MBA
(Integrated)

North Maharashtra University, Jalgaon

NAAC Re-accredited 'A' Grade University

FACULTY OF COMMERCE AND MANAGEMENT

Structure, Equivalence and Syllabus

of

5 years' Integrated

Master of Business Administration

MBA-Integrated

(BBA-MBA)

(Semester 60-40 pattern)

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' GradeUniversity)

FACULTY OF COMMERCE and MANAGEMENT

STRUCTURE OF MASTERS OF BUSINESS ADMINISTRATION (INTEGRATED)

MBA (Integrated) First Year w.e.f. 2017 – 18			
Paper	**Semester-I**	**Paper**	**Semester-II**
MI 1.1	Management Principles	MI 2.1	Management Practices
MI 1.2	Professional Communication-I	MI 2.2	Professional Communication-II
MI 1.3	Business Economics	MI 2.3	Indian Economy
MI 1.4	Banking and Insurance-I	MI 2.4	Banking and Insurance-II
MI 1.5	Fundamentals of Accounting	MI 2.5	Financial Accounting
MI 1.6	Business Ethics	MI 2.6	Corporate Social Responsibility
MI.1.7	Office Automation Tools I	MI 2.7	Office Automation Tools II

MBA (Integrated) Second Year w. e. f. 2018 – 19			
Paper	**Semester-III**	**Paper**	**Semester-IV**
MI 3.1	Organization Behavior-I	MI 4.1	Organization Behavior-II
MI 3.2	Business Mathematics	MI 4.2	Business Statistics
MI 3.3	Marketing Management	MI 4.3	Research Methodology
MI 3.4	Business Law	MI 4.4	Company Law
MI 3.5	Cost Accounting	MI 4.5	Direct Tax
MI 3.6	Human Resource Management	MI 4.6	Financial Management
MI 3.7	Tally ERP	MI 4.7	Foreign Language**

** Foreign Language (Any One)
French / Chinese / German / Spanish / Japanese

MBA (Integrated) Third Year w. e. f. 2019 – 20			
Paper	**Semester-V**	**Paper**	**Semester-VI**
MI 5.1	Entrepreneurship Development	MI 6.1	Project Management
MI 5.2	Introduction to Operations Management	MI 6.2	Event Management
MI 5.3	Fundamentals of Retailing	MI 6.3	Supply chain Management
MI 5.4	E-commerce	MI 6.4	Digital Marketing
MI 5.5	Corporate Accounting	MI 6.5	Auditing
MI 5.6	International Business	MI 6.6	Cyber Law and Security
MI 5.7	Practical Based on Business Enterprises	MI 6.7	Project and Viva-Voce

MBA (Integrated) Fourth Year w. e. f. 2017 – 18			
Paper	**Semester-VII**	**Paper**	**Semester-VIII**
MI7.1	Global Business Practices	MI8.1	Innovation Management
MI 7.2	Management Accounting	MI 8.2	Quantitative Techniques for Management
MI7.3	Business Environment	MI8.3	Management Information System
MI7.4	Advanced Research Methods	MI8.4	Services Management
MI7.5	Agro Business Management	MI8.5	Field Work/Survey Assignment
MI 7.6	Specialisation-I	MI 8.6	Specialisation-III
MI 7.7	Specialisation-II	MI 8.7	Specialisation-IV

MBA (Integrated) Fifth Year w. e. f. 2018 – 19			
Paper	**Semester-IX**	**Paper**	**Semester-X**
MI 9.1	Strategic Management	MI 10	• Industrial/Business training based on specialization selected. • Project report and Viva Voce
MI 9.2	Family Business Management		
MI 9.3	Enterprise Resource Planning		
MI 9.4	Communication Techniques for 21st Century		
MI 9.5	Specialisation-V		
MI 9.6	Specialisation-VI		
MI 9.7	Specialisation-VII		

Specialization (Any One)	
A	Financial Management
B	Marketing Management
C	Human Resource Management
D	Manufacturing and Operations Management
E	Information and Communication Technology Management

A - Financial Management					
				MI 9.5	International Financial Management
MI 7.6	Indian Financial System	MI 8.6	Strategic Financial Management	MI 9.6	Indirect Taxes
MI 7.7	Investment and Portfolio Management	MI 8.7	Financial Derivatives and Risk Management	MI 9.7	Case Studies in Finance
B - Marketing Management					
				MI 9.5	Service Marketing
MI 7.6	Marketing Research and Consumer Behavior	MI 8.6	Promotion Management	MI 9.6	International Marketing Management
MI 7.7	Product and Brand Management	MI 8.7	Sales and Distribution Management	MI 9.7	Case Studies in Marketing
C - Human Resource Management					
				MI 9.5	Strategic Human Resource Management
MI 7.6	Industrial Relations and Trade Union	MI 8.6	Performance and Compensation Management	MI 9.6	International HRM
MI 7.7	Labor Welfare and Administration	MI 8.7	HR Legislations	MI 9.7	Case Studies in HRM
D - Manufacturing and Operations Management					
				MI 9.5	Total Quality Management
MI 7.6	Industrial and Project Management	MI 8.6	Logistics and Supply Chain Management	MI 9.6	International Operations Management
MI 7.7	World Class manufacturing and Process Management	MI 8.7	Management of Technology	MI 9.7	Case Studies in Operations
E - Information and Communication Technology Management					
				MI 9.5	ICT and Business Application
MI 7.6	HTML and Website Management	MI 8.6	RDBMS	MI 9.6	Information System Audit
MI 7.7	Programming with C++	MI 8.7	Computer Networks	MI 9.7	Software Project Management

North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE and MANAGEMENT

STRUCTURE OF MASTERS IN BUSINESS ADMINISTRATION (INTEGRATED)

(BBA-MBA Integrated)

w.e.f. A.Y. 2017-18

1. TITLE OF THE DEGREE

This degree shall be titled as Masters in Business Administration (MBA) Integrated with the mention of Specialization in the bracket as "**MBA Integrated (Specialisation)**" This new curriculum shall be effective from Academic year 2017-18.

- After completion of 3 successful years, the student shall be awarded Bachelor of Business Administration (Integrated) i.e. BBA (Integrated). Thereafter, there will be an Exit option, Subject to condition that he/she should pass all the papers of Semester-I to Semester-VI.
- The student can continue MBA for next two years, after successful completion, the student shall be awarded with Masters in Business Administration, (Integrated).

2. OBJECTIVES

The program is spread over 10 semesters, leading to a post graduate degree in MBA. It is an integrated program specially designed for 10 + 2 students, who wish to develop managerial skills. The course is tailor made to suit the needs of industry. This program is conducted by well-experienced senior faculty.

The Objectives of the Program are:

i. To Develop integrated skills
ii. To Increase cognitive skills in the fields of emerging knowledge and industry requirements
iii. To Enhance placement opportunities
iv. Provide opportunity to specialize in various management areas such as Marketing, Finance, Human Resource Management, Manufacturing and Operations Management, Information and Communication Technology Management during the MBA part of the programme.
v. To facilitate the development of students to take up growing challenges and implement viable, ethically correct, and socially acceptable solutions.

3. DURATION

The regular Full Time Integrated Course shall be of 5 Years duration; BBA (Integrated) and MBA (Integrated) comprising of 10 Semesters through Theory papers, Practical, Project report, Field work, Viva-voce, Industry Training and such other Continuous Evaluation Systems as may be prescribed, in this respect, from time to time.

4. ELIGIBILITY FOR ADMISSION

Strictly as per admission rules framed by the AICTE, New Delhi. Directorate of Technical Education, Government of Maharashtra and North Maharashtra University, Jalgaon

5. PATTERN

5.1. The suggested curriculum comprises 64 papers. Similarly, the student has to opt for one specialization, as specialization comprising 7 papers, at the 'Xth' Semester the student has to undergo Industrial/Business training based on specialization selected for minimum period of One Semester.

5.2. Each semester will have 7 papers of 4 credits each, thus comprising 28 credits for each Semester whereas, Industrial/Business training based on specialization consists of 12 credits, that is 168 credits for BBA Integrated degree, whereas, 264 credits for whole MBA Integrated Degree Course.

5.3. One credit for the theory course shall be of the 15 clock hours (Each course being taught in the semester will be of 4 credits) that is each course will be of 60 hours.

5.4. Continuous evaluation of the students shall comprise the 60+40 pattern; where every paper of 100 marks (4 credits), shall be divided as External evaluation of 60 marks and internal continuous assessment of 40 marks.

5.5. Four (4) credits shall be awarded to the MI 6.7 Project Report and Viva-Voce, which will commence after completion of IVth Semester (During vacation falling after the end of Second year) and the final work and report shall be submitted during VIth Semester. The marks and the credits will be allotted in VIth Semester.

5.6. Four (4) credits shall be awarded to the MI 8.5 Field Work/ Survey Report which will commence during VIIIth Semester and the final work and report shall be submitted during VIIIth Semester. The marks and the credits shall be allotted in VIIIth Semester.

5.7. Twelve (12) credits shall be awarded to the MI 10 Industrial/Business training based on specialization selected and Project report and Viva-Voce, which will commence after completion of IXth Semester (Semester X) and the final work and report shall be submitted at the end of Xth Semester. The marks and the credits shall be allotted in Xth Semester.

5.8. Academic calendar showing dates of commencement and end of teaching, internal assessment tests shall be duly notified before commencement of each semester every year by the Institute/College.

5.9. The external assessment shall be based on external written examination to be conducted by the University at the end of the each semester.

5.10. 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 Director, Examination and Evaluation' of the University.

6. Evaluation of the student:

6.1. The evaluation of the student shall be divided into two parts viz. Internal Assessment and External Assessment through Semester examination with a weightage in the ratio of 40:60.

6.2. **Standard of passing –**

6.2.1. In order to pass the examination the candidate has to obtain 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.

6.2.2. Minimum marks for passing the Project Report and Viva Voce i.e. the marks obtained in internal examination and external Viva Voce shall be 50% separately.

6.2.3. Minimum marks for passing for Practical Examination (1.7, 2.7, 3.7, 4.7, 5.7) shall be of 50%.

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

Theory Examination	Maximum marks
Internal assessment (College Assessment- CA)	40
External assessment (University Assessment- UA)	60
Total marks	100

6.4. The **Project work** (summer internship) shall commence after completion of IVth Semester (During vacation falling after the end of Second year) and the final Project report shall be submitted during VIth Semester. The marks and the credits shall be allotted in VIth Semester. A student shall be awarded credit points out of 4 credit points on the basis of aggregate of his/her performance in project report and viva voce.

6.5. **Internal Assessment:**

6.5.1. For the internal assessment, 40 marks shall be assigned which includes:

Heads	Marks	Evaluating Authority
Internal test-I	10	Concerned Faculty
Internal test-II	10	
Attendance, Behavior and classroom participation.	10	
Assignments (See 6.5.1.3 below)	10	
Total marks	**40**	

6.5.1.1. Two internal tests of 10 Marks each shall be conducted by the subject teacher. The duration of the each test will be of 30 minutes.

6.5.1.2. Ten Marks for continuous Evaluation through regular Attendance, behavior and classroom participation,

6.5.1.3. Ten Marks for Classroom Paper Presentation, Special Assignments, 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 one activity has to be completed by the student per semester per paper to be supervised and guided by the concerned subject teacher).

6.5.2. The marks for each test shall be displayed on notice board within 15 days of conducting the test.

6.5.3. It is mandatory to show the answer sheets of all tests to the students on demand.

6.6. **University Assessment:**

6.6.1. For Semester One to semester Six, each theory paper shall be of 60 marks and of 2 hours' duration.

6.6.2. For Semester Seven to semester Nine, each theory paper shall be of 60 marks and of 3 hours' duration.

6.6.3. For (1.7, 2.7, 3.7, 4.7, 5.7) Practical Examination of 60 marks shall be conducted.

7. Grades:

7.1. Marks for each course would be converted into grade points as per **Seven-Point** grading scale as stated in the following table.

Table 1 Table Showing Conversion of Marks into grade points

Marks Obtained	Grade	Equivalent Grade points
75 to 100	O : Outstanding	6
65 to 74	A : Very Good	5
55 to 64	B : Good	4
50 to 54	C : Average	3
45 to 49	D : Satisfactory	2
40 to 44	E : Pass	1
0 to 39	F : Fail	0

7.2. Every paper carries maximum of 6 grade points. Similarly each paper carries 4 credit points. Thus, each paper carries maximum of 24 CR x GP points.

7.3. One semester carries 7 papers of 24 CR x GP points each. Thus, every semester upto 9th Semester carries maximum of 168 CR x GP points.

7.4. Tenth Semester consists of Industrial/Business training based on specialization consists of 12 credit points. Thus, carries maximum of 72 CR x GP points.

7.5. The BBA-Integrated programme consists of 6 semesters carrying 168 CR x GP points. Thus, The BBA Integrated programme in all carries maximum of 1008 CR x GP points.

7.6. The MBA-Integrated programme consists of 10 semesters, nine semesters carrying 168 CR x GP points each and 10th semester carries of 72 CR x GP points. Thus, The MBA Integrated programme in all carries maximum of 1584 CR x GP points.

7.7. The grade point will be given on the basis of total marks (sum of mark obtained in internal assessment and Semester examination) obtained by a student in a subject.

7.8. The CR x GP points earned in each course shall be calculated as –

Total CR x GP points = Grade points obtained (vide Table-1) x Credits for the course

7.9. Semester Grade Point Average (SGPA) –

7.9.1. The performance of a student in a semester is indicated by a number called SGPA. SGPA is the weighted average of the grade points obtained in all courses registered by the student during the semester. It shall be calculated as follows-

$$SGPA = \frac{\sum_{i=1}^{n} C_i p_i}{\sum_{i=1}^{n} C_i} = \frac{\sum_{i=1}^{n} 4p_i}{28}$$

Where,

C_i = the maximum number of credits prescribed for the ith course of a semester for which SGPA is to be calculated

p_i = grade point earned in the ith course

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

That is,

$$SGPA = \frac{\textbf{Total CR x GP points earned for the Semester}}{\textbf{Total Credit points for the Semester}}$$

SGPA is rounded up to two decimal places.

