounting

(16)

- 1.1 Double Entry System of Accounting, Types of Accounts
- 1.2 Journal & Ledger Posting, Preparation of Trial Balance
- 1.3 Rectification of Errors
 - 1.3.1 Types of Errors, Trial Balance & Errors
 - 1.3.2 Rectification of Errors , Suspense A/c
- 1.4 Proprietor's Final Accounts with Adjustments
- 1.5 Accounting Concepts & Conventions
- 1.6 Accounting Standards:As-1, As-2, AS-4, AS-5, AS-6, AS-9, AS-10

2. Bank Reconciliation Statement

(06)

- 2.1 Causes of Difference between two balances
- 2.2 Methods of Reconciliation
- 2.3 Preparation of Bank Reconciliation Statement

3. Cost Accounting

(04)

- 3.1 Elements of Cost
- 3.2 Preparation of Cost Sheet

4. Materials Management

(10)

- 4.1 Documentation of Purchase and storekeeping
- 4.2 Recording of Material LIFO, FIFO, Simple Average, Weighted Average
- 4.3 Levels of Inventory
- 4.4 EOQ, Ordering Cost, Carrying Cost
- 4.5 Techniques of Inventory Management: ABC Analysis, JIT etc.
- 4.6 Practical problems on Decision making relating to Inventory Management

5. Allocation and Absorption of Overheads (08)

- 5.1 Primary Distribution
- 5.2 Secondary Distribution
- 5.3 Methods of Absorption
- 5.4 Under absorption and over absorption of Overheads

6. Reconciliation of Cost and Financial Accounts (04)

- 6.1 Reasons for difference
- 6.2 Importance of Reconciliation
- 6.3 Reconciliation of Cost and Financial Accounts

Reference Books

1. Fundamentals of Accounting , Dr. P C Tulsian, S. chand Publications
2. Fundamentals of Financial Accounting – Ashok Sehgal - Taxmann
3. Financial Accounting, 1e -Tulsian- Pearson
4. Financial Accounting for management – Shankaarnarayana, Ramanath - Cengege
5. Fundamentals of Accounting , P. Mohana Rao, Prentice Hall International Publications
6. Fundamentals of Accounting , A K Agrawal and KamleshAgrwal, KitabMahal
7. Book Keeping & Accountancy: Prof. R . G. Tayade& Others, Vishal Publications
8. Fundamentals of Accounting , Sanjay Chhabra
9. Cost Accounting : RSN Pillai, S. chand Publications
10. Costing, Dr. GangadharKayande-Patil , Chaitnya Publications
11. Cost Accounting - Dr. Jawaharlal - Tata McGraw-Hill
12. Cost Accounting – Fundamentals, N k Agrawal & Deepali Jain, Asian Book Pvt Ltd.
13. Cost and Management Accounting, M N Arora, Himalaya Publications
14. Cost and Management Accounting – Ravi M. Kishore – Taxmann
15. Introduction to Financial Accounting, 9e -Horngren- Pearson
16. Financial Accounting for Management: An Analytical Perspective, 4ed – Gupta - Pearson



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: I

Paper: 106: Organizational Behavior -I

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objective of the Course:

1. To study Human behavior at work
2. To get knowledge of Individual, Interpersonal & Group perspectives
3. To get in depth knowledge about motivation
4. To prepare students to undertake practical knowledge through case studies

1) Introduction

(06)

- a) Definition of O.B.
- b) Key elements of O.B.
- c) Nature & Scope of O.B.
- d) Approaches to O.B.
- e) Disciplines contributing to O.B.
- f) Emerging challenges and opportunities for O.B.
- g) International O.B

2) Individual Perspective

(12)

- a) **Personality:**
 - i. Definition & Concept.
 - ii. Determinants of Personality
 - iii. Personality Traits
 - iv. Personality Attributes
 - v. Measuring Personality
- b) **Attitudes:**
 - i. Concept & Nature
 - ii. Formation of Attitudes
 - iii. Types of Attitudes
 - iv. Components of Attitudes
 - v. Functions of Attitudes
 - vi. Ways to change Attitudes
 - vii. Attitudes & O.B.
- c) **Job Satisfaction:**
 - i. Meaning & Definition
 - ii. Factors affecting Job Satisfaction
 - iii. Ways of measuring Job Satisfaction
 - iv. Impact of Job Satisfaction on Work Performance
- d) **Perception:**
 - i. Definition & Nature of Perception
 - ii. Perceptual Process
 - iii. Factors Influencing Perception,
 - iv. Attribution theory
 - v. Frequently used shortcuts in judging others
- e) **Learning:**
 - i. Meaning & Definition
 - ii. Theories of Learning
 - iii. Methods of shaping behavior
 - iv. Schedules of Reinforcement

v. Learning & Behavior

3) Group Dynamics (6)

- a) Definition & Characteristics
- b) Why do people join groups?
- c) Features of Group Dynamics
- d) Classification of Groups
- e) Stages of Group Development: The five stage model
- f) Group Properties: Roles, Norms, Status, Size & Cohesiveness
- g) Group Think, Group Shift.

4) Interpersonal Relationship (6)

- a) Conflict: Meaning & Concept
- b) Features of Conflicts.
- c) Aspects of Conflicts (Functional and Dysfunctional)
- d) Types of Conflicts: (Individual, Interpersonal & Intergroup)
- e) Developing interpersonal relations : Transactional Analysis and Johari Window
- f) Conflict Management

5) Motivation (08)

- a) Meaning & Definition
- b) Types of Motives
- c) Theories of Motivation
 - i. Hierarchy of needs Theory
 - ii. Theory X and Theory Y
 - iii. Motivation-Hygiene Two Factor theory
 - iv. ERG theory
 - v. Vroom's Expectancy theory
 - vi. McClelland's Learned Needs Theory
 - vii. Goal Setting Theory
 - viii. Reinforcement Theory
- d) Motivation applied – Tools of Motivation: Financial and non-Financial incentives

6) Case study: (10)

A real word situation facing a manager should be considered for analysis & discussion.

