

2016



FACULTY OF COMMERCE & MANAGEMENT

**Syllabus of  
Bachelor of Business Administration  
(5 years Integrated Degree course  
in Management)**

W.e.f. 2016-17





# North Maharashtra University, Jalgaon

(NACC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

## **STRUCTURE OF BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

(Formerly known as Bachelor in Management) (BM)

<b>Semester-I and II w.e.f. July 2014</b>			
<b>Paper</b>	<b>Semester-I</b>	<b>Paper</b>	<b>Semester-II</b>
M 1.1	Principles of Management	M 2.1	Management Science
M 1.2	Professional Communication-I	M 2.2	Professional Communication-II
M 1.3	Business Economics	M 2.3	Indian Economy
M 1.4	Financial Accounting	M 2.4	Cost & Management Accountancy
M 1.5	Fundamentals of Banking & Insurance	M 2.5	Business Law
P 1.6	MS Office 2007	P 2.6	RDBMS
P.1.7	Practical on Professional Communication-I	P.2.7	Practical on Professional Communication-II
<b>Semester-III and IV w.e.f. July 2015</b>			
<b>Paper</b>	<b>Semester-III</b>	<b>Paper</b>	<b>Semester-IV</b>
M 3.1	Organization Behavior	M 4.1	Logistic and SCM
M 3.2	Business Mathematics	M 4.2	Business Statistics
M 3.3	MIS & ERP	M 4.3	E Commerce
M 3.4	Corporate Law	M 4.4	Cyber laws and security
M 3.5	Corporate Accountancy	M 4.5	Income Tax
P 3.6	Tally ERP	P 4.6	Tax Base Software
P 3.7	Soft Skill Development	P 4.7	Foreign language*

**\*Foreign Language**

French, Chinese, German, Spanish, Japanese

<b>Semester-V and VI w.e.f. July 2016</b>			
<b>Paper</b>	<b>Semester-V</b>	<b>Paper</b>	<b>Semester-VI</b>
M 5.1	Research Methodology	M 6.1	Human Resource Management
M 5.2	Financial Management	M 6.2	Operations Management
M 5.3	Marketing Management	M 6.3	Strategic Management
M 5.4	Entrepreneurship Development	M 6.4	Auditing & ISA
M 5.5	Business Ethics & Mind Management	M 6.5	International Business
P 5.6	Case Studies in Management- I	P 6.6	Case Studies in Management - II
P 5.7	Practical based on Business Enterprises	P 6.7	Project Report & Viva



## North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Bachelor of Business Administration

3rd Year SEMESTER: V (MBA Integrated)

Paper: M 5.1 Research Methodology

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

Required Lectures: 48 hours

### Objectives: -

1. To provide the students with basic understanding of research method and tools for the same.
2. To provide an understanding of the tools and techniques necessary for research and report writing.

### 1. Introduction to Research (06)

- 1.1. Meaning, Objectives, Importance, Features of research
- 1.2. Types of Research, Scope of Research
- 1.3. Requirements of Good Research
- 1.4. Research Methods versus Methodology
- 1.5. Research Process

### 2. Research Problem: (08)

- 2.1. Formulation of Research problem,
- 2.2. Components of Research Problem,
- 2.3. Factors of Problem Identification,
- 2.4. Nature of Problem,
- 2.5. Sources of Identifying Research Problem,
- 2.6. Process of Problem Formulation
- 2.7. Research Ethics
- 2.8. Literature Survey

### 3. Research Design & Hypothesis Formulation (08)

#### 3.1. Research Design

- 3.1.1. Meaning & Requirement of Research Design
- 3.1.2. Types of Research Design
- 3.1.3. Factors Affecting Research Design

#### 3.2. Hypothesis:

- 3.2.1. Meaning, Characteristic, Importance, Sources of Hypothesis
- 3.2.2. Types of Hypothesis
- 3.2.3. Level of Significance, one tailed & Two Tailed
- 3.2.4. Steps in Hypotheses Testing

### 4. Sampling Methods and Techniques (08)

- 4.1. Universe, Population & Sample,
- 4.2. Meaning of Sampling,
- 4.3. Sampling Design: steps in Sampling Design, Criterion of selecting sampling procedure, Characteristic of good sample design

#### 4.4. Sampling Methods: Meaning, scope

4.4.1. Probability Sampling: Simple random, Systematic, Stratified, Cluster, Area, Multi-stage.

4.4.2. Non-probability Sampling: Judgment, Convenience, Snowball, Quota

### 5. Data Collection and Measurement

(12)