7.10. **Final result**

Up-to-date assessment of the overall performance of a student from the time of his/her first registration is obtained by calculating a number called Cumulative Grade Point Average (CGPA), which is a weighted average of the grade points obtained in all courses registered by the student since he/she has been admitted to the **BBA/MBA- Integrated** course.

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

Where

C_j= the number of credits earned in the jth course up to the semester

p_j = grade point earned in the jth course.

A letter grade lower than E (i.e. grade point < 1) in a course shall not be taken into consideration for the calculation of CGPA

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

The CGPA is rounded up to two decimal places.

7.11. The final grade earned shall be as per Table given below-

Final grade to be awarded and equivalent percentage of marks of the candidate based on his/her CGPA

CGPA Value	Final Grade to be awarded to the candidate	Equivalent range for percentage of marks	Formula for obtaining equivalent approximate percentage of marks
5.50-6.00	0: Outstanding	75-100	$75 + \left\{\frac{(CGPA - 5.5)}{0.02}\right\}$
4.50-5.49	A: Very Good	65-74	$65 + \left\{\frac{(CGPA - 4.5)}{0.1}\right\}$
3.50-4.49	B: Good	55-64	$55 + \left\{\frac{(CGPA - 3.5)}{0.1}\right\}$

2.50-3.49	C: Average	50-54	$50 + \left\{\frac{(CGPA - 2.5)}{0.2}\right\}$
1.50-2.49	D: Satisfactory	45-49	$45 + \left\{\frac{(CGPA - 1.5)}{0.2}\right\}$
1.00-1.49	E: Pass	40-44	$40 + \left\{\frac{(CGPA - 1.0)}{0.1}\right\}$
0.00-0.99	F: Fail	00-39	Not Applicable

8. PASSING STANDARDS

8.1. In order to get through the examination, a student shall have to secure minimum of 40% of the marks allotted to each subject (i.e. 16 marks out of 40 marks (Internal) and 24 marks out of 60 marks (External) for all subjects), provided further that he/she shall secure minimum of 50% of the marks in aggregate.

8.2. The student shall be allowed to keep the terms of the next year as per the University rules, the rules of ATKT are also applicable while taking admission for 4th year i.e. semester VII.

9. GUIDELINES FOR TEACHING

9.1. There shall be at least 60 lecture hours per semester per course. The duration of the lectures shall be 60 minutes each. There shall be at least 15 weeks of teaching before commencement of examination of respective semester.

9.2. There shall be 4 lectures / week / paper.

9.3. The semester workload is balanced with 7 full papers of 100 marks each / semester. Thus, 420 lectures hours are considered for teaching sessions and continuous assessment per semester.

9.4. 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.

9.5. 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.

9.6. Institute may use a combination of various teaching methods such as cases, projects, independent studies, computer aided instructions, group discussions, lectures, seminars, presentations by students, and lectures by guest speakers from industry and government. The case method is generally seen as a most effective tool, and it should be included as part of the curriculum teaching as far as possible. This sharpens analytical skills of students and helps analyze problems from multi-functional perspectives. Case study method preferably shall be used wherever possible for the better understanding of the students.

9.7. 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.

10. GUIDELINES FOR PRACTICAL TRAINING AND SUMMER INTERNSHIP PROJECT (MI 6.7)

10.1. Each student shall have to undergo a practical training for a period of not less than 5 weeks during vacation falling after the end of IVth Semester.

10.2. In the VIth semester, examination student shall submit "Project Report" individually on the basis of Specialization. The topic shall be decided with consultation and guidance of internal guide of the Institute/college at the end of the first year, so that the student can take up the training during the vacations. The Project shall be necessarily Research oriented, Innovative and Problem solving.

10.3. The institute / College shall submit the detailed list of candidate to the University with Project Titles, name of the organization, internal guide and functional elective on or before 31st January of the Third year.

10.4. Teacher shall not be entrusted/allowed to take more than 15 students for guidance and supervision of project report.

10.5. The student has to write a report based on the actual training undergone during the summer vacations at the specific selected business enterprise, get it certified by the concerned teacher that the Project report has been satisfactorily completed and shall submit one typed Hard bound copy of the same to the Head / Director of the institute along with 1 CD of Project Report. In order to save the paper, both side printing is allowed.

10.6. It is responsibility of concerned Institute to check the authenticity of Project.

10.7. Student may use SPSS software if required.

10.8. CD submitted by the student shall be forwarded to the University by the Institute before the deadline mentioned in University circular.

10.9. Project viva voce shall be conducted at the end of Semester VI.

10.10. Viva Voce for one student shall be of minimum 10 minutes. The Student should prepare PowerPoint presentation based on Project work to be presented at the time of Viva voce.

10.11. The project work will carry maximum 100 marks, of which internal teacher shall award out of maximum 40 marks on the basis of project work done by the student as an internal assessment. Viva voce of 60 marks will be conducted by the panel of two external examiners to be appointed by the University.

10.12. No students will be permitted to appear for Viva-voce and Semester VI examinations, unless and until he/she submits the project report before the stipulated time.

11. GUIDELINES FOR FIELD WORK/ SURVEY REPORT (MI 8.5)

11.1. Each student shall have to undergo a fieldwork/ Survey Assignment while VIIIth Semester.

11.2. During the VIIIth semester student shall do compulsorily "field work/ Survey Assignment" individually or group of two; based on social issues and problems as mentioned in clause 11.3 below. The topic shall be decided with consultation and guidance of internal teacher of the Institute. The field work shall be necessarily Research oriented and Problem solving.

11.3. The themes for field work/ Survey Assignment shall be related (Not restricted) to social issues and problems such as- Education, Sanitation, Health, workers problem, watershed management, farmers suicide, dowry, problems of slum area, Tribal issues, Rehabilitation, fatalism etc…

11.4. The departments / institute shall submit the detailed list of candidate with field work/ Survey Assignment Titles, name of the organization, internal guide to the University.

11.5. 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 can guide) that the field work/ Survey Assignment has been satisfactorily completed and submit one typed copy of the same along with 1 CD of the field work report to the Head / Director of the institute. In order to save the paper, both side printing is allowed.

11.6. CD submitted by the student shall be forwarded to the University by the Institute before the deadline mentioned in University circular.

11.7. Field work/ Survey Assignment shall be strictly based on primary data. The Sample Size shall be minimum 100.

11.8. Student is expected to use SPSS/PASW or similar software for data analysis and Hypothesis Testing.

11.9. field work/ Survey Assignment viva shall be conducted at the end of Semester III

11.10. Viva Voce for one student shall be of minimum 10 minutes. The Student has to prepare PowerPoint presentation based on field work/ Survey Assignment to be presented at the time of Viva voce.

11.11. The field work/survey assignment will carry maximum 100 marks, of which internal teacher shall award out of maximum 40 marks on the basis of field work/survey assignment done by the student as an internal assessment. Sixty (60) marks External assessment will be done through PowerPoint presentation to be conducted by the panel of examiners consist of one External examiner (to be appointed by the University) and one internal examiner (to be appointed by concern Institute/college).

12. GUIDELINES FOR INDUSTRIAL/BUSINESS TRAINING PROJECT (MI 10)

12.1. Each student shall have to undergo an Industrial/Business Training for a period of not less than one Semester (15 weeks) during Xth Semester.

12.2. In the Tenth semester examination student shall submit Report based on "Industrial/Business Training Project" individually on the basis of Specialization opted. The topic shall be decided with consultation and guidance of internal guide of the Institute/college at the end of the first year, so that the student can take up the training during the vacations. The Project shall be necessarily System oriented, Innovative and Problem solving and should made sufficient contribution to the Industry/Business.

12.3. The institute / College shall submit the detailed list of candidate to the University with Project Titles, name of the organization, internal guide and functional elective on or before 31st January of the second year.

12.4. Teacher shall not be entrusted/allowed to take more than 10 students for guidance and supervision of industrial/business training project report.

12.5. The student has to write a detailed Industrial/Business Training Project report based on the actual training undergone during Xth Semester at the specific selected business

enterprise, get it certified by the concerned teacher that the Project report has been satisfactorily completed and shall submit one typed hard bound copy of the same to the Head / Director of the institute alongwith 1 CD of Project Report. In order to save the paper, both side printing is allowed.

12.6. It is mandatory for the student to maintain a register of record of daily activity and get it certified by the concern authority from Industry/Business. (The institute may use Project Management software's like Bitrix24, Freedcamp, Orangescru, Asana, Wrike, MeisterTask, Zoho Projects, Redmine, to track daily activity of student)

12.7. Institute shall request confidential report of punctuality, behavior and work done from the concern authority of Industry/Business where the student is undergoing Project, which is to be presented and opened at the time of final presentation before panel.

12.8. It is responsibility of concerned Institute to check the authenticity of Project.

12.9. Student may use SPSS software if required.

12.10. CD submitted by the student shall be forwarded to the University by the Institute before the deadline mentioned in University circular.

12.11. Project Presentation shall be conducted at the end of Semester X.

12.12. Viva Voce for one student shall be of minimum 15 minutes. The Student should prepare PowerPoint presentation based on Project work to be presented.

12.13. The Industrial/Business Training Project work will carry maximum 300 marks (12 credits), which is to be evaluated by the panel of the external examiners to be appointed by the University (which may comprise one senior faculty and one industrial representative not below the level of Manager). There is no internal credit for industrial/business training project report.

13. STRUCTURE OF THE QUESTION PAPER

13.1. For Semester One to semester Six, each question paper shall be of 60 marks and of 2 hours' duration.

13.2. For Semester Seven to semester Nine, each question paper shall be of 60 marks and of 3 hours' duration.

13.3. **For Theory papers** there will be 2 Sections. In section I, a candidate shall be required to answer 3 questions out of 5 questions and in section II, student shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.

13.4. **For Composite papers** (**1.4, 2.4, 3.2, 3.5, 4.2, 4.5, 4.6, 5.5, 7.2, 8.2**) (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) he/she shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.

13.5. **For papers including case studies (MI 1.1, 2.1, 3.1, 4.1, 5.1, 7.1, 8.3, 9.1, 9.5 E**) there shall be 2 Sections. In Section I (Theory) a student shall be required to answer 3 questions out of 5

questions and 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.

13.6. **For case studies (Specialization Paper – MI 9.7** except MI 9.7-E**)** out of 5 cases 3 cases should be attempted by the student. Each case shall carry 20 marks.

14. ELIGIBILITY OF THE FACULTY

Strictly As per norms fixed by AICTE (www.aicte-india.org) and North Maharashtra University, Jalgaon (www.nmu.ac.in)

North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE and MANAGEMENT

EQUIVALENCE OF OLD AND NEW COURSES FOR

MASTERS IN BUSINESS ADMINISTRATION (M.B.A.) Integrated

Old Paper	Old courses (w.e.f.- July 2014)	New Paper	New courses (w.e.f.- AY 2017-18)
Semester-I			
M 1.1	Principles of Management	MI 1.1	Management Principles
M 1.2	Professional Communication-I	MI 1.2	Professional Communication-I
M 1.3	Business Economics	MI 1.3	Business Economics
M 1.4	Fundamentals of Accounting	MI 1.4	Fundamentals of Accounting
M 1.5	Fundamentals of Banking and Insurance	MI 1.5	Banking and Insurance I
P 1.6	MS Office 2007 word, excel, Power Point	MI 1.7	Office Automation Tools I
P.1.7	Practical on Professional Communication-I		**Three Chances to be given**
Semester – II			
M 2.1	Management Practices	MI 2.1	Management Practices
M 2.2	Professional Communication-II	MI 2.2	Professional Communication II
M 2.3	Indian Economy	MI 2.3	Indian Economy
M 2.4	Financial Accounting and Costing	MI 2.4	Financial Accounting
M 2.5	Business Law	MI 2.6	Corporate Social Responsibility
P 2.6	RDBMS	MI 2.7	Office Automation Tools II
P.2.7	Practical on Professional Communication-II		**Three Chances to be given**
Semester – III			
M 3.1	Organization Behavior	MI 3.1	Organization Behaviour-I
M 3.2	Business Mathematics	MI 3.2	Business Mathematics
M 3.3	E Commerce	MI 3.3	Marketing Management
M 3.4	Corporate Law	MI 3.4	Business Law
M 3.5	Corporate Accountancy	MI 3.6	Human Resource Management
P 3.6	Tally ERP	MI 3.7	Tally ERP
P 3.7	Soft Skill Development		**Three Chances to be given**
Semester – IV			
M 4.1	Logistic and SCM	MI 4.1	Organization Behaviour-II
M 4.2	Business Statistics	MI 4.2	Business Statistics
M 4.3	MIS and ERP	MI 4.3	Research Methodology
M 4.4	Cyber laws and security	MI 4.4	Company Law
M 4.5	Income Tax	MI 4.5	Direct Tax
P 4.6	Tax Base Software		**Three Chances to be given**
P 4.7	Foreign language*	MI 4.7	Foreign Language
Semester - V			
M 5.1	Research Methodology	MI 5.3	Fundamentals of Retailing
M 5.2	Financial Management	MI 5.5	Corporate Accounting
M 5.3	Marketing Management	MI 5.4	E-commerce
M 5.4	Entrepreneurship Development	MI 5.1	Entrepreneurship Development
M 5.5	Business Ethics and Mind Management	MI 6.4	Digital Marketing
P 5.6	Case Studies in Management- I		**Three Chances to be given**
P 5.7	Practical based on Business Enterprises	MI 5.7	Practical based on Business Enterprises
Semester - VI			
M 6.1	Human Resource Management	MI 6.2	Event Management
M 6.2	Operations Management	MI 5.2	Introduction to Operations Management
M 6.3	Strategic Management	MI 6.1	Project Management
M 6.4	Auditing and ISA	MI 6.5	Auditing
M 6.5	International Business	MI 5.6	International Business
P 6.6	Case Studies in Management - II		**Three Chances to be given**
P 6.7	Project Report and Viva	MI 6.7	Project and Viva Voce