Steps: Fact/Summary, Problem Identification, Analysis of Problems, Alternate Solutions, Best Solution

References

1. Organization Behavior – Stephen Robbins, Vohra - Pearson
2. Organization Behavior(ORGB): A south Asian perspective – Nelson, Quick, Khandelwal – Cengage Learning
3. Organization Behavior – Margie- Paraikh- Tata McGraw Hill
4. Organization Behavior – NeeruVasisth - Taxmann
5. Organization Behavior – Suja R. Nair, Himalaya Publications
6. Organization Behavior –S.S. Khanka – S Chand
7. Organization Behavior – V.S.P.Rao – Excel Publication
8. Organization Behavior – K. Ashwathappa - Himalaya
9. Human Relations and OrganisationalBehaviour (5/e) - Dwivedi - Macmillan
10. Organization Behavior –Fred Luthans - TMH
11. Human Behavior at Work –Keith Devis-TMH
12. Organization Behavior – P. Subba Rao - Himalaya
13. Organization Behavior – M.N. Mishra, Vikas Publications
14. Organizational Behaviour, 2/e - Singh - Pearson



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: I

Paper: 107: Corporate Social Responsibility

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objective of the Course:

1. To study the relationship between corporates and Society.
2. To understand how the corporates involve themselves in social actions
3. To get in depth knowledge about Business ethics & Its scope in Business
4. To gather more knowledge about corporate governance.

1. Understanding Social Issues (06)

- 1.1. Social Issues : Concept, Characteristic and Causes of Social Problems
- 1.2. Social Issues *vis-a-vis* corporate environment: Casteism, Agitation in Youth, Corruption, Black money, Terrorism, Sexual Harassment at Workplace & their impact on Society
- 1.3. Social Cost of Development

2. Business Ethics (12)

2.1. Basic Framework

- 2.1.1. Values, norms & beliefs
- 2.1.2. Culture, Cultural differences, Hofstede's Dimensions of Cultural Differences, cultural discrimination
- 2.1.3. Concept of Ethics Morality & Moral Standards, Characteristic of Moral Standards
- 2.1.4. Meaning & Importance & Factors affecting Business Ethics
- 2.1.5. Applied Ethics, Code of Ethics vs code of conduct vs code of practice

2.2. Ethical Decision Making

- 2.2.1. Ethical D/M Process
- 2.2.2. Ethical norms for business decisions
- 2.2.3. Ethical consistency
- 2.2.4. Ethical Dilemma
- 2.2.5. Role & Qualities Of CEO
- 2.2.6. Business ethics & CEO

2.3. Professional Ethics

- 2.3.1. Ethics in Marketing,
- 2.3.2. Ethics in HRM,
- 2.3.3. Ethics in Finance & Accounting
- 2.3.4. Ethics in Information Technology
- 2.3.5. Ethics in Production

3. Ethical Mind (06)

- 3.1. Basics of Mind Management
- 3.2. Objective & Subjective Mind
- 3.3. Training the Mind
- 3.4. Self-Development
- 3.5. Stages of Self Development
- 3.6. Effects of Past Tendencies

- 4. Corporate Social Responsibility (14)**
- 4.1. Concept, Definition & Scope of Corporate Social Responsibility
 - 4.2. Corporate Social Responsibility and the Law
 - 4.3. Corporate Social Responsiveness
 - 4.4. Corporate Social Performance
 - 4.5. Diverging Views on Social Responsibility (Arguments for & against)
 - 4.6. Prestigious awards for CSR
 - 4.7. ISO 26000
 - 4.8. Social Responsibility & Indian Corporations
 - 4.9. Criterion for Determining The Social Responsibility of Business
 - 4.10. Areas of Social Responsibility of Business
 - 4.11. Social Accounting: Definition, objective, scope, contents, Indian scenario
 - 4.12. Social Audit: Definition, Approaches, objective, need
- 5. Unethical Behavior in Organizations (03)**
- 5.1. Understanding Unethical Behavior
 - 5.2. Individual Factors Contributing to Unethical Behavior
 - 5.3. Organizational Factors Contributing to Unethical Behavior
- 6. Corporate Governance (07)**
- 6.1. Meaning & definition of Corporate Governance
 - 6.2. Principles of Corporate Governance
 - 6.3. Issues in Corporate Governance
 - 6.4. Professionalization Of Corporate Governance
 - 6.5. 'Good' Corporate Governance
 - 6.6. Corporate Governance Practices in India

References

1. Business Ethics and Corporate Governance, 2/e -Fernando- Pearson
2. Ethics in Business & corporate governance: Mandal – Tata McGraw Hill
3. Corporate Social Responsibility – NarkhedeParag– Prashant Publications
4. Corporate Governance: Principal Policies & Practices by Fernando, Pearson Education
5. Corporate Governance, Values & Ethics – Vasisth, Rajput - Taxmann
6. Business Ethics: An Indian Perspective – Francis Mishra - TMH
7. Ethical Management: Text cases in BE & CG by SatishModh, Macmillan
8. Ethics in Management & Indian Ethos by Biswanath Ghosh, Vikas Publications
9. Corporate Governance, Business Ethics and CSR – J P Sharma – Ane Books
10. Business Ethics ManishaPaliwal, New age International
11. Business Ethics & Values by Senthil Kumar, Himalaya Publications
12. Social Problems in India by Ram Ahuja, Rawat Publications.
13. Corporate Governance and Business Ethics – Mathur – Macmillan



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: I

Paper: 108: Quantitative Techniques

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objective of the Course:

1. To understand role of Quantitative techniques & Statistics in Business & Industry
2. To study the decision & Games Theory.
3. To study statistics necessary to calculate different Indices
4. To find of significance between variables with the help of different statistical tools.

Section-I Quantitative Techniques

1. Quantitative Techniques and Linear Programming (08)

1.1. Quantitative Techniques

- 1.1.1. Meaning, Field of Application
- 1.1.2. Role of Quantitative Techniques in Business and Industries.
- 1.1.3. Limitation of QT.

1.2. Linear Programming Problems

- 1.2.1. Meaning of Linear Programming Problem, Feasible Solution, Decision Variable, Optimum Solution, And Objective Function.
- 1.2.2. Advantages And Assumptions Of LPP
- 1.2.3. Formulation Of LPP Problems
- 1.2.4. Graphical Method to Solve Linear Programming Problem

2. Decision Theory and Game Theory (10)

2.1. Decision Theory

- 2.1.1. Decision Making Problem
- 2.1.2. Different Situations Of Decision Making:-
Decision Under Deterministic Situation,
Decision under Stochastic Situation,
And Decision under Uncertainty.
- 2.1.3. Maximax Criterion, Maximin Criterion, Minimax Criterion,
Hurwitz Criterion, Laplace Criterion.
- 2.1.4. Expected Monetary Value Criterion, Expected Regret Criterion.
- 2.1.5. Expected Value Of Perfect Information
- 2.1.6. Decision Trees

2.2. Game Theory

- 2.2.1. Concept and Terminology
- 2.2.2. Two Person Zero Sum Game
- 2.2.3. Game with Saddle Point

3. PERT and CPM (06)

- 3.1. CPM and PERT: Concepts, Advantages and Comparison and Limitations.
- 3.2. Network Logic Construction Rules and Activity Relationship.
- 3.3. Determination of Critical Paths.