#### 5.1. Data Collection

5.1.1. Meaning & Characteristic of Data,

5.1.2. Types (Sources) of Data: Primary & Secondary

#### 5.1.3. Methods of Primary Data Collection

5.1.3.1. Observation: Characteristic, Merits & Demerits

5.1.3.2. Interview: Characteristic, Types, Merits & Demerits

5.1.3.3. Questionnaire: Procedure for formulating Questionnaire, Merits & Demerits

5.1.3.4. Schedule: Types of schedule,

5.1.3.5. Schedule vs Questionnaire

#### 5.2. Measurement & Scaling Technique

5.2.1. Measurement Scales:

5.2.1.1. Nominal

5.2.1.2. Ordinal

5.2.1.3. Interval

5.2.1.4. Ratio

5.2.2. Scaling Techniques:

5.2.2.1. Rating Scales

5.2.2.2. Ranking Scales

### 6. Interpretation & Report Writing

(04)

6.1. Interpretation: Meaning, Techniques, Precautions

6.2. Organization Report Writing

6.2.1. Purpose of report, Format of Report, Types of Report

6.3. Summer Project Report\*

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.

\* Questions are not expected in examination

### Books for Reference

1. Research Methodology – Prashant Sarangi - Taxmann
2. Research Methodology – Shrivastava - TMH
3. Research Methodology (Methods & Techniques) – C.R.Kothari - Wiley Eastern Ltd
4. Business Research Methodology – J.K. Sachdeva- Himalaya Publishing House
5. Business Research Methods: A South Asian Perspective-8 ed. – Zikmund, Adhikari – Cengage Learning
6. Research Methodology – Concepts & Cases – Chawala&Sodhi - Vikas



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Bachelor of Business Administration

3rd Year SEMESTER: V (MBA Integrated)

Paper: M 5.2 Financial Management

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

Required Lectures: 48 hours

## Objective:

- To study and understand the importance of financial management.
- To solve the different illustrations and understand the practical use of these illustrations in the process of decision making in business.
- Help the students to understand and analyze the different financial statements.

## 1. Overview of Financial Management (06)

- 1.1. Nature and scope of financial management
- 1.2. Objectives of financial management
- 1.3. Responsibilities of finance manager
- 1.4. Functional area of financial management
- 1.5. Decision making in financial management

## 2. Ratio Analysis (10)

- 2.1. Meaning of ratio analysis
- 2.2. Limitations of ratio analysis
- 2.3. Calculations of ratio analysis (Simple Practical problems)
  - 2.3.1. Liquidity Ratios
  - 2.3.2. Leverage ratios
  - 2.3.3. Activity Ratios
  - 2.3.4. Profitability ratios

## 3. An overview of working capital management (08)

- 3.1. Concept of working capital
- 3.2. Cash conversion cycle
- 3.3. Factors influencing working capital management
- 3.4. Estimation of working capital (Simple Practical problems)
- 3.5. Sources of working capital

## 4. Cost of capital (10)

- 4.1. Concept and Importance of Cost of Capital
- 4.2. Computation of Cost of Capital (Simple Practical problems)
  - 4.2.1. Cost of equity
  - 4.2.2. Cost of retained earnings
  - 4.2.3. Cost of preference shares
  - 4.2.4. Cost of debt
  - 4.2.5. Weighted average cost of capital

## 5. Leverage Analysis (06)

- 5.1. Meaning of risk and leverage
- 5.2. Types of leverage
- 5.3. Computation of leverage (Simple Practical Problems)
  - 5.3.1. Operating Leverage
  - 5.3.2. Financial Leverage

### 5.3.3. Combined Leverage

## 6. Capital budgeting

(08)

- 6.1. Capital Budgeting Techniques: (Simple Practical Problems)
  - 6.1.1. Payback period Method
  - 6.1.2. Rate of return Method
  - 6.1.3. Net Present Value Method
  - 6.1.4. Internal rate of Return Method
  - 6.1.5. Profitability Index

### Books for Reference

1. Financial management-Prasanna Chandra – Prantice Hill
2. Financial Management by Ravi M. Kishore – Taxman Publication
3. Financial Management by Khan & Jain - Tata McGraw Hill
4. Financial Management tools & Techniques by Pradip Kumar Sinha – Excel books
5. Financial Management: Principles & Practice by G Sudarsana Reddy - Himalaya Pub.
6. Fundamentals of Financial Management by VyuptakeshSharan – Pearson 2<sup>nd</sup> Edition
7. Financial Management by I M Pandey – Vikas Publishing House
8. Financial Management -Mathur - Macmillan



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Bachelor of Business Administration

3rd Year SEMESTER: V (MBA Integrated)

Paper: M 5.3 Marketing Management

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

Required Lectures: 48 hours

## Objective:

- To study and understand the basic concepts of marketing, marketing mix and market segmentation.
- To apply knowledge of the key marketing concepts to business situations.
- To study and understand the new trends of marketing.