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017 – 18

SEMESTER: I

Paper: MI 1.1 Management Principles

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

Required Lectures: 60 hours

1. **Introduction** **(10)**
   - 1.1. Definition of Management
   - 1.2. Nature of management- Management as a science and art, as profession
   - 1.3. Universality of Management
   - 1.4. Importance's of management
   - 1.5. Management theories in practice
   - 1.6. Effective management
   - 1.7. Effectiveness and efficiency
   - 1.8. Effective manager
2. **Development of Management thought** **(10)**
   - 2.1. History of Management
   - 2.2. Hawthorne experiment and Implications of Hawthorne experiment
   - 2.3. Contribution of Peter Drucker
   - 2.4. Contribution of Chester Barnard
   - 2.5. Contribution of Herbert Simon
   - 2.6. Concept of Management approaches
3. **Planning and Decision making** **(10)**
   - 3.1. Nature and Purpose of Planning
   - 3.2. Types of plans, steps in planning
   - 3.3. The planning process – a rational approach to goal achievement; Introduction
   - 3.4. Process of Decision Making
   - 3.5. Merit and demerits of Decision making
   - 3.6. Types of decisions
4. **Organizing** **(10)**
   - 4.1. Nature and Purpose of Organising: Formal and informal organisations
   - 4.2. Organisational division – the department
   - 4.3. Organisation levels and the span of management
   - 4.4. Factors determining an effective span
   - 4.5. The structure and process of reorganizing
   - 4.6. Forms of Organization structure
5. **Staffing** **(10)**
   - 5.1. Definition of staffing
   - 5.2. Defining the managerial job
   - 5.3. Skills and personal characteristics required by managers
   - 5.4. Job analysis
   - 5.5. Process of Jon analysis
   - 5.6. Matching qualifications with position requirements
   - 5.7. Selection-process, techniques and instruments
6. **Directing and Leadership** **(10)**
   - 6.1. Directing- Concept and Principles
   - 6.2. Direction and Supervision Techniques
   - 6.3. Models for Directing
   - 6.4. Leadership - Concept, Leadership development ingredient, Charismatic, Trait, Behavioural and Situational leadership theories

REFERENCE BOOKS

1. L. M. Prasad, Principles and Practice of Management, Sultan Chand and Sons, New Delhi
2. Ramaswamy T, Principles of Management, Himalaya Publication.
3. Bhattacharyya, Principles of Management: Text and Cases, 1e - Pearson
4. Robbins S.P And Decenzo David A. Fundamentals Of Management : Essential Concept And Applications, – Pearson Education
5. Tripathi P C and Reddy P N, Principles of Management, Tata McGraw Hill
6. Sherlerkar S A, Modern Business Organization and Management, Himalaya Publishing House.
7. Bora C, Principles of Management, Kalyani Publishers

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017 – 18

SEMESTER: I

Paper: MI 1.2 Professional Communication-I

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

Required Lectures: 60 hours

1. **Introduction to Professional Communication** **(10)**
   1.1. Communication process , meaning, types
   1.2. Interpersonal Communication , Barriers to Communication Steps to Overcoming Barrier
   1.3. Applied Grammar and Usage , Developing words , Developing sentences
   1.4. Use concrete Words , Use Active Verbs , Use I and We Correctly Direct and Indirect Statements , Punctuation Marks
2. **Verbal – Oral Communication** **(10)**
   2.1. Meaning and importance of Oral and Verbal Communication
   2.2. Characteristics , Methods of Oral /Verbal Communication
   2.3. Grapevine ,Presentations ,Conferences, Workshops ,Seminars
3. **Nonverbal Communication** **(10)**
   3.1. Eye Contact,
   3.2. Facial Expression,
   3.3. Gestures Posture
   3.4. Body Orientation, Proximity, Appearance
4. **Reading ,Speaking , listening Skill** **(10)**
   4.1. Rapid Reading Styles of Reading ,Comprehension
   4.2. Negotiation , Group Discussion
   4.3. Selling and Buying skill
   4.4. Conversational skills
5. **Letter Writing Basic** **(10)**
   5.1. Written Communication –Meaning Advantages And Disadvantages , Types
   5.2. Memorandums, and E-mails, Circular Notice.
   5.3. Reports Writing Meaning, Types.
   5.4. Writing Minutes of meeting ,Agenda
6. **Written Communication –** **(10)**
   6.1. Acknowledging an Order
   6.2. Enquiry Letter
   6.3. Sales Letter
   6.4. Request Letter
   6.5. Credit Letter
   6.6. Collection letter

REFERENCE BOOKS

1. Business Communication, Lesikar and Petit, McGraw-Hill
2. Communication Skills Handbook, summers, Wiley, India
3. Business Communication (Revised Edition), Rai and Rai, Himalaya Publishing House
4. Business Correspondence and Report Writingby R. C. Sharma and Krishna Mohan, TMH
5. Effective Business Communication by Murphy, Herbert W Hildebrandt, Jane P Thomas, McGraw-Hill
6. Business Communication for Managers by Payal Mahra Pearson
7. Business Communication for Managers – An advanced approach – Penrose /Rasberry /Myers

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017 – 18

SEMESTER: I

Paper: MI 1.3 Business Economics

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

Required Lectures: 60 hours

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1. **Concept of Business Economics** **(10)**
   - 1.1. Meaning and Nature of Economics
   - 1.2. Scope of Business Economics
   - 1.3. Importance of Business Economics
   - 1.4. Use and Objectives of Business Economics
   - 1.5. Business Economics and Other Disciplines
   - 1.6. Functions, Roles and Responsibilities of Business Economist

2. **Demand Analysis** **(10)**
   - 2.1. Concept and Determinants of Demand
   - 2.2. Law of Demand
   - 2.3. Elasticity of Demand: Price, Income and Cross Elasticities
   - 2.4. Demand Forecasting
   - 2.5. Techniques of Demand Forecasting

3. **Supply Analysis** **(10)**
   - 3.1. Meaning of Supply and Determinants of Supply
   - 3.2. Law of Supply
   - 3.3. Price Elasticity of Supply: Meaning and Types
   - 3.4. Factors Determining Elasticity of Supply

4. **Production Analysis** **(10)**
   - 4.1. Concept of Production Function
   - 4.2. Law of Production Function
   - 4.3. Law of Diminishing Marginal Returns
   - 4.4. Law of Variable Proportions
   - 4.5. Law of Return to Scale

5. **Cost and Revenue Analysis** **(10)**
   - 5.1. Concept of Cost and Revenue
   - 5.2. Kinds of Cost
   - 5.3. Relationship between Total Revenue, Average Revenue and Marginal Revenue
   - 5.4. Break Even Analysis and it's uses

6. **Market and Market Structure** **(10)**
   - 6.1. Concept of Market
   - 6.2. Types of Market Structure on the basis of competition
   - 6.3. Characteristics of –
     - 6.3.1.Perfect Competition
     - 6.3.2.Monopoly
     - 6.3.3.Monopolistic Competition
     - 6.3.4.Oligopoly
   - 6.4. Comparison of Different Markets

REFERENCE BOOKS

1. Managerial Economics Dr Singh Kogent Publications
2. Economics Samuelson andNourdhous - TMH
3. Modern Economic Theory K K Dewatt, SChand
4. Introduction to Positive Economics Richard LipseyandCrystal - TMH
5. Micro Economic Theory Mankiw - Thomson
6. Managerial Economics Dr D M Mithani Himalaya
7. Managerial Economics Concepts and Application Thomas and Maurice Mcgraw-Hill
8. Managerial Economics Mark Hirschey Thomson Press

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017 – 18

SEMESTER: I

Paper: MI 1.4 Banking and Insurance-I

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

Required Lectures: 60 hours

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1. **Introduction to banking** **(08)**
   - 1.1. Meaning and Definition of Bank
   - 1.2. Evolution of Banking in India
   - 1.3. Structure of Indian Banking System
2. **Functions and Principles of Commercial Banks in India** **(12)**
   - 2.1. Primary Functions of Commercial Banks
   - 2.2. Secondary Functions of Commercial Banks
   - 2.3. Principles of Sound Banking
   - 2.4. Conflict between Liquidity, Profitability and Safety
   - 2.5. Multiple Credit Creation Process and Limitations
   - 2.6. Components of Balance sheet of Commercial Banks
3. **Banking Operations and Types of Accounts** **(10)**
   - 3.1. Opening and operating of deposit account
   - 3.2. Closure and Transfer of Accounts
   - 3.3. Types of accounts holders – Individuals and Institutional
   - 3.4. No Frill Account / BSBDA
4. **New Technology in Banking** **(14)**
   - 4.1. E – Banking – Need and Importance
   - 4.2. Meaning and Concept and operation of –
     - 4.2.1. Automated Teller Machine (ATM)
     - 4.2.2. Credit Card, Debit Card
     - 4.2.3. Tele Banking, Mobile Banking
     - 4.2.4. Net Banking
     - 4.2.5. Core Banking
     - 4.2.6. RTGS / NEFT
5. **Cooperative Banking in India** **(08)**
   - 5.1. Structure of Cooperative Banking in India
   - 5.2. NABARD – Objectives, Functions and Working
   - 5.3. Challenges before Cooperative Banking
6. **Reserve Bank of India** **(08)**
   - 6.1. Functions
   - 6.2. Monetary Policy – Meaning and Objectives
   - 6.3. Instruments of Credit Control

ERENCE BOOKS

1. Introduction to Banking: Vijayaragavan Iyengar – Excel Books
2. Fundamental of the Indian Financial System – Vasant Desai , Himalaya Publishing House
3. Merchant Banking and Financial Services – Dr. K Ravichandran - Himalaya
4. Money, Inflation and Economic Growth, Mishra, S.S. Oxford and IBH Publishing Company, New Delhi.
5. Outline of Monetary Economics Day, A.C.L. , Oxford University Press
6. Money and Banking, Harris C.L, Allyn and Bacon, London.
7. Banking Theory – Law and Practice, DatRajesh R., Sivaganasithi - Mc Graw Hil.

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017 – 18

SEMESTER: I

Paper: MI 1.5 Fundamentals of Accounting

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

Required Lectures: 60 hours

1. **Theoretical Framework** **(12)**
   1.1. Meaning And Scope Of Accounting
   1.2. Accounting Concepts, Principles And Conventions
   1.3. Accounting Standards – Concepts, Objectives, Benefits
   1.4. Elementary study of AS-1 – Disclosure of Accounting Policies
   1.5. Users Of Financial Accounting Information
   1.6. Accounting and Other Disciplines- Law, Economics, Statistics
   1.7. Role of Accountant In Society
2. **Meaning And Fundamental Of Double Entry Book Keeping System** **(08)**
   2.1. Study Of Double Entry Book Keeping System
   2.2. Advantages of double Entry Book Keeping System
   2.3. Comparison Of Double Entry Book Keeping System With Single Accounting System
   2.4. Types Of Accounts- Personal – Impersonal: Real and Nominal
   2.5. Rules For Passing Journal Entries For Different Types Accounts
3. **Accounting Process** **(10)**
   3.1. Journal- Meaning Importance And Utility Of Journal
   3.2. Specimen Of Journal- Recording of Journal Entries
   3.3. Ledger –Meaning, Need of Ledger
   3.4. Specimen of Ledger- Ledger Posting-Balancing
   3.5. Trial Balance- Meaning And Utility
   3.6. Specimen of Trial Balance –Preparation of Trial Balance
4. **Cash Book and Bank Book** **(10)**
   4.1. Meaning, Types of Bank Accounts –Savings Account, Current Account, Fixed (Term) Deposit receipt, and Recurring Deposit,
   4.2. Types of Cheques- Bearer cheque, order cheque, cross cheque
   4.3. Preparation of Cash Book – Simple Cash book, Cash book with cash and bank column
   4.4. Preparation of Petty Cash Book- Meaning, Types- Simple and Analytical petty cash book
5. **Rectification Of Errors** **(10)**
   5.1. Meaning, Classification Of Errors –Errors Of Principles – Errors Of Omission-Commission-Compensating Errors
   5.2. Steps To Locate Errors
   5.3. Rectification Entries Before And After Preparation Of Trial Balance
   5.4. Suspense Account
6. **Final Accounts For Sole Proprietors** **(10)**
   6.1. Meaning, Objectives and Importance
   6.2. Preparation of Trading, Profit And Loss Account and Balance Sheet
   6.3. Adjustments of Closing Stock-Depreciation-Bad Debts and RDD, Outstanding Expenses , Prepaid Expenses, Accrued Income and Income Received In Advance.

REFERENCE BOOKS

1. Financial accounting: SKr Paul, New Central Book Agency
2. Finacial Accounting: S N Maheshwari, Sunil K Maheshwari, Sharad K Maheshwari, Vikas Publishing House
3. Accounting For Managers: J Madegowda, Himalaya Publishing House
4. Financial Accounting –Principles and Practices: Jawahar Lal, Seema Srivastava S Chand
5. Financial Accounting: Ashok Sehgal, Deepak Sehgal, Taxmann Publication
6. Financial Accounting : Bhushan Kumar Goyal, H N Tiwari,International Book House Pvt Ltd
7. Advanced Accounts: MC Shukla, TS Grewal, S C Gupta, S Chand Publication
8. The Institute of Chartered Accountants of India – Module for CPT exam- Module of Accounting

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017 – 18

SEMESTER: I

Paper: MI 1.6 Business Ethics

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

Required Lectures: 60 hours

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1. **Basics of Value** **(08)**
   - 1.1. Values ,Norms and Beliefs
   - 1.2. Characteristic and Importance of values
   - 1.3. Types of Values
   - 1.4. Value formation
   - 1.5. Morality, Moral Standards

2. **Business Ethics** **(16)**
   - 2.1. Definition of Ethics
   - 2.2. Nature and objective Ethics
   - 2.3. Ethics andRelated Terms: Ethics and Morality, Ethics and Religion, Ethics and Law
   - 2.4. Distinction Between Values and Ethics
   - 2.5. Meaning and Scope of Business Ethics
   - 2.6. Factors affecting Business Ethics
   - 2.7. Importance of Business Ethics
   - 2.8. "C"s of Business ethics
   - 2.9. Benefits of managing ethics in organization

3. **Ethical Mind** **(08)**
   - 3.1. Basics of Mind Management
   - 3.2. Objective and Subjective Mind
   - 3.3. Training the Mind
   - 3.4. Self-Development

4. **Ethical Decision Making & Role of CEO** **(12)**
   - 4.1. Ethical D/M Process
   - 4.2. Ethical consistency,
   - 4.3. Ethical enquiry
   - 4.4. Ethical reasoning
   - 4.5. Ethical Dilemma
   - 4.6. Approaches To Resolving Ethical Dilemmas
   - **4.7. Role of CEO**
     - 4.7.1.What is CEO
     - 4.7.2.Role of CEO
     - 4.7.3.Qualities of Successful CEO
     - 4.7.4.Tasks of CEO
     - 4.7.5.Business ethics and CEO