Section –II Statistics

4. Basic of statistics, Correlation and Regression (10)

4.1. Basics of Statistics

- 4.1.1. Statistics – Meaning , Utility In Business Management
- 4.1.2. Mean, Mode, Median and Their Relationship.
- 4.1.3. Standard Deviation

4.2. Correlation and Regression

- 4.2.1. Meaning of Correlation
- 4.2.2. Meaning of Positive, Negative and Perfect Correlation; Scatter Diagram
- 4.2.3. Karl Pearson's Coefficient Of Correlation
- 4.2.4. Meaning of Regression, Simple Regression
- 4.2.5. Meaning Of Regression Coefficients, Statement of Properties of Regression Coefficients.
- 4.2.6. Numerical Problems from Real Life Situations.

5. Index Numbers (06)

5.1. Definition, Types, Uses of Index Numbers

5.2. Methods of construction of Price Indexes

- 5.2.1. Unweighted price Index : Single price index, Aggregate price Index
- 5.2.2. Weighted Price Index: Weighted Aggregate Price Index -
- 5.2.3. Laspeyre's Method; Paasche's Method; Fisher's Ideal Method

6. Test of Significance (08)

6.1. χ^2 -test (Chi-Square test)

- 6.1.1. Chi-square distribution,
- 6.1.2. Properties of Chi-square distribution,
- 6.1.3. Conditions for Chi-square distribution
- 6.1.4. Application of Chi-square distribution,
- 6.1.5. Tests of goodness-of-fit

6.2. 't'-test: properties, uses, one sample t-test

6.3. Oneway ANOVA: meaning, Assumptions, (Simple problems)

REFERENCES: Quantitative Techniques

1. Operations Research by Heera & Gupta – S. Chand & Sons
2. Quantitative methods for Business – Anderson, Sweeney 12th Ed – Cengage Learning
3. Quantitative Techniques by Vora – Tata McGraw Hill
4. Quantitative Techniques by L.C. Jhamb - Everest Publishing House
5. Operations Research by V.K. Kapoor – Sultan Chand & Sons
6. Operations Research: Theory and Applications (4/e) J K Sharma Macmillan
7. Quantitative Techniques for Management, 1e - Levine - Pearson

REFERENCES: Business Statistics

1. Business Statistics by S.C. Gupta & Indira Gupta – Himalaya Publishing House
2. Business Statistics by Thukral – Taxmann
3. Statistical Methods by S.P. Gupta – Sultan Chand & Sons
4. Statistics for Business & Economics - Anderson, Sweeney 11th Ed – Cengage Learning
5. Business Statistics – Beri - Tata McGraw Hill
6. Statistics for Management by - Anderson - Cengage Learning
7. Statistics for Business and Economics (4/e) – Hooda - Macmillan

SEMISTER = II



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: II

Paper: 201: Business Research Methods

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objective of the Course:

1. To develop a sound conceptual framework for understanding research in management.
2. To get in-depth knowledge in research design and methodologies.
3. To be able to formulate research questions and identify knowledge gaps.
4. To get insight about IBM SPSS/PASW package for testing of Hypothesis

1. Basics of Research Methodology (12)

- 1.1. Meaning, Objective, Features, Importance & Types of Research
- 1.2. Research Methods Vs Research Methodology
- 1.3. Research Process
- 1.4. Requirements for a Good Research.
- 1.5. Research In Functional Area of Management
- 1.6. Managerial Value of Business Research
- 1.7. Research Problem: Formulation of Research problem, Components of Research Problem, Factors of Problem Identification, Nature of Problem, Sources of Identifying Research Problem, Process of Problem Formulation
- 1.8. Research Ethics
- 1.9. Difficulties of Research in India
- 1.10. Literature Survey

2. Research Design & Sampling Design (08)

- 2.1. Research Design
 - 2.1.1. Meaning & Requirement of Research Design
 - 2.1.2. Types of Research Design
 - 2.1.3. Factors Affecting Research Design
 - 2.1.4. Feature of Good Research Design
- 2.2. Sampling Design
 - 2.2.1. Sample, Sampling, Steps in Sampling Design, Criterion of selecting sampling procedure
 - 2.2.2. Sampling Methods
 - 2.2.2.1. Probability Sampling: Simple random, Systematic, Stratified, Cluster, Area, Multi-stage, Proportional, Sequential sampling.
 - 2.2.2.2. Non-probability Sampling: Convenience, Quota, Snowball, Judgment
 - 2.2.3. Sampling & Non Sampling Error

3. Data Management (08)

- 3.1. Data Collection
 - 3.1.1. Types & Sources of Data: Primary & Secondary
 - 3.1.2. Methods of Data Collection
 - 3.1.2.1. Observation: Characteristic, Merits & Demerits

- 3.1.2.2. Interview: Characteristic, Types, Steps, Merits & Demerits
- 3.1.2.3. Questionnaire: Procedure for formulating Questionnaire, Merits & Demerits
- 3.1.2.4. Schedule: Types of schedule, Schedule vs Questionnaire
- 3.1.2.5. Projective Techniques

3.2. Measurement & Scaling Technique

- 3.2.1. Measurement Scales: Nominal, Ordinal, Interval, Ratio
- 3.2.2. Tests of Sound Measurement: Validity, Reliability, Practicality
- 3.2.3. Scaling Techniques: Rating Scales, Ranking Scales.
- 3.2.4. Factors in selecting appropriate measurement scale

4. Testing of Hypotheses (06)

- 4.1. Hypothesis: Meaning, Sources, Importance & Types of Hypothesis
- 4.2. Criterion of Good Hypothesis
- 4.3. Basic Concept Concerning Testing of Hypotheses
- 4.4. Procedure for Hypotheses Testing

5. Advanced Tools For Hypothesis Testing Using SPSS (10)

- 5.1. Introduction to SPSS package, creating data files
- 5.2. Frequencies, Descriptive statistics, Chi square analysis & Cross Tabulation
- 5.3. T- test, Linear Correlation & Regression
- 5.4. One Way Analysis of Variance (ANOVA)
- 5.5. Multivariate Data Analysis: Factor Analysis, Cluster analysis
(Numerical are not Expected in Exam)

6. Interpretation & Report Writing (04)

- 6.1. Interpretation: Meaning, Techniques, Precautions
- 6.2. Organization Report Writing
 - 6.2.1. Purpose of report, Essentials of good report, Format of Report, Types of Report Presentation
- 6.3. Summer Project Reports
 - 6.3.1. Parameters: Declaration, Certificate, Acknowledgement, Executive Summary, Company Profile, Introduction of the project, Research Methodology, Interpretation & Analysis of Data, Findings-Suggestions & Conclusions, Bibliography, Annexure.