### 1. Introduction to Marketing

8

- 1.1. Market-Meaning and types
- 1.2. Marketing-Definition, objectives and functions
- 1.3. Marketing management-Definition, various concepts of marketing, selling vs marketing and process of marketing
- 1.4. Marketing Environment-Socio economic forces, Political, Technology and Government policies, Indian business environment and MNCs in India
- 1.5. Types of marketing organization

### 2. Marketing Mix

8

- 2.1. Product-Meaning, components of product, product mix and product life cycle
- 2.2. Price-Meaning, importance of pricing, types of pricing policies and decisions and pricing of new products
- 2.3. Promotion-Meaning, objectives, elements of promotion mix and factors affecting promotion mix.
- 2.4. Place-Meaning, types of distribution channels, factors in choice of channel distributions and recent trends in marketing channels.

8

### 3. Analyzing Marketing opportunities

- 3.1. Market planning-Introduction, process and importance of marketing planning
- 3.2. Buyer behavior –Meaning, determinants of buyer behavior, factor influencing consumer behaviour and buying decision process
- 3.3. Market segmentation-Meaning, bases of market segmentation, Criteria for effective market segmentation and benefits of market segmentation
- 3.4. Target marketing and positioning-Meaning, types of target marketing strategies, and the concept of positioning

### 4. Branding and Packaging

8

- 4.1. Meaning and importance of branding, essentials of good brand and types of brand
- 4.2. Meaning and functions of packaging, social view of packaging, Packaging criteria and meaning of labeling

### 5. New trends in marketing

10

- 5.1. Global marketing-Meaning, product strategy for global market and components of global marketing environment
- 5.2. Direct marketing-Meaning, benefits of direct marketing and major channels of direct marketing
- 5.3. Service marketing-Meaning and characteristics of service marketing
- 5.4. Internet marketing-Definition and advantages of internet marketing
- 5.5. Enlightened marketing-Meaning and principles of enlightened marketing
- 5.6. Green marketing-Meaning and importance
- 5.7. Holistic marketing-Meaning and benefits

5.8. Emotional marketing-Meaning and importance

**6. Marketing research**

**6**

6.1. Meaning and scope, Types of Marketing Research

6.2. Methods of data collection,

6.3. Marketing research process,

6.4. Marketing information system and its components, Marketing Intelligence

**Books for Reference**

1. Marketing Management-RajanSaxena-Tata Mcgraw Hill
2. Marketing Management-T.N.Chabra and S.K.Grover-Dhanpat Rai and CO.
3. Marketing Management-S.K.Sarangi-Asian books private limited
4. Marketing Management-S.A.Sherlekar-Himalaya Publishing House
5. Marketing Management-Arunkumar N. Meenakshi-Vikas publishing
6. Marketing Management-Dr. K. Karunakaran- Himalaya Publishing House
7. Marketing Management-Tapan K Panda-Excel books





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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Bachelor of Business Administration

3rd Year SEMESTER: V (MBA Integrated)

Paper: M 5.4 Entrepreneurship Development

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

Required Lectures: 48 hours

## Objective:

1. To learn about the different traits and characteristics of entrepreneur
2. To develop entrepreneurship ability
3. To acquaint them with the knowledge of Idea generation and Project preparation
4. To make awareness about different financing institutions supporting entrepreneurship