5. **Ethics in other sectors** **(08)**
   - 5.1. Ethics in Marketing
   - 5.2. Ethics in HRM
   - 5.3. Ethics in Accounting and Finance
   - 5.4. Ethics in information Technology

6. Ethical Issues **(08)**

6.1. Gender ethics
6.2. Environment Protection and Consumer Safety
6.3. Whistle Blowing
6.4. Trade secrets Corporate Disclosure
6.5. Insider Trading

REFERENCE BOOKS

1. Business Ethics- Albuquerue - Oxford University Press
2. Ethics in Business and corporate governance: Mandal – Tata McGraw Hill
3. Business Ethics and Corporate Governance, 2/e -Fernando- Pearson
4. Business Ethics –An Indian perspective-Ronald, Mishra –TMH
5. Business Ethics – Crane, Matten – Oxford University Press
6. Business Ethics: An Indian Perspective – Francis Mishra - TMH
7. Ethical Management: Text cases in BE and CG by SatishModh, Macmillan
8. Business Ethics – Hartman, Chatterjee – McGraw Hill
9. Ethics in Management and Indian Ethos by Biswanath Ghosh, Vikas Publications
10. Business Ethics Manisha Paliwal, New age International
11. Business Ethics and Values by Senthil Kumar, Himalaya Publications

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017 – 18

SEMESTER: I

Paper: MI.1.7 Office Automation Tools I

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

Required Lectures: 60 hours

Practical : 1

- Write any 20 lines on Education Topic and perform the following Task:
- Place a border around the full page
- Format the document with 1.5 Line Spacing
- Insert page numbers at the Bottom with Right alignment.
- Type the heading "North Maharashtra University" at the top of the Document, use word-art to do this.
- Justify all the text
- Insert the Date and the phrase "Heading MS Test" into the Header
- Change the Heading to upper case
- Change the page layout to landscape
- Insert an appropriate picture somewhere on this document
- Find all instances of the word "Education" and replace it with "Learning"

Practical : 2

Type a paragraph on any topic and Use the following command of MS-word

a) Drop Cap b) Format Painter c) Alignment

d) Subscript and Superscript e) Bullets and Numbering f) Spelling and Grammar Change

Practical : 3

Demonstrate use of Shapes, SmartArt and Chart in MS- Word.

Practical : 4

Demonstrate use of creating your own Style in MS-Word.

Practical : 5

Give the Demonstration of Mail Merger using MS-Word.

Practical : 6

Give the demonstration of Power Point Presentation with following command

¨ Animation

¨ Header and Footer

¨ Clip art

¨ Slide Show (Record Narration, Rehearse Timingetc)

Practical : 7

Draw a flow diagram showing the hierarchical structure of any organizations in power-point slide.

e.g. India ⟶ Maharashtra ⟶ NMU ⟶ Institute/College.

Practical : 8

Prepare Power Point presentation using Audio and Video files.

Practical : 9

Create a Photo Album using MS-Power Point.

Practical : 10

Give the demonstration of following command in outlook Express

a) Appointment

b) E-mail Folder

c) Contact

d) Calendar and Task

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017 – 18

SEMESTER: II

Paper: MI 2.1 Management Practices

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

Required Lectures: 60 hours

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1. Managerial Process and Skills **(10)**

1.1. Nature of Management process
1.2. Management functions
1.3. Management Roles
1.4. Functions of Various level of management
1.5. Functional area of management
1.6. Management skills
1.7. Environmental factors
1.8. Impact of environment
1.9. Challenges before Indian managers

2. Controlling **(10)**

2.1. Controlling the basis control process – critical control points and standards
2.2. Control as a feedback system
2.3. Real-time information and control
2.4. Feed forward control
2.5. Requirements for effective controls
2.6. Control areas, Causes of resistance to control

3. Control Techniques **(10)**

3.1. Responsibility Accounting
3.2. Internal Auditing
3.3. Quality control
3.4. Techniques for quality control
3.5. Quality Control through quality circle
3.6. Developing quality circle
3.7. Pitfalls in QC and Remedies; Human Resource accounting concept

4. Management Audit **(10)**

4.1. Introduction, Meaning, Definition, Objectives, Importance's, Qualification
4.2. Duties, Approach of management audit
4.3. Preliminaries of management audit
4.4. Advantages and disadvantages of management audit
4.5. Management audit Vs Statutory audit

5. Indian Management Practices **(10)**

5.1. Indian Ethos: Essential Features and insights
5.2. Features of Traditional business and Modern business
5.3. Indian Transnational Corporations: Features of Indian TNC's
5.4. Indian Management Practices

6. Japanese Management Practices (10)

6.1. 5-S system: Meaning, Philosophy,

6.2. Micro level techniques, Advantages, Limitations and Pre-requisites

6.3. Kai-Zen : Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Pre-requisites

6.4. Poke-Yoke: Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Pre-requisites

6.5. Zero Defect Program (ZDP) : Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Pre-requisites

6.6. Waste Reduction: Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Pre-Requisites

REFERENCE BOOKS

1. Principles and Practice of Management, L. M. Prasad, Sultan Chand and Sons, New Delhi
2. Principles of Management, Ramaswamy T, Himalaya Publication.
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
5. Total Quality Management – K. ShridharBhat , Himalaya Publishing House
6. Global Management Solutions: Demystified by Seth- Thompson Learning
7. Global Business Management Adhikari Macmillan
8. Principles of Management, Tripathi P C and Reddy P N, Tata McGraw Hill
9. Modern Business Organization and Management, Sherlerkar S A, Himalaya Publishing House.
10. Principles of Management, Bora C, Kalyani Publishers

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017 – 18

SEMESTER: II

Paper: MI 2.2 Professional Communication-II

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

Required Lectures: 60 hours

1. **Employment Communication** **(12)**
   - 1.1. Introduction
   - 1.2. Correspondence Related to Recruitment / cover Letter ,Resume , Cold call Letter Letters of Enquiry ,Thank you Letter
   - 1.3. Interview ,Types, process
   - 1.4. Group Discussion Meaning types , Importance
   - 1.5. Teacher should ask students to perform group discussion in class
2. **Business Meetings and Negotiation** **(06)**
   - 2.1. Introduction
   - 2.2. Meetings : Definitions and Types, key attribute of a productive meeting
   - 2.3. Challenges before Managers
   - 2.4. Negotiation
3. **Preparing and Delivering Presentations** **(06)**
   - 3.1. Introduction
   - 3.2. Importance of Presentation
   - 3.3. Types of presentation
   - 3.4. Students should prepare and deliver two business presentation in class
4. **Interpersonal Communication** **(12)**
   - 4.1. Introduction
   - 4.2. Barriers to Interpersonal Communication
   - 4.3. Emotional Intelligence
   - 4.4. Getting Along with Others / Styles of interpersonal Communication
5. **Media Communication** **(12)**
   - 5.1. Introduction , Meaning ,Importance
   - 5.2. Press Conference
   - 5.3. Press Release
   - 5.4. Internet Press Release
   - 5.5. Video Press Release
   - 5.6. Media Interviews
6. **Communication Skills for Professionals** **(12)**
   - 6.1. Discipline and Communication
   - 6.2. Communication Aspect in Disciplinary Matters
   - 6.3. Speech Preparation
   - 6.4. Students Should Prepare and deliver Speech on given topic by Subject teacher in class room

REFERENCE BOOKS

1. Business Communication, Lesikar and Petit, McGraw-Hill
2. Business Communication – Meenakshi Raman , Prakash Singh - Oxford
3. Communication Skills Handbook, summers, Wiley, India
4. Business Communication (Revised Edition), Rai and Rai, Himalaya Publishing House
5. Business Correspondence and Report Writingby R. C. Sharma and Krishna Mohan, TMH
6. Professional Communication: by Aruna Koneru, McGraw-Hill
7. Effective Business Communication by Herta A Murphy, Hildebrandt, Jane P Thomas, McGraw-Hill
8. Business Communication for Managers by Payal Mahra Pearson
9. Communication skills, Dr Nageshwar Rao , Dr. Rejendra Das Himalaya Publishing
10. Business Communication for Managers – An advanced approach – Penrose /Rasberry /Myers

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017 – 18

SEMESTER: II

Paper: MI 2.3 Indian Economy

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

Required Lectures: 60 hours

1. **Introduction to Indian economy** **(10)**
   - 1.1. Meaning and measurement of economic growth
   - 1.2. Economic growth in India
   - 1.3. Urbanization and economic development
   - 1.4. Government policy towards poverty and unemployment
   - 1.5. Present Status of Indian Economy
2. **National Income** **(06)**
   - 2.1. Concepts of national income and output
   - 2.2. Methods of measuring national income
   - 2.3. Problems in estimation of national income
3. **Agricultural productivity in India** **(12)**
   - 3.1. Role of agricultural
   - 3.2. India's agricultural development strategy
   - 3.3. Agricultural productivity in India
   - 3.4. Causes and Solutions to low agricultural productivity in India
   - 3.5. Agricultural credit and price policy
4. **Industry** **(12)**
   - 4.1. Role of industrialization
   - 4.2. Interdependence between agricultural and industrial sectors
   - 4.3. Industrial development since 1991 – A review
   - 4.4. Problems of industrial development in India
   - 4.5. Analysis of new industrial policy
   - 4.6. Government policy for small scale industries
   - 4.7. Rationale of public sector in India and its problems
5. **Policies and their impact on Indian Economy** **(10)**
   - 5.1. Special Economic Zone in India
   - 5.2. Privatization and disinvestment policy of India
   - 5.3. Demonetization of Currency
   - 5.4. GST
   - 5.5. EXIM Policy
6. **Problems in Indian economy** **(10)**
   - 6.1. Causes of inflation
   - 6.2. Impact of global financial crisis
   - 6.3. Complexity in taxation system
   - 6.4. Problems of balance of payment
   - 6.5. Causes of Poverty and Unemployment

REFERENCE BOOKS

1. Indian Economy: R Data and KPM Sunderam – S Chand
2. Indian Economy: Mishra andPuri - Himalaya
3. Indian Economy: ANAgrawal – New Age
4. Indian Economy: Uma Kapila-

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017–18

SEMESTER: II

Paper: MI 2.4 Banking and Insurance-II

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

Required Lectures: 60 hours

1. **Introduction to Insurance** **(05)**
   - 1.1. Meaning and definition of insurance
   - 1.2. Benefits of Insurance
   - 1.3. Principles of insurance
   - 1.4. Functions of Insurance
   - 1.5. Characteristics of Insurance

2. **Life Insurance Contracts and Policy Provisions** **(15)**
   - 2.1. Components of a contract
   - 2.2. Basic procedure of Issuing Life Insurance Policy
   - 2.3. Contractual provisions of Life Insurance
   - 2.4. Issue of Duplicate Policy
   - 2.5. Concepts of Nomination; Assignment; Laps and Revivals; Foreclosure; Policy Loans; Riders.
   - 2.6. Group Insurance
     - 2.6.1.Features of Group Insurance
     - 2.6.2.Factors Led to Growth in Group Insurance
     - 2.6.3.Importance of Group Insurance
     - 2.6.4.Eligibility Consideration
     - 2.6.5.Eligible Groups for Group Insurance
     - 2.6.6.Types of Group Insurance Schemes

3. **Types of Policies** **(08)**
   - 3.1. Based on time: Whole Life; Term Plans; Endowment Plans
   - 3.2. Based on Premium payment: Single Premium; Regular/ Level Premium
   - 3.3. Based of Claim Payment: Fixed Sum; Annuity
   - 3.4. Based on number of persons assured: Single Life; Multiple Life
   - 3.5. Term Plan:- Meaning and benefits of it

4. **General Insurance** **(10)**
   - 4.1. Introduction to General Insurance
   - 4.2. Industry Structure
   - 4.3. Concepts of : Fire Insurance; Marine Insurance; Motor Insurance; Personal Accidental Insurance; Agricultural Insurance; Micro Insurance
   - 4.4. Health Insurance:- Need and importance

5. **Reinsurance** **(06)**
   - 5.1. Introduction of Reinsurance
   - 5.2. Double Insurance
   - 5.3. Distinguish between Reinsurance and Double Insurance
   - 5.4. Co-insurance
   - 5.5. Distinguish between Co-insurance and Reinsurance

6. Regulatory Framework **(16)**

6.1. Objectives of IRDA
6.2. Duties and Powers of IRDA
6.3. Functions of IRDA
6.4. Claim Management (Procedure)
  6.4.1 Guidelines for settlement of Claims
  6.4.2 Life Insurance Claims (Maturity and Death Claims)
  6.4.3 Marine Insurance Claims:- (Marine Cargo and Marine Hull)
  6.4.4 Fire Insurance Claim
  6.4.5 Motor Insurance Claim (Own Damage; Theft; Third Party Claim)
  6.4.6 Mediclaim
6.5. Concept of e-Insurance
6.6. Tax Benefits of Insurance: (80 C and 80D)

Note:- Numerical are not expected in examination.