REFERENCE BOOKS:

1. Business Research Methods: A South Asian Perspective-8 ed. –Zikmund, Adhikari – Cengage Learning
2. Research Methodology- PrashantSarangi –Taxmann Publications
3. Business Research Methods – Naval Bajpai - Pearson
4. Business Research Methodology – Shrivastav- Tata McGraw Hill
5. Business Research Methods: Narkhede- Lathi – Prashant Publication.
6. Research Methodology (Methods & Techniques) – C.R.Kothari – New age
7. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan– Pearson Education
8. Business Research Methods- Donald R. Cooper, Pamela S. Schindler- 8/e - Tata McGraw-Hill
9. Research Methodology – Smarth&Siriya – S. Chand & Company Ltd.
10. Doing Data Analysis with SPSS by Carver, Nash – BROOKS/COLE Cengage Learning
11. SPSS for Windows Step by Step – George &Mallery – Pearson
12. Research Methodology, 2e- Kumar- Pearson
13. Research Methodology – Concepts & Cases – Chawala&Sodhi - Vikas



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: II

Paper: 202: Information Technology For Managers

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objective of the Course:

1. To develop a sound conceptual framework for Information Technology.
2. To understand various issues in Information technology.
3. To get Fundamental knowledge of Microsoft Office required for managers.

1. Fundamentals of Information Technology (03)

- 1.1. Basics Of Computer: I/P, O/P Hardware, System/Application Software
- 1.2. What Is Information Technology, Basic Concepts
- 1.3. Merits and demerits of Information Technology
- 1.4. interpreting and understanding information

2. Introduction To Database (06)

- 2.1. Business Intelligence
- 2.2. Managing Data : File Environment, Data Problems And Difficulties, Solutions, Data Life Cycle, Data Sources, Data Quality
- 2.3. Database Management System
- 2.4. Relational Model
- 2.5. Data Warehousing-Concept, Characteristics, Working, Benefits
- 2.6. Data Mining – Concept And Application, Types
- 2.7. Structured Query Language(SQL)

3. Information Technology Issues (11)

3.1. Information & Communication Technology In Organizations

- 3.1.1. Impact Of Information Technology On Organizations and Individuals
- 3.1.2. Improving Business Processes Through ICT

3.2. Strategic Issues of Information Technology

- 3.2.1. Strategic Information System
- 3.2.2. Strategic Advantage & Information Technology
- 3.2.3. Information Technology & Corporate Strategy
- 3.2.4. Integrating Technology With Business Environment

3.3. International Business & Information Technology

- 3.3.1. The impact of globalization on business
- 3.3.2. International business strategies
- 3.3.3. Key Issues In International Environment
- 3.3.4. Managing Information Technology Internationally
- 3.3.5. Transnational Virtual Firms & IT

4. Role Of Government & E- Governance (03)

- 4.1. Concept of E-Governance W.R.T. Govt.
- 4.2. Stages of E-Governance
- 4.3. Need, Benefits Of E-Governance W.R.T. Govt.
- 4.4. Areas of E-Governance W.R.T. Govt.

4.5. E-Governance Initiatives In India

5. Information Technology Revolutions

(13)

5.1. Web Revolutions

5.1.1. Network Computing: Internet & Web, Intranet & Extranet

5.1.2. Internet Software Agents: Search Engines, Directories, Software & Intelligent Agents

5.1.3. Portals: Information & Corporate Portals

5.1.4. Communication: Web-Based Call Centers, Electronic Chat Rooms, Voice Communications, Blogging

5.1.5. Virtual Collaboration, Groupware, Electronic Meeting Systems, Electronic Teleconferencing

5.1.6. E-Learning, E-Learning vs Distance Learning, Benefits Of E-Learning, Virtual Universities, Virtual Work & Telecommuting

5.2. Mobile And Wireless Technology

5.2.1. Broadband (High-Speed Packet-Based Wireless)

5.2.2. Voice Over Packet Networks (Vop)

5.2.3. General Packet Radio Service (GPRS)

5.2.4. Wireless Application Protocol (WAP)

5.2.5. Messaging

6. MS Office – 2010

(12)

6.1. Microsoft Word 2010- Creating Word Documents, Mail Merge, Use Of Advanced Functions

6.2. Microsoft Access 2010 – Creation Of Database, Queries, Reports, Labels & Forms

6.3. Microsoft Excel 2010 – Creation And Application Of Spread Sheet, Data Analysis And Management, Use Of Formulas, Functions And Graphs & Charts

6.4. MS PowerPoint 2010 – Creation, Organization And Presentation

6.5. Use Of Outlook Express- Mailing Through Outlook And Managing Groups

List Of Practical

1. MS Word – Creation Of Document, Formatting, Editing
2. Organizing Information With Tables And Outlines
3. Mail Merge Application
4. MS-Access – Creating Database, Defining Primary Keys, Designing Query
5. MS-Access – Designing Reports, Labels And Forms
6. Creating And Editing Worksheet
7. Creating And Using Formulae And Functions
8. Sorting And Querying Data, Working With Graphs And Charts
9. MS Power Point Slides, Use Of Templates And Slide Designs
10. Developing A Professional Presentation On Business Plan
11. Internet : Web Search And Surfing For Information
12. Publishing Documents On Web
13. Creating And Managing E-Mail Account
14. Creating And Managing Blog
15. Manipulation Of Data Base Using SQL – Create, Insert, Select, Select All
16. Manipulation Of Data Base Using SQL – Select Query, Cross Tab Query, Make-Table Query, Update Query, Append Query, Delete Query
17. To Design A Query To Access Selected Fields From Table To Generate Knowledge Base

References

1. Information Technology For Management By Henry Lucas, 7th Edition, Tata Mc-Graw Hill, New Delhi
2. Information Technology For Management: Transforming Organisations In The Digital Economy By Turban, Mclean, Wetherbe, 4th Edition, Willy India Edition, New-Delhi
3. Business Process Management: Integration In A Web-Enabled Environment By Margaret May, Prentice Hall Financial Times, Pearson Education, New Delhi.
4. Manage IT As A Business: How To Achieve Alignment And Add Value To The Company By Bennet P. Lientz & Lee Larssen, Elsevier Butterworth–Heinemann
5. E-Commerce E-Business By C.S. Rayudu, Himalaya Publication, New Delhi
6. Fundamentals Of Information Technology By Alexis Leon, Leon, Vikas Publications, New Delhi
7. MS-Office 2010 For Dummies By Peter Weverka Willy, New Delhi
8. MS-Office 2010 By Rutkosky, BPB Publication, New Delhi



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: II

Paper: 203: Global Economics Scenario

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objective of the Course:

1. To digest dynamism of the vast economic criteria, every changing technology and changing in socio cultural fabric in a most beneficial manner for their own entrepreneurial activities.
2. To understand the changing market in our own perception so that fuller utilization of resources can be leveraged for better welfare of the society.