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|--|----|
| 1. Entrepreneur  | 6  |
| 1.1. Entrepreneur:- Definition and Concept   |    |
| 1.2. Entrepreneur:- Traits, Characteristics and Skills   |    |
| 1.3. Types of Entrepreneurs  |    |
| 1.4. Entrepreneurs Vs Managers   |    |
| 1.5. The Entrepreneurial Culture   |    |
| 1.6. Barriers to Entrepreneurship  |    |
| 2. Entrepreneurship  | 6  |
| 2.1. Concept of Entrepreneurship   |    |
| 2.2. Factors responsible for emergence of Entrepreneur   |    |
| 2.3. Entrepreneurship Development  |    |
| 2.4. The Entrepreneurial Process   |    |
| 2.5. Intrapreneurship and Entrepreneurship   |    |
| 2.6. Role of Entrepreneurship in Economic Development  |    |
| 3. Creativity, Innovation and Idea Generation  | 8  |
| 3.1. Creativity and Innovation – Concept   |    |
| 3.2. Components of Creative performance  |    |
| 3.3. Creativity , Innovation and Entrepreneurship  |    |
| 3.4. Methods of Generating Ideas:- Focus Groups, Brainstorming and Problem Inventory analysis  |    |
| 3.5. Sources of New ideas:- Consumers, Existing products & Services, Distribution channels, Federal Government, Research and Development |    |
| 4. Emerging areas in Entrepreneurship  | 8  |
| 4.1. Franchising   |    |
| 4.2. Women Entrepreneurship  |    |
| 4.3. Social Entrepreneurship   |    |
| 4.4. Rural Entrepreneurship  |    |
| 4.5. International Entrepreneurship  |    |
| 5. Project management  | 10 |
| 5.1. Project- Concept and Classification   |    |

- 5.2. Search for Business idea
- 5.3. Project identification
- 5.4. Project formulation
- 5.5. Project design
- 5.6. Project Report
- 5.7. Project Appraisal

- 6. Institutions supporting Entrepreneurs 10
  - 6.1. Small Industries financing in developing countries- an overview
  - 6.2. Small Industries development bank of India (SIDBI)
  - 6.3. Khadi and Village Industries Commission
  - 6.4. National Institute for Entrepreneurship and Small business development (NIESBUD)
  - 6.5. The Indian Institute of Entrepreneurship
  - 6.6. Recent Schemes of Government supporting entrepreneurship (MUDRA, Digital India, Skill India, Start up India and Make in India)

### **Books for Reference**

- 1) Entrepreneurship by Poornima M. Charantimath - Pearson
- 2) Entrepreneurship by madhurimalall and shikhasahay- excel books
- 3) Entrepreneurship development by S.L Gupta and Arun Mittal- International Book House
- 4) Entrepreneurship by Robert D Hisrich, Michael P Peters, Dean A Shepherd- Tata Mcgrawhillpublishing company ltd
- 5) Dynamics of Entrpreneurship development and Management- Himalaya Publishing house
- 6) Entrepreneurship development and Project Management- Neeta Baporikar
- 7) Project Management by Clifford gray, Eric w. Larsen- Tata Mcgraw hill



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Bachelor of Business Administration

3rd Year SEMESTER: V (MBA Integrated)

**Paper: M 5.5 Business Ethics and Mind Management**

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

**Required Lectures: 48 hours**

- |   |   |
|---|---|
| 1. Introduction   | 8 |
| 1.1. Meaning of ethics, Ethics and business, need for business ethics   |   |
| 1.2. Importance and scope of business ethics, Factors influencing business ethics   |   |
| 1.3. Ethics and morality, Ethics and religion, ethics and law   |   |
| 2. Ethics and the organization  | 8 |
| 2.1. Introduction, the rationale organization, the employee obligations to the firm, Firm's duties to the employee, Value based ethical organization  |   |
| 2.2. Meaning of ethical dilemma, dilemma at workplace, resolving dilemmas   |   |
| 2.3. Ethics in advertising, ethical selection, remuneration & retrenchment, ethical issues in mergers and acquisition                                 |   |
| 3. Ethical decision making & CEO  | 8 |
| 3.1. Ethical decision making process, suggestion for ethical decision making, factors that guide managers to make ethical decision, Ethical reasoning |   |
| 3.2. Code of ethics-Individual, corporate and industry, professional code of ethics   |   |
| 3.3. Meaning and role of CEO, Task of CEO, Qualities of successful CEO, Business Ethics & CEO   |   |
| 4. Ethical issues in society  | 8 |
| 4.1. Global warming,  |   |
| 4.2. Gender discrimination, child labour, Industrial espionage  |   |
| 4.3. Job discrimination, Whistleblowing, insider trading  |   |
| 5. Ethical mind   | 8 |
| 5.1. Meaning of mind, basics of mind management,  |   |
| 5.2. Objective and subjective mind, dual personality  |   |
| 5.3. Training the mind  |   |
| 6. Self development   | 8 |
| 6.1. Meaning, Characteristics of self development, Path of action and path of knowledge   |   |
| 6.2. Stages of self development   |   |
| 6.3. Characteristic of a balanced person, achieving happiness   |   |