REFERENCE BOOKS

1) Insurance and Risk Management, by Dr. P. K. Gupta, Himalaya Publication ; Second Edition;
2) Principles of Insurance Management, By Neelam C. Gulati, Excel Books; First Edition
3) Risk Management: Insurance and Derivatives, By Dr. G. Kotreshwar; Himalaya Publication.
4) Insurance: Theory and Practice, By Nalini P.Tripathy and Prabir Pal ; Prentice Hall of India Pvt. Ltd.
5) Principles of Risk Management and Insurance, By Dr. Neelam C. Gulati; Excel Books

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017 – 18

SEMESTER: II

Paper: MI 2.5 Financial Accounting

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

Required Lectures: 60 hours

1. **Developments in Accounting** **(08)**
   1.1. Financial Accounting: Advantages And Limitations
   1.2. Cost Accounting: Meaning, Advantages And Limitations
   1.3. Management Accounting: Meaning, Advantages And Limitations
   1.4. Role of Management Accountant in the organisation
2. **Depreciation Accounting** **(10)**
   2.1. Meaning and Definition
   2.2. Causes of Depreciation'
   2.3. Need for Depreciation
   2.4. Methods of Computation – Straight Line Method, Written down value method
3. **Bank Reconciliation Statement-** **(10)**
   3.1. Meaning, Need and Importance-
   3.2. Causes For Difference In Bank Balance
   3.3. Preparation Of Bank Reconciliation Statement
4. **Valuation of Goodwill** **(10)**
   4.1. Meaning of Goodwill
   4.2. Need for valuation of Goodwill
   4.3. Methods of Valuation of Goodwill- Average Profit Method, Super Profit Method , capitalization Method
5. **Accounts of 'Not For Profit' Concern** **(12)**
   5.1. Introduction
   5.2. Features of Not for Profit Concern
   5.3. Types of Receipts, Types of Payments
   5.4. Concept and Specimen of Receipts and Payments of account
   5.5. Concept and Specimen of Income and Expenditure account
   5.6. Distinction between receipt and Payment account and Income and Expenditure account
   5.7. Preparation of Income and Expenditure A/c and Balance Sheet
6. **Investment Account** **(10)**
   6.1. Preparation of Investment Account for Fixed Income Bearing Securities
   6.2. Cum Interest – Purchase, Sale and Computation of profit on securities
   6.3. Ex Interest - Purchase, Sale and Computation of profit on securities

REFERENCE BOOKS

1. Financial Accounting: Ashok Sehgal, Deepak Sehgal, Taxmann Publication
2. Financial accounting: SKr Paul, New Central Book Agency
3. Financial Accounting: S N Maheshwari, Sunil K Maheshwari, Sharad K Maheshwari, Vikas Publishing House
4. Accounting For Managers: J Madegowda, Himalaya Publishing House
5. Financial Accounting –Principles and Practices: Jawahar Lal, Seema Srivastava- S Chand
6. Financial Accounting : Bhushan Kumar Goyal, H N Tiwari, International Book House Pvt Ltd
7. Advanced Accounts: MC Shukla, TS Grewal, S C Gupta, S Chand Publication
8. Advanced Financial Accounting: SKR Paul, New Central Book Agency

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(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017 – 18

SEMESTER: II

Paper: MI 2.6 Corporate Social Responsibility

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

Required Lectures: 60 hours

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1. **Corporate Social Responsibility** **10**
   - 1.1. Concept, Definition and Scope of Corporate Social Responsibility
   - 1.2. Corporate Social Responsibility and the Law
   - 1.3. Corporate Social Responsiveness
   - 1.4. Corporate Social Performance
   - 1.5. Diverging Views on Social Responsibility(Arguments for and against)
   - 1.6. Areas of Social Responsibility of Business
2. **Framework for rating CSR** **12**
   - 2.1.1.Understanding CSR Ratings
   - 2.1.2.Global Rating Initiatives (GRI)
   - 2.1.3.Infosys Sustainability Solution
   - 2.1.4.Tata Group's CSR Rating Framework
   - 2.2. Unethical Behavior in Organizations
     - 2.2.1.Understanding Unethical Behavior
     - 2.2.2.Individual Factors Contributing to Unethical Behavior
     - 2.2.3.Organizational Factors Contributing to Unethical Behavior
3. **Corporate social responsibility of business** **08**
   - 3.1. Social Responsibility and Indian Corporations, Criterion for determining the Social Responsibility of Business,
   - 3.2. Scope for CSR Activities, Sustainable development goals, UN guiding principles on business and human rights
4. **Recent trends in CSR** **08**
   - 4.1. Current issues in CSR, Corporate philanthropy, Corporate Citizenship
   - 4.2. Tata Group's CSR Rating Framework, Sachar Committee Report on CSR, Recent Guidelines in CSR
5. **Corporate Social Responsibilities Practices** **10**
   - 5.1. Role of Government and NGO in CSR
   - 5.2. Economic, Social and environmental approach of CSR, Stake holders (Customer, employees, communities, investors) and Social Preferences
6. **Corporate Governance** **12**
   - 6.1. Meaning and definition of Corporate Governance
   - 6.2. Need for Governance in Business, Objectives of Corporate Governance
   - 6.3. Principles of Corporate Governance
   - 6.4. Issues in Corporate Governance
   - 6.5. Professionalization Of Corporate Governance
   - 6.6. 'Good' Corporate Governance
   - 1.1. Corporate Governance Practices in India
   - 1.2. The Growth of Modern Ideas of Corporate Governance,
   - 1.3. Indian Committees and Guidelines on Corporate Governance

REFERENCE BOOKS

1 Corporate Governance, Values and Ethics – Vasisth and Rajput - Taxmann

2 Corporate Social Responsibility, Concept and Cases: "The Indian Experience". C.V.Baxi and Ajit Prasad, Excel Books

3 Strategic Corporate Social Responsibility, stake holder's a global Environment. William B. Werther and Jr. David Chandler. Sage Publication - 2009

4 Corporate Social Responsibility. - Vol. – I and II -Prasenjit Maiti- Sharda Publishing House, Jodhpur (India), 2010

5 Corporate Social Responsibility, "The Environmental Aspects" Sumati Reddy, The ICFAI University, ICFAI Books

6 Corporate Social Responsibility, Sustainable Supply Chain". Sumati Reddy, The ICFAI University, ICFAI Books

7. Handbook on Corporate Social Responsibility in India, CII.

8. Corporate Social Responsibility – Madhumita Chattergi – Oxford University Press

9. Corporate Governance: Principal Policies and Practices by Fernando, Pearson Education

10. Corporate Governance and Business Ethics – Mathur – Macmillan

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) First Year w.e.f. 2017 – 18

SEMESTER: II

Paper: MI 2.7 Office Automation Tools II

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

Required Lectures: 60 hours

Practical 1: Demonstrate use of Conditional Formatting in MS-Excel.

Practical 2: Prepare the Mark-sheet of Students in MS-Excel as shown below and perform the following task:

	A	B	C	D	E	F	G
1	Mark Sheet						
2	Names	Test1 Mark	Test2 Mark	Test3 Mark	Total	Percentage %	Pass/Fail
3	Rahul	72	65	72			
4	Swara	80	58	65			
5	Dipak	30	45	50			
6	Anil	70	65	80			
7	Maximum						
8	Minimum						
9	Average						

Task to perform:

i. Format the Title to Bold and Font Size 14
ii. Insert a new student below Dipak. The student name is Sachin.
iii. Sachin has the following marks, Test1 – 80, Test2 – 70, Test3 – 65
iv. Using the sum formula calculate the Total for each Student (column E)
v. Calculate the percentage for each student in column F
vi. Using the Max formula insert the Maximum Mark for each Test
vii. Using the Min formula insert the Minimum Mark for each Test
viii. Using the Average formula insert the Average Mark for each Test

Practical 3: Demonstrate use of different Charts in MS- Excel.

Practical 4: Give the Demonstration of Following Command:Format Painter, Sorting, Filter

Practical 5: Create Salary sheet using MS-Excel.

Practical 6: Create a database named "College" and insert two tables named "Teacher" and "Student" using MS-Access.

Practical 7: Demonstrate inserting records in tables in MS-Access.

Practical 8: Demonstrate creating relationship between tables in MS-Access.

Practical 9: Demonstrate the use of Forms in MS-Access.

Practical 10: Demonstrate the use of Reports in MS-Access.

Second Year
(Sem-III & IV)
w.e.f. 2018-19

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: III

Paper: MI 3.1 Organization Behavior-I

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

Required Lectures: 60 hours

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1) Introduction **(10)**

a) Meaning and definition of O.B.
b) Key elements of O.B.
c) Nature and Scope of O.B.
d) Importance of O.B. (7-8)
e) Multidisciplinary nature of O.B.
f) Emerging challenges for O.B.

2) Individual Perspective **(14)**

a) Personality:
   i. Definition and Concept.
   ii. Determinants of Personality
   iii. Personality Traits
   iv. Personality Attributes influencing O.B.
   v. Measuring Personality
b) Attitudes:
   i. Concept and Nature
   ii. Types of Attitudes
   iii. Components of Attitudes
   iv. Functions of Attitudes
   v. Ways to change Attitudes
   vi. Attitudes and O.B.
c) Perception:
   i. Definition and Nature of Perception
   ii. Basic stages in Perceptual Process
   iii. Factors Influencing Perception,
   iv. Attribution theory
   v. Perceptual errors
e) Learningand Reinforcement:
   i. The importance of Learning
   ii. Approaches to Learning: Classical Conditioning, Operant Learning and Social Learning
   iii. Positive and Negative reinforcement, Punishment and extinction
   iv. Continuous and intermittent reinforcement
   v. Learning and Behavior

3) Group Dynamics **(8)**

a) Definition and Characteristics
b) Functions of groups
c) Types and classification of groups
d) Model of group development
e) Group Properties: Group Norms, Group Size and Group Cohesiveness
f) Concept of Group Think and Group Shift.

4) Interpersonal Relationship **(8)**

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

5) Motivation **(10)**

a) Meaning and Definition
b) Types of Motivation: Financial and Non-Financial
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. Mc Cleland Learned Needs Theory
   vii. Goal Setting Theory

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

A real word situation facing a manager should be considered for analysis and discussion.
Steps: Fact/Summary, Problem Identification, Analysis of Problems, Alternate Solutions, Best Solution

REFERENCE BOOKS

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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(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: III

Paper: MI 3.2 Business Mathematics

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

Required Lectures: 60 hours

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1. Fundamentals of Algebra and Commercial Arithmetic (10)

1.1 Some Important Mathematical Formulae, Laws of Indices, Factorization, Equations (solution of linear and quadratic equations)

1.2 Interest – Meaning, Types of Interest (Simple Interest and Compound Interest)

1.3 Calculation of Interest

1.4 Annuity – Meaning, Types of Annuity (Annuity Due and Annuity Regular)

1.5 Calculation of Present and Future Value of Annuity

1.6 Sinking Fund

2. Mathematical Logic (08)

2.1 Meaning and Truth Value of statement, Primitive and Compound Statement

2.2 Logical Operations – Negation, Conjunction, Disjunction, Implication and Double Implication

2.3 Construction of Truth Tables

2.4 Equivalence of logical statements

2.5 Contradiction and Tautology

3. Permutation and Combination (08)

3.1 Meaning, Statement of basic properties and Calculation of Factorial of a Number

3.2 Fundamental Principles of Counting

3.3 Meaning of Permutation and Combination

3.4 Statement of formula for number of permutations of n different objects, when r objects are taken at a time.

3.5 Statement of formula for number of Combinations of n different objects, when r objects are taken at a time.

4. Sets and Functions (10)

4.1 Sets – Meaning and Methods of Describing a Sets

4.2 Types of Sets – Finite set, Infinite set, Empty set, Universal set, Super set, Disjoint sets, Overlapping sets, Complementary sets

4.3 Operations on Sets – Equality of sets, Union of Sets, Intersection of sets, Difference of sets, Cartesian product of two sets

4.4 Venn Diagrams – Meaning and Verification of Basic Logical Statements and DE Morgan's Laws by using Venn Diagrams

4.5 Function – Meaning, Methods of Describing a functions, Types of a function and Domain, Co-Domain, Image, Range of a function

(Simple numerical problems from commercial real life situations are expected)

5. Progressions **(08)**

5.1 Introduction to Progressions

5.2 Arithmetic Progressions (A.P.) - Meaning, General Terms of an (A.P.), Sum of the n terms of A.P., Convenient Representation of terms in A.P., Arithmetic Means

5.3 Geometrical Progression (G.P.) –Meaning, The nth term of a G.P., The Sum of First Terms of a G.P., Sum of Infinite Series, Geometric Mean

6. Matrices and Determinants **(16)**

6.1 Meaning and Order of Matrix

6.2 Types of Matrix – Zero Matrix, Column Matrix, Square Matrix, Diagonal Matrix, Scalar Matrix, Unit Matrix, Singular Matrix, Non Singular Matrix

6.3 Transpose of a Matrix, Symmetric Matrix, and Skew Symmetric Matrix

6.4 Equality, addition and subtraction of matrices

6.5 Multiplication of Matrix by a Scalar and Multiplication of Two Matrices

6.6 Meaning of Determinant, Properties of Determinants

6.7 Evaluation of Second and Third Order Determinants

6.8 Minor and cofactor of an element

6.9 Cramer's rule to solve system of linear equations in two and three variables.

REFERENCE BOOKS

1. Business Mathematics - Sanchetiand Kapoor- Sultan Chand and Co. New Delhi
2. Business Mathematics and Analytics - Anand Sharma - Himalaya Publishing
3. Mathematics and Statistics for Management by –Mittal, Satyaprasadand Rao - Himalaya Publishing House
4. Business Mathematics and Statistics: Punaini, Pearson Education
5. Business Mathematics Dr.Ramnath Dixit and Dr.Jinendra Jain Himalaya Publishing
6. Business Mathematics –R.J.P.Reddy and Y.M.Reddy- Ashish Publishing House New Delhi.

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: III

Paper: MI 3.3 Marketing Management

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

Required Lectures: 60 hours

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1. Fundamentals of Marketing **(14)**

1.1. Market : Meaning, Definition and Types of market
1.2. Goods : Kinds of goods
1.3. Marketing: Definition, Objectives and Functions of marketing
1.4. Core concepts in marketing
1.5. Marketing concepts verses production concept
1.6. Understanding the market place and customer needs
1.7. Marketing orientations or concepts
1.8. Customer relationship management
1.9. Marketing process
1.10. Marketing Environment
  1.10.1. Meaning and concepts
  1.10.2. Scanning the environment
  1.10.3. Competitive environment
  1.10.4. The Microenvironment
  1.10.5. The Microenvironment
  1.10.6. Responding to marketing environment

2. Market segmentation and targeting **(06)**

2.1. Market segmentation
2.2. Market Targeting
2.3. Evaluating market segments and target market
2.4. Differentiation and positioning

3. Product management **(10)**

3.1. What is product?
  3.1.1.Types of product, Classification of products
  3.1.2.Branding concepts and strategies
  3.1.3.Building strong brands and brand equity
3.2. New Product development strategy
  3.2.1.The New product development process
  3.2.2.Managing new product development
  3.2.3.Product life cycle strategies

4. Pricing Strategies **(10)**

4.1. Meanin**g,** Importance, objective of Price
4.2. Major pricing strategies
4.3. Other internal and external factors affecting price decisions
4.4. Product mix pricing strategies
4.5. Steps in pricing procedure
4.6. Price adjustment strategies
4.7. Price changes

5. Place (Distribution) (10)

5.1. Meaning,channel of distribution
5.2. The nature and importance of marketing channels
5.3. Role and importance of channels
5.4. Channel design decision
5.5. Marketing logistics and supply chain management
5.6. Retailing and Wholesaling

6. Promotion mix decision (10)

6.1. Promotion mix, Integrated marketing communications
6.2. Integrated marketing communication, The IMC process,
6.3. Promotion mix strategies and factors
6.4. Steps in developing effective marketing communication,
6.5. Sales promotion and public relation.