1. International Economics

(10)

- 1.1. Meaning, Nature and Scope of International Economics
 - 1.1.1. Distinct features of International Transaction
 - 1.1.2. Categories of Economies
 - 1.1.3. Characteristic of Developed Economies
 - 1.1.4. Characteristic of Developing Economies
 - 1.1.5. Dimensions of Poverty, Economic characteristics, Demographic characteristics, Cultural and Political characteristics, Technological and Miscellaneous characteristics
 - 1.1.6. Newly Industrialize Economies, Transition Economies
 - 1.1.7. The growing Economic Power of Developing countries
 - 1.1.8. Factors promoting Global Economic Integration
 - 1.1.8.1. International Trade, Production sharing/Global sourcing, International Investment and Production, Cross-Border Mergers and Acquisitions, Economic Integration and Trade Pacts, Business Strategies
- 1.2. Understanding the theories of International Trade
 - 1.2.1.1. Absolute Cost Theory
 - 1.2.1.2. Comparative Cost Theory
 - 1.2.1.3. Opportunity Cost Theory
 - 1.2.1.4. Factor Endowment Theory
- 1.3. Gains from Trade
 - 1.3.1.1. Introduction about Gain from Trade
 - 1.3.1.2. Distribution of Gains
 - 1.3.1.3. The Nature of Gains
 - 1.3.1.4. Sources of Gain
 - 1.3.1.5. Factors determining Size of Gain
- 1.4. Terms of Trade
 - 1.4.1.1. Introduction
 - 1.4.1.2. Different concepts of Terms of Trade
 - 1.4.1.3. Influences on Terms of Trade

2. Globalization

(08)

- 2.1. Meaning, Dimensions and Drivers of Globalization
- 2.2. Globalization of Business
 - 2.2.1. Meaning and Dimensions
 - 2.2.2. Stages of Globalization
 - 2.2.3. Essential conditions for Globalization
 - 2.2.4. Effects of Globalization

- 2.2.5. Benefits of Globalization
- 2.2.6. Globalization Challenges
- 2.2.7. Globalization Strategies :
Exporting, Foreign Investment, Mergers and Acquisition, Joint Venture, Assembly Operations, Licensing and Franchising, Strategic Alliance, Management Contracts.

2.3. International Economic Tendencies

- 2.3.1. Liberalization, Forms of Liberalization, Perils of Liberalization
- 2.3.2. Privatization, Forms and Facets
- 2.3.3. Globalization, Cultural Barriers, Physical Barriers, Tariff and Trade Barriers, Political and Legal Barriers

3. Internationalization (10)

3.1. Modes of Internationalization

- 3.1.1. Entry Mode selection-Entry Mode Choices
- 3.1.2. Factors determining Entry Mode

3.2. Economic Environment

- 3.2.1. Introduction and Economic system
- 3.2.2. Economic Indicators
- 3.2.3. Alternatives to GDP
- 3.2.4. Transition to a market Economy

3.3. Political and Legal Environment

- 3.3.1. Introduction-Political ideology, Democracy
- 3.3.2. Political Risk-Causes, Types, Strategies to manage
- 3.3.3. Legal Environment-Kinds of Legal systems, Jurisdiction, Negotiation, Country's bargaining strength

3.4. Cultural Environment

- 3.4.1. Introduction-Cultural Environment
- 3.4.2. Elements of Culture
- 3.4.3. Cultural Dimensions
- 3.4.4. Cross-Cultural solutions for International Business

3.5. Technological Environment

- 3.5.1. Problems of selecting appropriate technology
- 3.5.2. Multinationals as source of technology

4. International Monetary Economics (08)

4.1. Balance of Payments

- 4.1.1. Concept of Balance of Trade and Balance of Payment
- 4.1.2. Components of BoP
- 4.1.3. Meaning of Current Account Balance
- 4.1.4. Disequilibrium and its correction
- 4.1.5. Financing of BoP Deficit

4.2. Policies for Internal and External Balance

- 4.2.1. Introduction
- 4.2.2. Fiscal and Monetary policies for Internal Balance
- 4.2.3. Effects of Fiscal and Monetary policies for External Balance
- 4.2.4. Devaluation and Limitations of Devaluation

4.3. Foreign Exchange

4.3.1. Theories of Exchange Rates

- Mint Parity Theory
- Purchasing Power Parity Theory-Absolute and Relative version
- BoP Theory

4.3.2. Fixed and Flexible Exchange rates

4.3.3. Foreign Exchange Rates and Markets

4.3.4. Market Rate and Equilibrium Rate of Exchange

5. Global Regulatory Environment and Integration (06)

- 5.1. International Financial Institutions
 - 5.1.1. IMF-Objectives, Financial assistance, Technical assistance, Surveillance
 - 5.1.2. The World Bank Group (WBG)-Structure, Assistance, Fund Generation, Loans, Grants, Advisory services, Capacity building
 - 5.1.3. Asian Development Bank (ADB)
- 5.2. **International Currency and Phases**
 - 5.2.1. Concept of Hard Currency & soft Currency
 - 5.2.2. Euro phases
 - 5.2.3. Euro Vs. Dollar
 - 5.2.4. Concept of Bitcoin & its implications

6. India and the Global Economy (06)

- 6.1. Rising population and Economic growth
- 6.2. Economic policy Liberalization in India and its Effects
- 6.3. Features of Liberalization w.r.to Indian economy
- 6.4. Globalization: India case
 - 6.4.1. A comparison: India Vs China
 - 6.4.2. Reasons for lagging w.r.t China

REFERENCE BOOKS:

1. International Economics by Francis Cherunilum, Fifth edition-First Reprint 2008, Tata-McGrawhill
2. International Economy by D.M.Mithani, Fifth Revised edition-2007, Himalaya Publishing House
3. International Trade and Export Management by Francis Cherunilam, Sixteenth edition-2008, Himalaya Publication
4. Global Business Mgt, by ManabAdhikary, MacMillan, Reprint 2003-2009
5. International Business, Ane Books Pvt. Ltd, Reprint of First edition-2011, by SumatiVarma
6. International Economics, 5/e - Gerber - Pearson
7. Business Environment : Text & Cases – M B Shukla - Taxmann
8. International Economics: Theory and Policy, 8e -Krugman / Obstfeld - Pearson
9. Macro Econ-A South Asian Perspective, by WiliamMcEachern& A. Indira, First Impression 2012
10. Economics of Global Trade and Finance, by D.M. Mithani, Himalaya, First edition-2009
11. International Business Environment and Foreign Exchange Economics, by V.P.Singh, &S. Srivastava, New Age International Publishers, First edition-2011
12. International Economics, by Dr. S.S.M. Desai+Dr. NirmalaBhalerao, Himalaya Publishing House, First edition-2008
13. Economic Environment of Business by Mishra &Puri – Himalaya