### Books for Reference

1. Ethical management text and cases in business ethics and corporate governance-Satish modh-Macmillan
2. Business Ethics: An Indian Perspective – Fernando - Pearson
3. Values and ethics of profession and business-S.K.Sarang Asian books private limited
4. Business ethics and values with case studies-Dr. NeeruVasishth and Dr. Namita Rajput-Taxman publication private limited



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Bachelor of Business Administration

3rd Year SEMESTER: V (MBA Integrated)

**Paper: P 5.6 Case Studies in Management- I**

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

**Required Lectures: 48 hours**

### Objectives:

- To enhance analytical skills of students

The student has to select and discuss the case studies related to paper no M 1.1& M 2.1 those will have impact on business decision making in each paper

### Books for Reference

1. Koontz – Principles Of Management (Tata McGraw Hill)
2. L.M.Prasad – Principals& Practicesof Management (Sultan Chand & Sons)
3. Robbins & Coulter – Management (Prentice Hall Of India,8th Edition)
4. Griffin, Ricky W. :Management Principles & Application (Cenage Learning/Thomson Press)
5. Stoner , Freeman & Gilbert Jr – Management (Prentice Hall Of India ,6th Edition)
6. Principles of Management by T. Ramasamy- Himalaya Publishing House.
7. Principles & Practices of Management by L.M.Prasad – Sultan Chand & Sons.
8. Management by Koontz – TMH
9. Management: Value-Oriented Holistic Approach by S.A. Sherlekar – Himalaya Publishing House
10. Management: Principles & Applications by Ricky Griffin – Cengage Learning
11. Management by Stoner, Freeman, Gilbert – Pearson/ Prentice Hall
12. Management – Text & Cases by V.S.P.Rao& V Hari Krishna– Excel Books



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Bachelor of Business Administration

3rd Year SEMESTER: V (MBA Integrated)

**Paper: P 5.7 Practical based on Business Enterprises**

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

**Required Lectures: 48 hours**

### **Student are required to complete any two of the following practical**

1. Prepare a project report to start a new small scale Industry as per DIC format
2. Visit a small scale Industry and prepare a detailed report on it including Historical perspective, current progress and future plans.
3. Visit to nearby villages and collect data through survey regarding feasible rural entrepreneurship.
4. Analyse and prepare report on Central Government schemes on Entrepreneurship development

### **References**

1. Entrepreneurship Development by Vasant Desai Vol-I to VIII- Himalaya Publication
2. Official websites of Government of India and respective agencies/institutes of Entrepreneurship Development



## North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Bachelor of Business Administration

3rd Year SEMESTER: VI (MBA Integrated)

Paper: M 6.1 Human Resource Management

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

Required Lectures: 48 hours

### Objectives:

- 1) To study the basic concepts of HRM
- 2) To study the different techniques and methods of HRM

1. Introduction to Human Resource Management (08)
  - 1.1. Meaning & Definitions of HRM
  - 1.2. Nature, Scope & Objectives of HRM
  - 1.3. Functions & Significance of HRM
  - 1.4. Environment of HRM
2. Human Resource Planning (08)
  - 2.1. Concept of HRP
  - 2.2. Objectives of HRP
  - 2.3. Need for and importance of HRP
  - 2.4. Problems/ Barriers to HRP
3. Job Analysis and Design (08)
  - 3.1. Concept of Job Analysis and Design
  - 3.2. Process of Job Analysis
  - 3.3. Factors affecting Job Design
  - 3.4. Methods of Job design
4. Employee Training (08)
  - 4.1. Concept of training
  - 4.2. Need for training
  - 4.3. Importance of training
  - 4.4. Steps in Training Programme
5. Recruitment, Selection, Placement & Induction (08)
  - 5.1. Concept of Recruitment, Selection, Placement & Induction.
  - 5.2. Sources of Recruitment
  - 5.3. Methods of selection
  - 5.4. Objectives of Induction
6. Performance Appraisal (08)
  - 6.1. Concept/Need of performance appraisal
  - 6.2. Purpose of performance appraisal
  - 6.3. Modern Methods of performance appraisal
  - 6.4. Process of performance appraisal

## **Books for Reference**

1. Human Resource Management by S.S Khanka- S Chand and company
2. Human Resource Management by C.B Gupta –Sultan Chand & Sons
3. Human Resource Management by Dr. K.Ashwathappa- Tata McGraw Hill



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Bachelor of Business Administration

3rd Year SEMESTER: VI (MBA Integrated)