REFERENCE BOOKS:

1. Marketing Management by Rajan Saxena - Tata McGraw Hill
2. Principle of Marketing by Kotler and Armstrong – Pearson , LPE 12,th edition
3. Marketing Management – Arunkumar N. Meenakshi – Vikas Publishing
4. Marketing Management – Text and Cases by S H H Kazami – Excel Books
5. Marketing Management – Stanton – McGraw Hill
6. Marketing Management – Text and Cases by Tapan Panda – Excel Books
7. Marketing Management by S.A Sherlekar – Himalaya Publishing House
8. Marketing Management (Text and Cases in Indian Context)by Karunakaran– Himalaya Publishing House
9. Marketing: Marketing in 21st Century – Berman – Biztantra (Willy India Pvt. Ltd.)
10. Basics of Marketing Management – R.B. Rudani - S. Chand and Company Ltd.

North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: III

Paper: MI 3.4 Business Law

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

Required Lectures: 60 hours

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1. Indian Contract Act 1872 **12**

1.1. Meaning and Definitions (Offer, Acceptance, Consideration, Contract)
1.2. kinds Of Contract
1.3. Essential of Contract
1.4. Performance and Discharge of Contract
1.5. Breach of Contract

2. Sale of Goods Act, 1930 **08**

2.1. Introduction and Definition
2.2. Sale and Agreement to Sell
2.3. Conditions and Warranties
2.4. Unpaid Seller and His Rights
2.5. Performance of Contract of Sale
2.6. Sale by Auction

3. Negotiable Instruments Act, 1881 **10**

3.1. Definition and Characteristics of Promissory Note, Bill Of Exchange And Cheque.
3.2. Holder and Holder in, Due Course, Privileges of Holder In Due Course
3.3. Crossing and Endorsement of Negotiable Instrument
3.4. Dishonour Of N.I., Notice Of Dishonour, Dishonour Of Cheque And Its Effects.

4. Limited Liability Partnership Act 2008 **10**

4.1. Meaning and Silent Features of LLP
4.2. Partnership deed
4.3. Incorporation of LLP
4.4. Extent and Limitations of Liability, Benefit or Advantages of LLP
4.5. Difference between LLP and Partnership Firm
4.6. Prima facie steps of conversion to LLP
    4.6.1.Partnership firm to LLP
    4.6.2.Private Limited Company to LLP
4.7. Winding up and Dissolution
    4.7.1.Ways of winding up
    4.7.2.Circumstances in which LLP may be wound up by Tribunal

5. The Patent and Copyright Act **12**

5.1. **"The Patents Act, 2002" -** i) Application for Patent ii) Grant of Patent iii) Rights of Patentee iv) What inventions are not patentable? v) Revocation of Patents
5.2. **"Copyright Act, 1957 -** i) Introduction ii) Duration of Copyright protection iii) Registration of Copyright iv) Infringement of Copyright – Exceptions

6. "The Trade Marks Act, 1999" **08**

i) Introduction ii) Classification of Goods and Services iii) Procedure for registration of Trade Marks iv) Grounds for refusal of registration

REFERENCE BOOKS

1. Legal Aspects in Business 2e by Albuquerque – Oxford University Press
2. Legal Aspects of Business by Akhileshwar Pathak – Tata McGraw Hill
3. Mercantile and Commercial Law by Rohini Aggrawal – Taxman Publication
4. Legal Aspects of Business by R.R.Ramtirthkar – Himalaya Publishing House
5. Mercantile Law by N.D.Kapoor – Sultan Chand and Sons
6. Business Law andMgt. By Bulchandani, Himalaya Publication
7. Business Regulatory Framework By S.N. andS.K. Maheshwari, Himalaya Publication
8. Business Law –By Kuchal M.C.- Vikas Publishing House
9. Business Law –By Kapoor .N.D. -Sultan Chand And Sons

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: III

Paper: MI 3.5 Cost Accounting

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

Required Lectures: 60 hours

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1. **Basics Of Cost Accounting** **(10)**
   - 1.1 Meaning Objectives And Functions of Cost Accounting
   - 1.2 Advantages Unit And Limitations of Cost Accounting
   - 1.3 Comparison of Cost Accounting And Financial Accounting
   - 1.4 Classification of Cost
   - 1.5 Elements of Cost
   - 1.6 Preparation of Cost Sheet
2. **Materials** **(10)**
   - 2.1 Definition – objective of material control
   - 2.2 Material purchased procedure-
   - 2.3 Fixation of stock levels: Minimum, maximum ,Average level, reorder level , Economic order quantity
   - 2.4 Preparation of Stores ledger – pricing of issue of materials –FIFO, LIFO, Simple Average and Weighted average method.
3. **Labour** **(10)**
   - 3.1 Direct Labour and Indirect Labour
   - 3.2 Labour Cost Control – Important factors for control of labour cost
   - 3.3 Methods of recording attendance and Time and motion study
   - 3.4 Control over idle time ,Control over overtime
   - 3.5 Computation of labour remuneration under Time Rate , Piece Rate, Taylors Differential Piece Rate System and Merricks differential piece rate system
   - 3.6 Premium wage plans – Halsey plan, Rowan plan
4. **Overhead** **(10)**
   - 4.1 Classification of overhead cost
   - 4.2 Overhead distribution
   - 4.3 Allocation and apportionment of overhead (primary distribution)
   - 4.4 Re-apportionment of service department costs (secondary distribution)
5. **Marginal Costing** **(10)**
   - 5.1 Introduction, features and importance
   - 5.2 Limitations of marginal costing
   - 5.3 Difference between marginal costing and absorption costing
   - 5.4 Contribution, break even point, profit volume ratio, margin of safety
6. **Standard Costing –** **(10)**
   - 6.1 Introduction
   - 6.2 Advantages and limitations of standard costing
   - 6.3 Analysis of variances: Material and Labour Variances

REFERENCE BOOKS

1. Cost Accounting Text and Problems: M.C. Shukla, T.S.Grewal, M.P. Gupta, S. Chand Pub.
2. Cost Accounting Principles and Practices: M N Arora, Vikas Publishing House
3. Cost Accounting Methods and Problems: B.K Bhar , Academic Publishers

North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: III

Paper: MI 3.6 Human Resource Management

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

Required Lectures: 60 hours

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1. Introduction to Human Resource Management (HRM) (08)

1.1. Meaning, Definitions, Nature
1.2. Scope, Objectives and Functions of HRM
1.3. HRM Vs. Personnel Management, HRM Vs. HRD
1.4. Evolution and Development of HRM
1.5. Qualities of HR Manager

2. Human Resource Planning (12)

2.1.1. Concept, Objectives, Benefits and Levels of HRP
2.1.2. Factors Affecting HRP
2.1.3. Process of Human Resource Planning
2.1.4. HR Forecasting Methods
2.1.5. Principles for Effective HRP
2.1.6. Barriers to HRP

3. Recruitment, Selection, Placement and Induction (10)

3.1.1. Concept, Purpose and Factors Affecting Recruitment
3.1.2. Sources of Recruitment, Methods of Recruitment
3.1.3. Recruitment Process

3.2. **Selection**

3.2.1. Concept, Difference between Recruitment and Selection
3.2.2. barriers of selection
3.2.3. Selection Process

3.3. **Placement and Induction**

2.4.1 Concept and Objectives of Placement and Induction

4. Performance appraisal and Job Satisfaction (10)

4.1. Definitions, Objective and Process of Performance Appraisal
4.2. Methods of Performance Appraisal

4.2.1.Traditional Methods:
4.2.2.Ranking, Paired Comparison, Grading, Critical Incident, Force Choice, Checklist, Graphic Rating, Essay Evaluation, Confidential Reports
4.2.3.Modern Methods: MBO, BARS, Assessment Centres, 360 Degree Appraisal System

4.3. **Job Satisfaction:**

4.3.1. Meaning and Definition
4.3.2. Factors affecting Job Satisfaction
4.3.3. Ways of measuring Job Satisfaction
4.3.4. Impact of Job Satisfaction on Work Performance

5. Training and Development (10)

5.1. Employee Training:
5.2 Meaning, Need and Objective of Training,
5.3 Purpose and Features
5.4 Methods of Training : On the Job and Off the Job
5.5 Executive Development: Meaning, Concept , Objectives.

6. Trends in HRM: (10)

6.1. Human Resource Audit
6.2. Human Resource Information System
6.3. Human Resource Accounting
6.4. Flexi-time and Flexi-work
6.5. e-recruitment,
6.6. e-selection,
6.7. e-training
6.8. e-learning.

REFERENCE BOOKS:

1. Human Resource Management By Dr K. Ashwathappa – Tata McGraw Hill
2. Human Resource Management By Seema Sanghi - Macmillion
3. Human Resource Management By S.S.Khanka – S Chand and Sons
4. Essentials of Human Resource Management By P. SubbaRao – Himalaya Publishing House
5. Comprehensive Human Resource Management By PravinDurai - Pearson
6. Human Resource Management : Text and Cases, 1e -Pande/ Basak - Pearson
7. Human Resource Management By Dr. C.B. Gupta – Sultand Chand and Sons
8. Human Resource Management, Text and Cases By Dr. V.S.P Rao - Excel Books

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: III

Paper: MI 3.7 Tally ERP

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

Required Lectures: 60 hours

Practical - 1 Create a Company ABC Pvt. Ltd. to maintain Financial Accounts only using hypothetical address and other details. Financial year basis. Alter the details of a Company and last delete the Company.

Practical - 2 Create a Company Temporary Ltd. having year as the accounting year. It is from 1st October 2010. Other details may be entered as per your assumption, except the Income Tax Number (PAN) upon saving the company, enter the Income tax number PAN as FYBBS 278S. Delete the Company created for Temporary Ltd.

Practical - 3 Create Groups following the hierarchy shown below

- Debtors – International
- Debtors - National
- Debtor- South
- Debtor- North
- Debtor- Central

Practical - 4 Create the following Ledger accounts, place under appropriate groups whenever necessary

- Salary paid to employees
- Wages paid to factory workers
- Telephone Charges
- Share Capital (Rs. 4,00,000 Cr.)
- Wages paid to temporary workers
- Salary paid to Branch employees

Practical - 5 Preparing Trial Balance with the minimum of 12 to 15 transactions.

Practical - 6 Preparing Balance Sheet with transactions regarding Trading and Profit and Loss Account with adjustments. Alternatively, preparing Income and Expenditure Account for a non-trading concern along with the Balance Sheet.

Practical -7 Create a Short-life Company Ltd, and copy all the Masters from the BCA Ltd. to the Short-life Company Ltd. Select the Short-life Company created, and check whether all the Masters (Groups and Ledgers) have been copied. Delete the Short-life Company.

Practical - 8 Modifying Vouchers, deleting Voucher entries – using imaginary transactions.

Practical - 9 Create Stock Groups, Stock Categories, Unit of Measurement and Stock Item in Tally.

Practical - 10 Create Purchase Order and Sales Order in Tally.

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: IV

Paper: MI 4.1 Organization Behavior-II

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

Required Lectures: 60 hours

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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 4d
     - 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 and Politics** **(10)**
   - 2.1. Concept of Power
   - 2.2. Sources of Power
   - 2.3. Organizational Politics
   - 2.4. Reasons for Political behavior
   - 2.5. Political strategies and tactics to acquire power
   - 2.6. Managing political behavior
3. **Change Management** **(10)**
   - 3.1. Forces for change
   - 3.2. Factors in Organizational change
   - 3.3. Kurt Lewin's phases of change
   - 3.4. Resistance to change
   - 3.5. Overcoming resistance to change
4. **Organization Development** **(10)**
   - 4.1. Meaning and objectives of Organization Development,
   - 4.2. Characteristics of Organization Development
   - 4.3. OD values
   - 4.4. OD interventions :
   - 4.4.1. Individual Focused-Sensitivity Training, Skill Training, Job Redesign and Career Planning
   - 4.4.2. Group focused-Survey Feedback, Management by Objectives and Team Building
5. **Work stress** **(08)**
   - 5.1. Meaning and Nature of Stress
   - 5.2. Causes of stress
   - 5.3. Types of stress
   - 5.4. Consequences of Stress
   - 5.5. Stress and job performance
   - 5.6. Management of stress

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

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

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

REFERENCE BOOKS

1. Organization Behavior 15e – Stephen Robbins, Vohra - Pearson
2. Organization Behavior: A south Asian perspective – Nelson, Quick, Khandelwal – Cengage Learning
3. Organization Behavior – Margie- Paraikh- 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 and 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 and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: IV

Paper: MI 4.2 Business Statistics

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

Required Lectures: 60 hours

1. Introduction to Statistics, Classification and Tabulation (08)

1.1. Meaning and Definitions of Statistics

1.2 Importance and Limitations of Statistics, Applications of Statistics in Business and Management

1.3 Statistical Terms- Data, Raw Data, Primary Data, Secondary Data, Population, Census, Sample, Variable and Attribute

1.4 Classification – Meaning, Principles, Functions and Bases

1.5 Frequency Distribution – discrete series and continuous series

1.6 Basic Concepts – Class limits, Class interval, Class frequency, Class mark or mid value of class, types of class intervals, open ended classes.

1.7 Tabulation – Meaning, importance and Parts of table (table no., title, head note, captions and stubs, body of the table, foot note, and source note).

1.8 Construction of Table – One – way and Two – way tables.

2. Measures of central tendency (12)

2.1 Meaning of central tendency.

2.2 Arithmetic Mean – Computation of arithmetic mean for individual observations, discrete series and continuous series, Merits and Demerits of arithmetic mean.