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: II

Paper: 204: Marketing Management

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objectives of the course

1. To provide fundamental knowledge about marketing management
2. To create strong foundation for further studies in the field of marketing
3. To prepare students to undertake practical assignments and projects in the marketing area

1. Introduction to Marketing Management (08)

- 1.1. Market: Meaning, Definition & Types of market
- 1.2. Goods: Kinds of goods
- 1.3. Marketing
- 1.4. Definition, Objectives
- 1.5. Marketing approach: Production, Product, Selling, Marketing & Societal marketing
- 1.6. Marketing Process
- 1.7. Marketing Environment; Micro-Macro
- 1.8. Marketing Management
 - 1.8.1. Definition, Nature, Scope
- 1.9. Functions
 - 1.9.1. Marketing research & Information
 - 1.9.2. Product & Pricing
 - 1.9.3. Planning & Control
 - 1.9.4. Promotion (Communication)
 - 1.9.5. Physical Distribution
- 1.10. Forms of Marketing Organization

2. Market Segmentation (05)

- 2.1. Requirement of Effective Segmentation
- 2.2. Levels of Segmentation
- 2.3. Bases for Segmenting Consumer Market and Industrial Market
- 2.4. Targeting Market Segment
- 2.5. Concept of Product Positioning, Process of Determining the Positioning Strategy, Positioning Errors and Approaches to Positioning
- 2.6. Concepts of Differentiation and USP

3. Marketing Mix (12)

- 3.1. **Product**
 - 3.1.1. Meaning, Classification
 - 3.1.2. Product Life Cycle
 - 3.1.3. New Product Development
 - 3.1.4. Branding-Definition, Need and Importance
 - 3.1.5. Product Related Strategies
- 3.2. **Price**
 - 3.2.1. Meaning & Objectives of Pricing
 - 3.2.2. Factors affecting Pricing decisions & Pricing Strategies
- 3.3. **Place**

- 3.3.1. Nature and importance of marketing channels, Channel Design Decisions
- 3.3.2. Logistics Management- Physical Distribution, Warehousing and Transportation
- 3.3.3. Retailing- Types of Retail Formats

3.4. Promotion

- 3.4.1. Promotion mix-Components, AIDA formula
- 3.4.2. Advertising-Meaning, Importance, Types & Media plan
- 3.4.3. Sales Promotion-Tools, Guidelines & Personal Selling

4. Consumer Behavior & Marketing Research (10)

- 4.1. Consumer behavior: Determinants of consumer behavior
 - 4.1.1. Consumer decision making process/ Buying Process: For Normal products: Need recognition, Information search, Evaluation of alternatives, Purchasing decision & post-purchase behavior
 - 4.1.2. For New products: Awareness, Interest, Evaluation, Trial & Adoption
 - 4.1.3. Organizational buyer decision process: Problem recognition, Product specification, Product & Vendor search, Product & Vendor evaluation, Product & Vendor selection & performance evaluation
- 4.2. Marketing Research: Meaning, Types & Process

5. Global Marketing (05)

- 5.1. Need, Importance & Problems in International Marketing
- 5.2. Levels of Involvement
- 5.3. Modes of Entry & Entry Strategies

6. New Trends in Marketing (08)

- Concepts of -
- 6.1. Event Marketing
- 6.2. Emotional Marketing
- 6.3. Agro Marketing
- 6.4. Non-Profit Marketing
- 6.5. Buzz Marketing
- 6.6. Green Marketing
- 6.7. Viral Marketing
- 6.8. Customer Relationship Management (CRM)

Reference Books:

1. Principles of Marketing: A South Asian Perspective, 13e - Kotler - Pearson
2. Marketing Management – Rajan Saxena – Tata McGraw Hill
3. Marketing Management – Iacobucci, Kapoor - Cengage
4. Marketing Management: South Asian Perspective, 14e - Kotler/ Koshy - Pearson
5. Marketing : A South Asian Perspective – Lamb, Hair, Sharma - Cengage
6. Marketing Management – Ramaswamy, Namakumari 4th edition - Macmillan
7. Marketing Management – Arunkumar N. Meenakshi – Vikas Publishing
8. Marketing Management – Stanton – McGraw Hill
9. Marketing Management by Kotler, Keller & Koshti - Pearson/ Prantice Hall
10. Marketing Management – Text & Cases by Tapan Panda – Excel Books
11. Basics of Marketing Management – R.B. Rudani - S. Chand & Company Ltd.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: II

Paper: 205: Management Accounting

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objectives of the course

1. To gain basic knowledge about Accounting for planning & control
2. To get knowledge of standard costing
3. To prepare students to undertake practical problems w.r.to accounting for managerial decision making.

I. Accounting for Planning & control

- 1. Budget & Budgetary Control (8)**
 - 1.1. Concept, Objectives, & Limitations
 - 1.2. Classification of Budgets – Operating, Financial & Capital Budget
 - 1.3. Cash Budget, Flexible budget, Production Budget, Sales Budget
- 2. Standard Costing (8)**
 - 2.1. Concept, Essentials of an effective system of standard costing
 - 2.2. Calculation of Material Variances
 - 2.3. Calculation of Labour Variances
 - 2.4. Causes & Disposition of the variances

II. Accounting For Managerial Decision Making

- 3. Analysis & Interpretation of Financial Statements (8)**
 - 3.1. Techniques of financial Statement Analysis:
 - 3.2. Comparative Financial Statements, Common Size Statement, Trend Analysis, Ratio Analysis
 - 3.3. Ratio analysis : Liquidity Ratios, Activity Ratios, Profitability Ratios, Solvency Ratios
 - 3.4. Limitations of Ratio Analysis
- 4. Funds flow & Cash Flow Analysis (8)**
 - 4.1. Concept of Funds, Funds from Operations, Statement of changes in working capitals, Funds Flow Statement
 - 4.2. Preparation of Cash flow statement (Refer AS-3)
- 5. Marginal Costing & Break Even Analysis (8)**
 - 5.1. Concept of Marginal Cost: Contribution, Variable Cost, Fixed Cost, Semi-Variable Cost,
 - 5.2. Margin of Safety, PV Ratio
 - 5.3. Assumptions of Break Even Analysis & Calculations of Break Even Point
- 6. Management of Working Capital (8)**
 - 6.1. Concepts: Gross and Net, Permanent & Temporary, Operating Cycle
 - 6.2. Disadvantages of insufficient Working Capital
 - 6.3. Financing Of Working Capital, Maximum Permissible Bank finance
 - 6.4. Factors Determining Working Capital Requirement
 - 6.5. Estimation of Working Capital Requirement