Paper: M 6.2 Operations Management

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

Required Lectures: 48 hours

1. Operations Management (8)
  - 1.1. Meaning of Operations Management
  - 1.2. Production – Meaning, Objectives and Function of Production /Operations Department
  - 1.3. Decision Making in Production- Strategic, Operating and Control
  - 1.4. Duties and Responsibilities of Production Manager
  - 1.5. Recent trends in Production / Operations Management
  - 1.6. Elements of productions / Operations strategy
2. Designing Production System (12)
  - 2.1. Product Design – Meaning, Importance, Reasons for Product Design and Redesign, Factors influencing Product Design and Characteristics of Good Product Design
  - 2.2. Process Planning and Process Design – Defining Process, Process Planning and Selection, Process Strategy
  - 2.3. Process (Manufacturing) System- Continuous, Mass, Batch and Job shop
  - 2.4. Capacity- Meaning and Types
3. Plant Location & Plant Layout (12)
  - 3.1. Plant Location- Factors influencing selection of location.
  - 3.2. Plant Layout- Factors influencing, Principles of Layouts, Types- Process, Product, Fixed Position, Cellular, Hybrid and Service Facility
  - 3.3. Material Management- Meaning, Objective
  - 3.4. Material Handling – Meaning, Objectives, Principles, Material Handling Equipments
  - 3.5. Purchase Procedure Central & Decentralised Purchasing
  - 3.6. Design of Work Systems
    - 3.6.1. Work Study- Definition, Importance, Benefits, Objectives
    - 3.6.2. Method Study- Objectives, Advantages, Procedure
    - 3.6.3. Work Measurement- Definition, Benefit and Time Study
4. Production Planning & Control (6)
  - 4.1. Planning- Meaning, Objectives
  - 4.2. Controlling- Meaning, Objectives
  - 4.3. Production Planning and Control- Scope & Functions
5. Inventory and Quality Management (10)
  - 5.1. Inspection- Meaning Nature and Objectives



- 5.2. Concept of Quality and Quality Control
- 5.3. Total Quality Management (TQM)-Concept, Elements, Program
- 5.4. Quality Circle
- 5.5. Productivity- Meaning and Importance, Measuring Productivity, Ways of Improving
- 5.6. Inventory Management- Meaning, Objectives / Benefits, factors influencing, Process

### **Books for Reference**

1. Production and Operations Management by K. Ashwathappa and K. Shridhara Bhat, Himalaya Publishing House
2. Production and Operations Management by S.A. Chunawalla and D.R. Patel, Himalaya Publishing House
3. Production & Operations Management, Kanishka Bedi, Oxford Press
4. Production & Operations Management, N.G. Nair, Tata McGraw Hill
5. Production & Operations Management, Upendra Kachru, Excel Books
6. Production & Operations Management, S.N. Chary, Tata McGraw Hill



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Bachelor of Business Administration

3rd Year SEMESTER: VI (MBA Integrated)

Paper: M 6.3 Strategic Management

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

Required Lectures: 48 hours

- 1. STRATEGIC MANAGEMENT: AN INTRODUCTION (8)**
  - 1.1. Definition, Levels of Strategy, Principles of good Strategy
  - 1.2. Approaches to Strategy Making
  - 1.3. Benefits of Strategic Management
  - 1.4. Limitations of Strategic Management
- 2. STRATEGY FORMULATION (10)**
  - 2.1. SWOT Analysis and TOWS Matrix.
  - 2.2. Mission Determination
  - 2.3. Environmental Assessment- Concept, Characteristics and Internal, External Environment
  - 2.4. Organizational Assessment- Organizational Capability, Consideration and Factors affecting
  - 2.5. Organizational Appraisal
  - 2.6. Factors in Strategic Choice
- 3. STRATEGY IMPLEMENTATION (10)**
  - 3.1. Nature of Strategy Implementation
  - 3.2. Barriers to Strategy Implementation
  - 3.3. Issues in Strategy Implementation
  - 3.4. Steps in Strategy Implementation
  - 3.5. Approaches- Commander Approach and Cultural Approach
- 4. STRATEGIC CHANGES AND DIVERSIFICATION STRATEGY (10)**
  - 4.1. The Nature of Strategic Change
  - 4.2. Diagnosing Strategic Change Needs
  - 4.3. Reasons for Resistance to Strategic Change
  - 4.4. Introduction and Reasons for Diversification
  - 4.5. Types of Diversification- Concentric, Horizontal, Conglomerate
- 5. STRATEGIC EVALUATION AND CONTROL (10)**
  - 5.1. Nature of Strategic Evaluation and Control
  - 5.2. Importance and Barriers of Strategic Evaluation
  - 5.3. Requirement of Effective Strategic Evaluation
  - 5.4. Basic Types of Strategic Control- Premise Control, Implementation Control, Strategic Surveillance, Special Alert Control
  - 5.5. Successful maintenance of Strategic Control