2.3 Median - Computation of arithmetic mean for individual observations, discrete series and continuous series, Merits and Demerits of arithmetic mean.

2.4 Mode - Computation of arithmetic mean for individual observations, discrete series and continuous series, Merits and Demerits of arithmetic mean.

2.5 Partition Values – Quartiles, Deciles and Percentiles (Computation of partition values for raw data, discrete series and continuous series)

3. Measures of Dispersion (12)

3.1 Meaning and significance of measures of dispersion

3.2 Range, Coefficient of Range, Merits and Demerits of Range

3.3 Quartile Deviation and Coefficient of Quartile Deviation

3.4 Mean Deviation – computation of mean deviation about mean, median and mode

3.5 Standard Deviation – Computation of Standard Deviation and variance.

4. Correlation (08)

4.1. Meaning and Types of Correlation

4.2 Types of correlation – Positive and Negative correlation, Linear and Nonlinear Correlation, Perfect correlation.

4.3 Scatter Diagram Method

4.4 Karl Pearson's Coefficient of Correlation

4.5 Properties of Correlation Coefficient

5. Analysis of Time Series **(10)**

5.1 Meaning, Importance and Components of Time Series

5.2 Mathematical Models for Time Series Analysis (Additive Model, Multiplicative Model)

5.3Measurement of Trend – The Freehand Curve Method, the Selected Points Method, the Semi-Average Method and the Method of Moving Averages

5.4 Measurement of Seasonal Variations – Method of Simple Averages

6. Index Numbers **(10)**

6.1 Introduction and Uses of Index Numbers

6.2 Types of Index Numbers

6.3 Methods of Constructing Index Numbers (Un-weighted and Weighted Method)

6.4 Laspeyre's Method, Paasche's Method and Fisher's Method (Price and Quantity Index Numbers)

6.5 Value Index Numbers

REFERENCE BOOKS

1. Business Statistics By S.C. Gupta and Indira Gupta – Himalaya Publishing House
2. Statistical Methods By S.P. Gupta – Sultan Chand and Sons
3. Business Statistics – Beri - Tata Mcgraw Hill
4. Business Statistics - J K Sharma- Pearson
5. Business Statistics by R S Bhardwaj – Excel Books
6. Statistics for Business and Economics (4/e) – Hooda - Macmillan
7. Business Statistics –Dr. J S Chandan, Prof. Jagjit Singh, K K Khanna – Vikas Publishing House Pvt.Ltd.

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: IV

Paper: MI 4.3 Research Methodology

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

Required Lectures: 60 hours

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1. Introduction to research Methodology (08)

1.1. Meaning of research
1.2. Objectives of research
1.3. Types of research
1.4. Research approaches
1.5. Significance of research
1.6. Research and scientific method
1.7. Research Process
1.8. Criteria of good research.
1.9. Research ethics

2. Research Problem and Research Design (08)

2.1. Research problem
2.2. Criteria of selecting research problem
2.3. Techniques/ process of defining problem
2.4. Meaning of research design and its Need, Features
2.5. Types of Research design

3. Primary and Secondary Data (10)

3.1. Classification of Data
3.2. Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method
3.3. Secondary Data: Uses, Advantages, Disadvantages, Types and sources;

4. Measurement and Scale and Questionnaire design (10)

4.1. Measurement in research
4.2. Measurement scales
4.3. Sources of errors in measurement
4.4. Scaling: Meaning, scale classification bases, Differential scales (Thurstone), Summated scales (Likert).
4.5. Questionnaire and schedule: Content of the question, Develops the wording of questions, Process of Questionnaire Designing.

5. Sampling (12)

5.1. Sample Vs Census
5.2. Fundamental elements of sampling
5.3. The sampling procedure
5.4. Types of sampling methods- Probability Sampling methods and Non probability Sampling methods
5.5. Characteristics of a good sample design.

6. Interpretation and Report Writing (12)

6.1. Meaning of Interpretation
6.2. Technique of interpretation
6.3. Precaution in interpretation
6.4. Steps in report writing
6.5. Layout of the research report
6.6. Types of report
6.7. Precautions for writing research reports.
6.8. Summer Project Reports
6.9. Parameters: Declaration, Certificate, Acknowledgement, Executive Summary, Introduction of the project, Company Profile, Methodology, Collection- Interpretation and Analysis of Data, Findings-Suggestions and Conclusions, Bibliography, Annexure.

REFERENCE BOOKS

1. Research Methodology- Prashant Sarangi –Taxmann Publications
2. Business Research Methods- Donald R. Cooper, Schindler, Sharma – 11 Sie - McGraw-Hill
3. Business Research Methods: A South Asian Perspective-8e –Zikmund, Adhikari – Cengage
4. Business Research Methods by Mishra – Oxford University Press
5. Business Research Methods by Brayman and Bell – Oxford University Press
6. Business Research Methods – Naval Bajpai - Pearson
7. Research Methodology – Concepts and Cases – Chawala and Sodhi – Vikas Publishing House
8. Research Methodology, Phanse- Oxford University Press
9. Business Research Methods – S L Gupta and Hitesh Gupta- McGraw Hill
10. Research Methodology (Methods and Techniques) – C.R.Kothari – New age
11. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan– Pearson Education
12. Research Methodology – Smarth and Siriya – S. Chand and Company Ltd.

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: IV

Paper: MI 4.4 Company Law

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

Required Lectures: 60 hours

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1. **Company as a Business Enterprise:** **(08)**
   - 1.1. Definition of Company, Joint Stock Company
   - 1.2. Historical development of Corporate Concept
   - 1.3. New forms of Company Organization
   - 1.4. Characteristics of Corporate Entity
2. **Private and Public Company:** **(08)**
   - 2.1. Definition and features of Private Company
   - 2.2. Definition and features of Public Company
   - 2.3. Difference between Private and Public Company
   - 2.4. Concept of Corporate Personality
3. **Incorporation of Company:** **(14)**
   - 3.1. Steps to incorporate the Company
   - 3.2. Documents required for registration of a Company
   - 3.3. Definition and content of Memorandum of Association
   - 3.4. Definition and content of Articles of Association
   - 3.5. Doctrine of Ultra Virus
   - 3.6. Doctrine of Constructive Notice and Indoor Management
   - 3.7. Doctrine of Lifting or Piercing of Corporate Veil
4. **Introduction of Securities:** **(08)**
   - 4.1. Definition of Share and its types, Concept of Stock,
   - 4.2. Definition of Debenture, Debenture Stock, Debt Instrument and Securities.
   - 4.3. Importance of Stock Exchanges
5. **Introduction of Security Market:** **(08)**
   - 5.1. Concept of Capital Market, Share Market, Derivative Market
   - 5.2. Concept of Primary Market and Secondary Market
   - 5.3. Concept and Features of Depository
6. **Membership of a Company:** **(14)**
   - 6.1. Definition of Member and Shareholder.
   - 6.2. Rights and privileges of Members
   - 6.3. Modes of acquiring Membership in a Company
   - 6.4. Dematerialization and Re-materialization of Securities
   - 6.5. Transfer and Transmission of Securities in Physical and Depository Mode
   - 6.6. Register of Members

REFERENCE BOOKS

1 Legal Aspects in Business 2e by Albuquerque – Oxford University Press
2 Legal Aspects of Business by Akhileshwar Pathak – Tata McGraw Hill
3 Mercantile and Commercial Law by Rohini Aggrawal – Taxman Publication
4 Legal Aspects of Business by R.R.Ramtirthkar – Himalaya Publishing House
5 Mercantile Law by N.D.Kapoor – Sultan Chand and Sons
6 Business Law and Mgt. By Bulchandani, Himalaya Publication
7 Business Regulatory Framework By S.N. and S.K. Maheshwari, Himalaya Publication
8 Business Law –By Kuchal M.C.- Vikas Publishing House
9 Business Law –By Kapoor .N.D. -Sultan Chand And Sons

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: IV

Paper: MI 4.5 Direct Tax

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

Required Lectures: 60 hours

(Note – The Academic Year of the study shall be the Assessment Year for different provisions of the Act)

1. **Basic concepts:** **(06)**
   - 1.1. Income and Agricultural income
   - 1.2. Assesses, Assessment year and Previous Year, Person
   - 1.3. Heads of Income
   - 1.4. Gross total income
2. **Residential Status** **(06)**
   - 2.1. Rules for determining residential status of Individual, HUF, Firm and Company,
   - 2.2. Need to determine residential status
   - 2.3. Incidence of tax and residential status
   - 2.4. Practical problems concerning individual only
3. **Income from Salary:** **(14)**
   - 3.1. Basis of Charge
   - 3.2. Definition of Salary and Different forms of Salary
   - 3.3. Different forms of Allowances
   - 3.4. Perquisites and retirement benefits,
   - 3.5. Deductions U/s 16
   - 3.6. Computation of Salary Income (Simple Practical Problems)
4. **Income from House Property:** **(12)**
   - 4.1. Basis of Charge
   - 4.2. Net Annual Value
   - 4.3. Computing income from a let out house property (Simple Practical Problems)
   - 4.4. Compute taxable income from Self Occupied Property (Simple Practical Problems)
   - 4.5. Deductions U/s 24
5. **Income from Business and Profession:** **(12)**
   - 5.1. Basis of Charge
   - 5.2. Block of Assets
   - 5.3. Permissible Deductions and Disallowable expenses
   - 5.4. Computation of Taxable Business income (Simple Practical Problems)
   - 5.5. Computation of Taxable Income from Profession (Simple Practical Problems)
6. **Income from other sources:** **(10)**
   - 6.1. Basis of charge
   - 6.2. Incomes taxable under income from other sources

REFERENCE BOOKS

1. Students' Guide to Income Tax, Vinod K Singhania Kapil Singhania - Taxmann Publications, New Delhi
2. Income Tax: Law and Practice - N Hariharan – Tata Mcgraw Hill
3. Income Tax Law and Accounts, Mehrotra :Sahitya Bhavan, Agra
4. Law and Practice of Income in India Bhagavati Prasad :, New Age International Publishers, New Delhi
5. Direct Taxes - Girish Ahuja and Ravi Gupta Bharat Publications
6. Direct Taxes - T N Manoharan , Snow White Publications
7. Government of India- Income Tax Manual
8. Income Tax Act and Latest Finance Act

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: IV

Paper: MI 4.6 Financial Management

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

Required Lectures: 60 hours

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1. **Overview of Financial Management** **(10)**
   - 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. **Capital Structure** **(10)**
   - 2.1. Meaning of Capital Structure
   - 2.2. Factors determining the capital structure
   - 2.3. Problems on Capital Structure
3. **An overview of working capital management** **(10)**
   - 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)
   - 4.3. Cost of equity
   - 4.4. Cost of retained earnings
   - 4.5. Cost of preference shares
   - 4.6. Cost of debt
   - 4.7. Weighted average cost of capital
5. **Leverage Analysis** **(10)**
   - 5.1. Meaning of risk and leverage
   - 5.2. Types of leverage
   - 5.3. Computation of leverage (Simple Practical Problems)
   - 5.4. Operating Leverage
   - 5.5. Financial Leverage
   - 5.6. Combined Leverage
6. **Capital budgeting** **(10)**
   - 6.1. Capital Budgeting Techniques: (Simple Practical Problems)
   - 6.2. Payback period Method
   - 6.3. Rate of return Method
   - 6.4. Net Present Value Method
   - 6.5. Internal rate of Return Method
   - 6.6. Profitability Index

REFERENCE BOOKS

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

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Second Year w. e. f. 2018 – 19

SEMESTER: IV

Paper: MI 4.7 Foreign Language**

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

Required Lectures: 60 hours

Objectives

- Creating curiosity to know foreign languages.
- To make the students aware about the basics of any one foreign language other than English.
- To develop understanding of spoken language.

Contents:

To learn **any one** foreign language out of the following 05 languages:

1) Chinese
2) French
3) German
4) Japanese
5) Spanish

There should be eight practical to be selected by the concerned language teacher to achieve the above stated objectives and below stated outcome.

Outcome: Oral communication

Second Year
(Sem-III & IV)
w.e.f. 2018-19

Third Year
(Sem-V & VI)
w.e.f. 2019-20

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: V

Paper: MI 5.1 Entrepreneurship Development

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

Required Lectures: 60 hours

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1. Entrepreneur and Entrepreneurship **10**

1.1 The Entrepreneur: Definitions, Concept, Characteristics, Skills

1.2 Entrepreneurial Traits, Classification of Entrepreneurs,

1.3 Entrepreneur VS Professional Managers, Growth, Nature and Importance of Entrepreneur

1.4 Entrepreneurship: Concepts, Definitions, Importance

1.5 Myths of Entrepreneurship, Entrepreneurial Development Models

1.6 Problems faced by Entrepreneurs and Capacity Building for Entrepreneurship

2. Entrepreneurial Development Programs in India **10**

2.1 Entrepreneurial Development Program Concept, Need, Objectives.

2.2 Process and Phases of EDP

2.3 Institutions for Entrepreneurship Development

2.4 Problems in Institutional Framework

2.5 Evaluating Entrepreneur Development Program, Problems

3. The Entrepreneurial Perspective **10**

3.1 Nature and Development of Entrepreneurship

3.2 Role of Entrepreneurship in Economic Development- Government as an Innovator, Intrapreneurship and Entrepreneurship

3.3 The Entrepreneurial Process, Feelings, Motivation

3.4 Entrepreneurial Growth before and after Independence

3.5 Factors, Sources for the Growth of Entrepreneurs and Causes for slow Growth

3.6 Entrepreneurial Behavior, Role of Entrepreneurship in Economic Development

4. Women and Rural Entrepreneur **10**

4.1 Concept, Functions and Role of Women Entrepreneur

4.2 Growth and Problems of Women Entrepreneur

4.3 Challenges, Women Entrepreneurs in India

4.4 Concept, Meaning, Needs of Rural Entrepreneur

4.5 Development, Advantage and Major Changes to Develop Rural Entrepreneurship

4.6 Rural Entrepreneurship in Agriculture, TRYSEM, Risk Taking

5. Entrepreneurial Opportunities **10**

5.1 Introduction

5.2 Exploring Entrepreneurial Opportunities

5.3 Nature and Sources of Opportunities

5.4 Creativity in Entrepreneurial Venture

5.5 Innovation and Entrepreneurship

5.6 Realizing entrepreneurial opportunities

5.7 The entrepreneurial process

6. Legal Issues for The Entrepreneur **10**

6.1 What is Intellectual Property?- Advice to Entrepreneur

6.2 Need for a Lawyer – How to select a Lawyer

6.3 Legal issues in setting up the organization

a) Patents- International Patents

b) Trademarks

c) Copyrights

d) Licensing

e) Product Safety and Liability

f) Contracts

g) Insurance

6.4 Ethics and Trade Secrets

REFERENCE BOOKS

1. Entrepreneurship(Special Indian Edition) ; Robert D Hisrich, Michael P Peters, Dean A Shepherd; The Mc-Graw-hill Companies
2. Exploring Entrepreneurship Practices and Perspective; Richard Blundel and Nigel Lockett; Oxford
3. Entrepreneurship Development Small Business Enterprise- Pornima M Charantimath; Person Education
4. Entrepreneurship Management; Dr. Aruna Kaulgud; Thomson
5. Entrepreneurship Development ; E. Gordon, K. Natarajan; Himalaya Publishing House
6. Entrepreneurship Development in India; Dr. C.B. Gupta, Dr. N.P. Srinivasan; Sultan Chand and Sons
7. The dynamics of Entrepreneurial Development and Management; Vasant Desai ; Himalaya Publication