Reference Books

1. Management Accounting: Dr. R P Rustagi, Taxmann Publications
2. Management Accounting: Khan & Jain , Tata Mc-Graw Hill
3. Management Accounting: Ravi Kishore, Taxmann Publications
4. Management Accounting: I. M. Pandey, Vikas Publication
5. Management Accounting, 1e Bhattacharyya - Pearson
6. Management Accounting: Dr. S.N. Maheshwari& Dr. S.K. Maheshwari, Vikas Publications
7. Accounting for Managers - Vijaykumar - Tata Mc-Graw Hill
8. Management Accounting: Dr. Jawaharlal, Himalay Publications
9. Principles of Management Accounting: Manmohan& S. N. Goyal
10. Accounting for Managers: Thukaram Rao , new age
11. Management Accounting: Prasanna Chandra, Prentice Hall
12. Cost & Management Accounting: Ravi Kishore, Taxmann Publications
13. Management Accounting: Dr. J. Madegowada, Himalaya
14. Cost Accounting: RSN Pillai & V. Bagavathi – S.chand
15. Management Accounting-Concepts and Applications-Kothari -Macmillan
16. Introduction to Management Accounting, 16e - Horngren - Pearson



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: II

Paper: 206: Organizational Behavior – II

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objective of the Course:

1. To study dimensions of Leadership at work
2. To get knowledge of Power & Politics
3. To get in depth knowledge organizational development & Change.
4. To understand work stress
5. To prepare students to undertake practical knowledge through case studies

1. Leadership

(12)

- 1.1. Meaning of Leadership
- 1.2. Functions of Leadership
- 1.3. Styles of Leadership
- 1.4. Traits of Leadership
- 1.5. Theories of Leadership:
 - 1.5.1. Likert's System of 4
 - 1.5.2. Fielders Leadership Contingency theory
 - 1.5.3. Hersey-Blanchard's Situational Leadership Theory
 - 1.5.4. Path Goal Theory
 - 1.5.5. Charismatic Leadership Theory
 - 1.5.6. Transformation Leadership Theory
 - 1.5.7. Ohio State Leadership Quadrants and Management Grids

2. Power & Politics

(7)

- 2.1. Definition & Meaning
- 2.2. Bases of Power
- 2.3. Power Tactics
- 2.4. Power in Groups: Coalitions
- 2.5. Power & Politics
- 2.6. Factors contributing to Political behavior: Individual & Organizational
- 2.7. Impression Management.

3. Change Management

(7)

- 3.1. Forces for change
- 3.2. Factors in Organizational change
- 3.3. Planned Change
- 3.4. Human response to change
- 3.5. Resistance to change
- 3.6. Managing resistance to change

4. Organization Development

(6)

- 4.1. Meaning of Organization Development,
- 4.2. Characteristics of Organization Development,
- 4.3. Objectives of Organization Development,
- 4.4. OD interventions :Individual & Group focused

5. Work stress (6)

- 5.1. Meaning of Stress
- 5.2. Nature and sources of stress
- 5.3. Consequences of Stress
- 5.4. Stress & Task Performance
- 5.5. Coping Strategies for the Stress

6. Case study: (10)

A real word situation facing a manager should be considered for analysis & discussion.

Steps: Fact/Summary, Problem Identification, Analysis of Problems, Alternate Solutions, Best Solution

References

1. Organization Behavior 15e – Stephen Robbins, Vohra - Pearson
2. Organization Behavior: A south Asian perspective – Nelson, Quick, Khandelwal – Cengage Learning
3. Organization Behavior – Margie- Paraiikh- Tata McGraw Hill
4. Organization Behavior – Suja R. Nair, Himalaya Publications
5. Organization Behavior –S.S. Khanka – S Chand
6. Organization Behavior – V.S.P.Rao – Excel Publication
7. Organizational Behaviour, 2/e - Singh - Pearson
8. Theory of Organisation Development & Change- Cummings, Worli – Cengage Learning
9. Organization Behavior – K. Ashwathappa - Himalaya
10. Human Relations and OrganisationalBehaviour (5/e) - Dwivedi - Macmillan
11. Organization Behavior –Fred Luthans - TMH
12. Human Behavior at Work –Keith Devis-TMH
13. Organization Behavior – P. Subba Rao - Himalaya



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: II

Paper: 207: Financial Management

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objectives of the course

1. To provide fundamental knowledge about financial management
2. To get basic knowledge of Various banking & Financial Services
3. To create strong foundation for further studies in the field of finance
4. To prepare students to undertake practical assignments and projects in the financial management

1. Financial Management-

(08)

- 1.1. Meaning, Nature, Scope and Objectives
- 1.2. Traditional & Modern Approaches
- 1.3. Relationship of finance function with other disciplines
- 1.4. Functional areas of finance
- 1.5. Role of Finance Manager
- 1.6. Financial Analysis: Value analysis
- 1.7. Few Concepts of finance:
 - 1.7.1. Time value of Money
 - 1.7.2. Concept of risk & return
 - 1.7.3. Interest Rates: Nominal Interest Rate, Real Interest Rate
 - 1.7.4. Measuring shareholders Value Creation : Economic value Added
 - 1.7.5. Treasury Management
 - 1.7.6. Portfolio Management

2. Sources of Finance

(06)

- 2.1. Long term Sources: Debt and Equity, Retained Earnings, Private Equity, Foreign Direct Investment, Euro Issues, Term Loans, External commercial borrowing, Lease Financing etc
- 2.2. Short Term Sources: Trade Credit, Factoring, Commercial Paper, Public Deposits etc
- 2.3. Bank finance for Working Capital: Cash Credit, Overdraft, Discounting of bill, Letter of Credit etc

3. Indian Capital Market

(06)

- 3.1. Overview, functions, Structure
- 3.2. Primary & Secondary Market
- 3.3. SEBI, BSE, NSE, Over the Counter Exchange of India
- 3.4. Capital Market Indexes
- 3.5. Types Of Securities Traded
- 3.6. Various intermediaries in capital markets
- 3.7. Role of FIIs in capital markets