### Books for Reference

1. Strategic Management and Business Policy- AzharKazmi- The McGraw Hill Companies
2. Strategic Management- P. SubbaRao- Himalaya Publication House
3. Strategic Management- Francis Cherunilam- Himalaya Publication House
4. Strategic Management- Arthur Sharplin- The McGraw Hill Series in Management
5. Business Policy and Strategic Management- William F. Glueck, Lawrence R. Junch- The McGraw Hill



# North Maharashtra University, Jalgaon

(NACC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Bachelor of Business Administration

3rd Year SEMESTER: VI (MBA Integrated)

Paper: M 6.4 Auditing and ISA

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

Required Lectures: 48 hours

## Objectives:-

1. To help them understand the meaning and concept of auditing
2. To acquaint them with the process of auditing
3. To help them understand the emerging concept of ISA i.e Information System Audit

1. Introduction 8
  - 1.1. Auditing- Definition, meaning and nature
  - 1.2. Scope of Auditing
  - 1.3. Difference between accounting and audit
  - 1.4. Objectives of Audit
  - 1.5. Advantages and Limitations of audit
  - 1.6. Types of Audit
2. Internal Control System 8
  - 2.1. Meaning and Importance
  - 2.2. Elements of Internal Control System
  - 2.3. Review of Internal Control System
  - 2.4. Internal Check System
  - 2.5. Test Checking
  - 2.6. Routine Checking
3. Audit Programme 8
  - 3.1. Audit Programme- Meaning and advantages
  - 3.2. Audit Documentation- audit working papers
  - 3.3. Permanent and Current Audit Files
  - 3.4. Audit Evidence
  - 3.5. Methods of obtaining audit evidence
4. Vouching, Verification and Valuation 8
  - 4.1. Vouching- Meaning
  - 4.2. Points to be considered at the time of vouching
  - 4.3. Procedure of vouching purchase & Sales transactions, Capital expenditure, wages and salaries paid, payments into and out of banks
  - 4.4. Meaning and objects of verification and valuation
  - 4.5. Difference between verification and valuation
  - 4.6. Study verification of Plant & machinery, Land & Buildings, Stock and Bank Balance
5. Auditors report 8
  - 5.1. Meaning and Importance
  - 5.2. Contents of Audit report
  - 5.3. Audit Qualifications, disclaimers, adverse opinions
  - 5.4. Distinction between audit report and certificates
  - 5.5. Distinction between notes and qualifications
  - 5.6. Detailed observation by statutory auditor to management vis a vis obligations of reporting to the members

6. Information System Audit

8

- 6.1. Information system Audit- Definition and meaning
- 6.2. Different types of Information System audits
- 6.3. Purpose and value of Information System Audit
- 6.4. Conducting an Information System Audit
- 6.5. Tools and techniques of Information system audit

### **Books for Reference**

- 1. Auditing by K.C Shekhar and LekshmyShekhar- Vikas Publishing house
- 2. Auditing by R.G. saxena- Himalaya Publications
- 3. Practical Guide to Auditing- R.N Sengupta- New Central book agency Ltd.
- 4. Information System Audit by Ron Weber- Pearson



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(NACC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Bachelor of Business Administration

3rd Year SEMESTER: VI (MBA Integrated)

Paper: M 6.5 International Business

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

Required Lectures: 48 hours

- 1. INTERNATIONAL BUSINESS AND IT'S ENVIRONMENT (8)**
  - 1.1. Definition, Significance, Nature and Scope of International Business.
  - 1.2. International Business Approaches.
  - 1.3. Theories of International Business.
  - 1.4. International Business Environment and its Significance.
  - 1.5. Demographic Environment, Technological Environment, Economical Environment, Political Environment.
  - 1.6. Environment.
- 2. INTERNATIONAL COMPETITIVENESS (10)**
  - 2.1. Competitive Advantages in International Business.
  - 2.2. The Factors of International Competitiveness.
  - 2.3. Technology and International Competitiveness.
  - 2.4. International Strategic Management Process.
  - 2.5. Competitive Advantage of Nations.
- 3. INTERNATIONAL MARKET SELECTION AND MARKET ENTRY STRATEGY (10)**
  - 3.1. Market Selection Process.
  - 3.2. Determinants of Market Selection.
  - 3.3. Exporting.
  - 3.4. Licensing and Franchising.
  - 3.5. Countertrade.
- 4. INTERNATIONAL PRODUCT DECISIONS AND PROMOTIONS (10)**
  - 4.1. Important Product Decisions in International Market.
  - 4.2. New Product Development.
  - 4.3. Brands and Branding Problems in International Business.
  - 4.4. EPZs, EOUs, SEZs.
  - 4.5. Export Houses and Trading Houses.
- 5. INTERNATIONAL FINANCING AND BOP (10)**
  - 5.1. International Financing Techniques and Instruments.
  - 5.2. Foreign Exchange.
  - 5.3. Convertibility of Rupee and its Implications.
  - 5.4. BOP and its Components.
  - 5.5. IMF- Objectives, Functions, Organizational Structure of IMF.