4. Banking System in India (06)

- 4.1. An Overview of Banking System in India
- 4.2. Commercial Banking Structure: Meaning, Role and Functions
- 4.3. Non Banking Financial Corporations: Role, Growth, Types, Regulations
- 4.4. New Concepts in banking: Retail Banking, Microfinance, Credit/ Debit Card, ATMs, Online Banking, Mobile Banking

5. Financial Services (16)

- 5.1. Meaning Significance, functions, features, constituents, problems
- 5.2. Insurance:
 - 5.2.1. Meaning, Principles & Roles
 - 5.2.2. Types of insurance – Life (normal & health), General, Agricultural & Bancassurance, Re-insurance, Group insurance & micro-insurance.
 - 5.2.3. Types of Life Insurance Policies
- 5.3. Mutual Funds:
 - 5.3.1. Mutual funds: Meaning, Evolution, Performance & its measures, Advantages
 - 5.3.2. Types of mutual funds Schemes, Regulatory aspects , Financial risk
 - 5.3.3. Tax implications & transparency in MFs

6. Credit Rating (06)

- 6.1. Meaning, Evolution, Importance, Scope, Need, benefits & criticism of Credit rating
- 6.2. Credit rating process & framework
- 6.3. IPO rating
- 6.4. Credit rating agencies in India & its regulations

Reference Books

- 1. Financial Management : Dr. R P Rustagi , Taxmann Publication
- 2. Financial Management by Khan & Jain – Tata McGraw Hill
- 3. Financial Management – Ravi M. Kishore- Taxmann
- 4. Banking Theory & Practice (19th Ed.): K.C. & Lekshy Shekhar, Vikas Publication
- 5. Management of Banking & Financial System by Paul - Pearson
- 6. Financial Management – P.C. Tulsian – S chand & Co.
- 7. Financial Management , 1e – Kapil - Pearson
- 8. Merchant Banking & Financial Services – Dr. K Ravichandran - Himalaya
- 9. Indian Financial System’ Dr. G. Ramesh Bapu, Himalaya Publishing House
- 10. Indian Economy: Datta & Sunderam, (2009), S.Chand & Company
- 11. Introduction to Banking: Vijayaragavan Iyengar – Excel Books
- 12. Indian Economy: Mishra & Puri (2009), Himalaya Publishing House
- 13. Banking and Economics Growth.- B. M L. Nigam
- 14. Law and Practice of Banking. - S.R. Davar
- 15. Financial Management and Policy, 12e -Van Horne – Pearson



North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. 2014

SEMESTER: II

Paper: 208: Operations Management

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Objectives of the course

1. To give brief Introduction to the field of Operations Management
2. To get basic knowledge of Materials & Inventory Management
3. To create strong foundation for further studies in the field of Operations & Materials Management
4. To prepare students to undertake practical assignments and projects in the operations management

1. Introduction to Operations Management

(10)

- 1.1. Production & Operations Management
 - 1.1.1. Meaning & Nature of Operations Management,
 - 1.1.2. History of Operations Management
 - 1.1.3. Role of Operations Managers
 - 1.1.4. Product Design
 - 1.1.5. Process Design
 - 1.1.6. Automation
- 1.2. The Nature of Business Policy
 - 1.2.1. Formation & Implementation
- 1.3. Operations Policy
 - 1.3.1. Competitive Advantage:
 - 1.3.2. Policy Implications & Implementation
- 1.4. Business Process Outsourcing
 - 1.4.1. Introduction To Outsourcing, Offshoring, Near Shoring & Form Shoring
 - 1.4.2. Indian Continent: A Sourcing Hub

2. Capacity Management and Scheduling

(8)

- 2.1. Need for Operations Planning & Control
- 2.2. Capacity & Capacity Planning
 - 2.2.1. Meaning, Need & Importance of Capacity
 - 2.2.2. Types of Capacity
 - 2.2.3. Process of Capacity Planning
 - 2.2.4. Capacity Measurement
- 2.3. Scheduling
 - 2.3.1. Meaning and Terminology
 - 2.3.2. Need for Scheduling
 - 2.3.3. Gantt Charts (Theory Only)

3. Facilities Location and Layout

(8)

- 3.1. Product Selection
- 3.2. Factors Affecting Facility Location Planning
- 3.3. Locational Design
- 3.4. Layout of Facilities
- 3.5. Need & Objectives on Layout Planning
- 3.6. Basic Types of Layouts
- 3.7. Layout Planning Procedure
- 3.8. Material Handling

- 4. Materials Management (10)**
- 4.1. Materials Planning & Control
 - 4.1.1. Significance & Benefits of Material Planning
 - 4.1.2. Factors Influencing Material Planning
 - 4.2. Introduction to Material Budgeting,
 - 4.2.1. Material Control
 - 4.2.2. Records Of Material Control
 - 4.3. Vendor Development & Rating
 - 4.3.1. Need For Vendor Development
 - 4.3.2. Factors On Vendor Evaluation & Rating
 - 4.3.3. Vendor Motivation
- 5. Inventory Management (8)**
- 5.1. Inventory Management
 - 5.1.1. Functions & Classifications
 - 5.1.2. Importance
 - 5.1.3. Inventory Models (Simple E.O.Q. & E.O.Q. With Discounts)
 - 5.2. Value Analysis & Value Engineering
 - 5.2.1. Historical Perspective
 - 5.2.2. Types Of Values
 - 5.2.3. Steps In Value Analysis
 - 5.2.4. Value Engineering
- 6. Productivity and Advanced Concepts in OM (6)**
- 6.1. Productivity-
 - 6.1.1. Concept
 - 6.1.2. Labour Productivity, Multiple factor Productivity, Total factor Productivity
 - 6.2. Advanced Concepts
 - 6.2.1. Lean Manufacturing and Group Technology
 - 6.2.2. JIT
 - 6.2.3. Simulation
 - 6.2.4. ISO 9000 and ISO 14000

References

1. Operations Management – Ray Wild – Thomson Learning/ Cengage
2. Production & Operations Management – Kanishka Bedi – Oxford Press
3. Operations Management: Theory and Practice, 2e - Mahadevan - Pearson
4. Operations Management – Gore and Pannizzolo – Cengage Publishing
5. Production & Operations Management - N.G. Nair – Tata McGraw Hill
6. Operations Management 9e - Krajewski/Srivastava - Pearson
7. Operations Management – Yogesh Mahajan – Prashant Publications
8. Operations Management- Krajewski, Ritzman, Malhotra- Pearson
9. Production & Operations Management – K. Ashwathappa & K. Shridhar Bhat- Himalaya
10. Production & Operations Management – Upendra Kachru – Excel Books
11. Production & Operations Management – S.N. Chary – Tata McGraw Hill
12. Operations Management, 9e – Heizer - Pearson