### Books for Reference

01. International Business- K. Aswathappa- Tata McGraw Hill Education Pvt. Ltd.
02. International Business- V.K. Bhalla, S. Shiva Rama- Anmol Publication Pvt. Ltd.
03. International Business- Francis Cherunilam- Prentice Hall of India Pvt. Ltd.
04. International Business- P. SubbaRao- Himalaya Publication House.
05. International Business Environment- Francis Cherunilam- Himalaya Publication House.
06. International Business Environment – JosuaMiluwi, Hina Rashid - Mangalam



## North Maharashtra University, Jalgaon

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: Bachelor of Business Administration

**3rd Year SEMESTER: VI (MBA Integrated)**

**Paper: P6.6Case Study in Management II**

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

**Required Lectures: 48 hours**

### Objectives:

- To enhance analytical skills of students

The student has to select and discuss the case studies related to paper no M 3.1, M 5.3, M 5.4, & M6.1 those will have impact on business decision making in each paper

### Books for Reference

- 1) Marketing Management-Rajan Saxena-Tata Mcgraw Hill
- 2) Marketing Management-T. N. Chabra and S.K.Grover-Dhanpat Rai and CO.
- 3) Marketing Management-S. K. Sarangi-Asian books private limited
- 4) Marketing Management-S. A. Sherlekar-Himalaya Publishing House
- 5) Human Resource Management by S.S Khanka- S chand and company
- 6) Human Resource Management by C.B Gupta –Sultan Chand & Sons
- 7) Human Resource Management by Dr. K.Ashwathappa- Tata McGraw Hill
- 8) Entrepreneurship by Poornima M. Charantimath - Pearson
- 9) Entrepreneurship by madhurimalall and shikhasahay- excel books
- 10) Entrepreneurship development by S.L Gupta and Arun Mittal- International Book House
- 11) Entrepreneurship by Robert D Hisrich, Michael P Peters, Dean A Shepherd- Tata Mcgrawhillpublishing company ltd
- 12) Dynamics of Entrpreneurship development and Management- Himalaya Publishing house
- 13) Entrepreneurship development and Project Management- Neeta Baporikar
- 14) Project Management by Clifford gray, Eric w. Larsen- Tata Mcgraw hill



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Bachelor of Business Administration

3rd Year SEMESTER: VI (MBA Integrated)

Paper: P6.7 Project Report and Viva

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

**Required Lectures: 48 hours**

- 1.1. Each student shall have to undergo a practical training for a period of not less than 3 weeks during vacation falling after the end of second year/during winter vacation of the year.
- 1.2. In the sixth 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 /college at the end of the second year, so that the student can take up the training during the vacations. The Project should be necessarily innovative and /or Problem solving. No teacher shall be entrusted with more than 15 students for guidance and supervision.
- 1.3. The departments / institute/ college shall submit the detailed list of candidate with Project Titles, name of the organization, internal guide & elective subject to the university on or before 31st Dec. of the year.
- 1.4. The student has to write a report based on the actual training undergone during the vacations at the specific selected 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/principal of the college.
- 1.5. One copy of the report submitted by the student shall be forwarded to the University by the Institute before 31st January.
- 1.6. 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.
- 1.7. No students will be permitted to appear for Viva-voce and Semester VI examinations, unless and until(s) he submits the project report before the stipulated time.

### Books for Reference

1. Research Methodology – Prashant Sarangi - Taxmann
2. Research Methodology – Shrivastava - TMH
3. Research Methodology (Methods & Techniques) – C.R.Kothari - Wiley Eastern Ltd
4. Business Research Methodology – J.K. Sachdeva- Himalaya Publishing House
5. Business Research Methods: A South Asian Perspective-8 ed. –Zikmund, Adhikari – Cengage Learning
6. Research Methodology – Concepts & Cases – Chawala&Sodhi - Vikas