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: V

Paper: MI 5.2 Introduction to Operations Management

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

Required Lectures: 60 hours

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1. **The System of Operations Management** **(10)**
   - 1.1. Production and Operations Management
     - 1.1.1. Meaning and Nature of Operations Management
     - 1.1.2. Role of Operations Managers
     - 1.1.3. Operation Management Vis-à-vis other functions in organisations
     - 1.1.4. Challenges before Operations Management
     - 1.1.5. Product Design
     - 1.1.6. Process Design
     - 1.1.7. Automation
     - 1.1.8. Formation and Implementation of Business Policy
   - 1.2. Operations Policy
     - 1.2.1. Competitive Advantage
     - 1.2.2. Policy Implications and Implementation
2. **Capacity Management** **(12)**
   - 2.1. Meaning and Need for Operations Planning and Control
   - 2.2. Capacity and Capacity Planning
     - 2.2.1. Meaning, Need and Importance of Capacity
     - 2.2.2. Types of Capacity
     - 2.2.3. Process of Capacity Planning
     - 2.2.4. Capacity Measurement
   - 2.3. Capacity Management Strategies
     - 2.3.1. Provision for Variation or Efficient Adjustment
     - 2.3.2. Elimination of The Need for Adjustment
     - 2.3.3. Capacity expansion strategy
   - 2.4. Scheduling
     - 2.4.1. Meaning and Terminology
     - 2.4.2. Need for Scheduling
3. **Facilities Planning** **(10)**
   - 3.1. Product Selection
   - 3.2. Process
   - 3.3. Locational Design
   - 3.4. Layout of Facilities
   - 3.5. Need and Objectives of Layout Planning
   - 3.6. Basic Types of Layouts
   - 3.7. Layout Planning Procedure
   - 3.8. Material Handling
   - 3.9. Factors Affecting Facility Location Planning
4. **Materials and Inventory Management** **(14)**
   - 4.1. Materials Planning and Control
     - 4.1.1. Significance and Benefits of Material Planning –
     - 4.1.2. Material Requirement Planning, Aggregate Planning

4.1.3. 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 and Rating

4.3.1. Need for Vendor Development

4.3.2. Vendor Evaluation and Selection Process

4.3.3. Factors On Vendor Evaluation and Rating

4.3.4. Vendor Motivation (Records and Punishment)

4.4. Introduction to Value Analysis and Value Engineering

4.4.1. Meaning of Value

4.4.2. Types of Values and Their Function

4.4.3. Value Tests, Steps in Value Analysis

4.4.4. Value Engineering and Simplification Analysis

4.4.5. Benefits of Value Engineering

5. Inventory Management (06)

5.1.1. Functions and Classifications

5.1.2. Importance

5.1.3. Inventory Models (Simple E.O.Q. and E.O.Q. With Discounts)

6. Productivity and Advanced Concepts in OM (08)

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

REFERENCE BOOKS

1. Production and Operations Management – Kanishka Bedi – Oxford Press
2. Operations Management– Gore and Pannizzolo –Cenage Publishing
3. Production and Operations Management – Chunawala and Patel – Himalaya Publishing House
4. Production and Operations Management - N.G. Nair – Tata McGraw Hill
5. Production and Operations Management – K.Ashwathappa and K. Shridhar Bhat - Himalaya
6. Production and Operations Management – Upendra Kachru – Excel Books
7. Operations Management – Ray Wild – Thomson Learning
8. A Modern Approach To Operations Management – Dr Ram Naresh Roy – New Age International
9. Production and Operations Management – S.N. Chary – Tata McGraw Hill
10. Materials Management – K. Shridhat Bhat - Himalaya Publishing House
11. Industrial Engineering and Production Management – M. Mahajan- Dhanpat Rai and Sons
12. Industrial Engineering and Management – O.P Khanna - Dhanpat Rai and Sons
13. Stores Management (2/e) - Menon - Macmillan
14. Operations Management – Evans and Collier – Cenage Publishing
15. Operations Management – Russel and Taylor – Willey India.

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: V

Paper: MI 5.3 Fundamentals of Retailing

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

Required Lectures: 60 hours

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1) Basic of Retail Management **(10)**

a) Retailing as a concept

b) Importance of Retailing as a part of Distribution System

c) Functions performed by Retailers

d) Features of Modern Retail

e) Concept of Value Chain in Retail

f) Retailing of Services

g) Important issues before Retailer

2) Indian Retail Scenario **(10)**

a) Development of Retailing in India

b) Current Indian Scenario

c) Growth Factors of retailing in India

d) Role of retail in Nations Economy

e) Retailing in Rural India

f) Bottleneck facing the Retail Industry

g) India in Comparison to the world in Retailing

3) Retail Strategy and Planning **(10)**

a) The Retail Consumer

i) Need for studying consumer behavior

ii) Factors Influencing the retail shopper

iii) Customer Decision Making Process

b) Strategic retail Planning Process

c) Ethics in Retailing

d) Store Site Selection

i) Types of retail Location

ii) Steps involved in choosing a retail location

e) Retail Franchising : Concept, Types and Advantages of Franchising

4) Merchandise Management (14)

a) Merchandise Management

i) Types of merchandising product

ii) Product range

iii) Process of Merchandise Procurement

iv) Store Brands

b) Category Management

i) Concept of Category Management

ii) Reasons for the Emergence

iii) Process of Category Management

5) Pricing and Store Design (10)

a) Pricing in retail

i) Concept and Importance of Retail Pricing

ii) Factors affecting Pricing

iii) Approaches in Pricing of Products

b) Store Design

i) Concept and Principles of Store Design

ii) Elements of Store Design

6) Information Technology In Retail (06)

a) Importance of Information Technology in Retail

b) Factors affecting the use of technology

c) Internet Retailing

REFERENCE BOOKS

1. Retailing Management Text And Cases - Swapna Pradhan - Tata McGraw-Hill
2. Retailing: Environment and Operations – Newman and Cullen – Thomson Learning
3. Fundamentals of Retailing KVS Madan – Tata McGraw Hill
4. Retail Management – Suja Nair - Himalaya Publishing House
5. Dynamic Global Retailing Management – M N Rudrabasavraj – Himalaya Publishing House

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: V

Paper: MI 5.4 E-commerce

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

Required Lectures: 60 hours

Objective: To prepare students to acquire the knowledge of recent trends in e-commerce.

1. **An overview of E- Commerce** **(10)**
   - 1.1. Fundamentals of ecommerce, Advantages of ecommerce, Comparison between Traditional and e-Commerce
   - 1.2. Types of E Commerce Solutions, Obstacles in adopting ecommerce Applications
   - 1.3. Future of E Commerce
   - 1.4. Electronic data Interchange (EDI).
2. **Applications of Electronic Commerce** **(10)**
   - 2.1. Application of E Commerce in Direct Marketing and Selling
   - 2.2. Value Chain Integration
   - 2.3. Supply Chain Management
   - 2.4. Financial and Information Services
3. **Security in E-Commerce** **(10)**
   - 3.1. Security Threats, cryptography, methods of encryption, Certificate Authority, Digital Certificate
   - 3.2. Secure electronic transition (SET), Secure Socket Layer (SSL)
   - 3.3. Firewall
   - 3.4. Virtual private network.
4. **Electronic Payment Systems** **(10)**
   - 4.1. Internet Payment Process, electronic payments modes - ecash, E-wallets, Debit card, Credit card, Smart card
   - 4.2. Electronic Banking, Electronic Fund Transfers.
   - 4.3. Payment Gateways
5. **E-commerce Infrastructure** **(10)**
   - 5.1. Need for an Intelligent Website, technology Infrastructure Required
   - 5.2. Corporate Strategic Infrastructure Required
   - 5.3. Miscellaneous Website Design Tips
6. **E-CRM and E-SCM** **(10)**
   - 6.1. CRM- concepts, e-CRM, benefits, components, working, limitations, E-CRM solutions
   - 6.2. E-SCM- Key processes and infrastructure components, benefits, functions, success factors.

REFERENCE BOOKS

1. E Commerce – Ravi Kalakota- Addison-Wesley
2. E Commerce by C S V Murthy - Himalaya
3. E-Commerce, 6/E Kenneth Laudon Carol Guercio Traver, Azimuth Interactive, Prentice Hall
4. E-Commerce: Fundamentals and Applications, Henry Chan, Raymond Lee TharamDillon , Elizabeth Chang
5. E-commerce and M-commerce Technologies by p. Candance Deans ISBN : 9781591405665

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: V

Paper: MI 5.5 Corporate Accounting

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

Required Lectures: 60 hours

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1. Issue of Shares and Debentures (10)

1.1 Introduction and Definition

1.2 Share capital of company: shares, stock, preference shares, equity shares, authorized capital, issued capital, subscribed capital called up capital, paid up capital.

1.3 Issue of shares at par, at premium

1.4 Over subscription and under subscription

1.5 Forfeitures and reissue of shares

1.6 Debentures: meaning and definition, features

1.7 Issue of debentures at premium, at par, at discount

2. Amalgamation (10)

2.1 Meaning and Defination

2.2 Characteristics of amalgamation

2.3 Amalgamation in the nature of merger and nature of purchase

2.3 Purchase consideration, methods of purchase consideration : net payment method, net asset method

2.4 Accounting Treatment in Amalgamation

3. Absorption (10)

3.1 Introduction

3.2 Accounting Procedure

3.3 Steps for Closing the books of absorbed company

3.4 Purchase consideration, methods of purchase consideration : net payment method, net asset method

3.5 Accounting Treatment in Absorption of company

4. External Reconstruction (10)

4.1 Meaning

4.2 Accounting Procedure

4.3 Purchase consideration, methods of purchase consideration : net payment method, net asset method

4.4 Accounting Treatment in External Reconstruction

5. Internal Reconstruction (10)

5.1 Meaning

5.2 Alteration of Share Capital

5.3 Reduction of Share Capital

5.4 Accounting Entries

5.5 Capital Reduction Account
5.6 Preparation of Balance Sheet after Internal Reconstruction

6. Liquidation Of Company (10)

6.1 Meaning of Liquidation
6.2 Modes of Winding up
6.3 Preparation of Liquidators final statement of Account

REFERENCE BOOKS

1. Advanced Accountancy – Vol. II , R. L. Gupta and M. Radhaswamy, S. Chand and Sons
2. Advanced Accounts, M. C. Shukla, T. S. Grewaland S.C. Gupta, S. Chand and Co Ltd.
3. Advanced Accounting – II, Dr. S. N. Maheshwariand Dr. S. K. Maheshwari, Vikas Pub.
4. Advanced Accounts - Jain and Narang - Kalyani Publishers
5. Accountancy, Volume-I and II, Sr. K. Paul , New Central Book Agency
6. Accounting Theory, R. K. Lele and Jawaharlal, Himalaya Publishers
7. Accounting Theory, Dr. L. S. Porwal, Tata McGraw Hill.
9. Corporate Accounting, Dr. S. N. and S.K. Maheshwari, Viakas Publishing House
10. Advanced Accounting, Dr. Ashok Sehgaland Dr. Deepak Sehgal: Taxmann, New Delhi

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: V

Paper: MI 5.6 International Business

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

Required Lectures: 60 hours

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1. Nature of International Business (08)

1.1. Reason to study International Business
1.2. Drivers of International Business
1.3. Effects of Globalization
1.4. Evolution of International business
1.5. Forms of international business

2. International Business Environment (10)

2.1. Nature of International Business Environment
2.2. Political Environment: Democracy, Totalitarianism, Political Risk
2.3. Legal Environment: System of Law, International Disputes Resolution
2.4. Cultural Environment: Nature of culture, Level of culture, Element of culture
2.5. Implication for International Business

3. Global Trade and its Theories (16)

3.1. Benefits of foreign trade
3.2. Foreign trade policies
3.3. Trade Theories: Mercantilism, Theory of absolute advantage, Theory of comparative advantage, Factor endowment theory, Firm specific theory
3.4. EXIM Trade
3.4.1.Export trade, Procedure, Steps and Documentation, Direction of India's Trade,
3.4.2.Export Financing: Document Related To Export Trade
3.4.3.Import trade, Procedure and Steps Documentations and Problems,
3.4.4.EXIM policy, Institutions connected with EXIM trade

4. Multinational Corporation (08)

4.1. Nature of Multinational Corporation
4.2. The goals of MNC's
4.3. Fundamental goals of host government
4.4. Defenders and critics of MNC's
4.5. India's presence

5. Trade Agreement and Trading Block (08)

5.1. Levels of Integration
5.2. Impact of Integration
5.3. Three Major Trading groups: European Union, European free trade association, NAFTA, MERCOSUR, APEC, ASEAN and SAARC
5.4. Commodity Agreement

6. World Trade Organization (10)

6.1. Origin WTO
6.2. Objective and Function of WTO
6.3. GAAT and WTO

6.4. Structure of WTO
6.5. Principal of WTO
6.6. TRIMS And TRIPS

REFERENCE BOOKS

1. International Business- K. Ashwathappa -Mcgraw-Hill
2. International Business Environment -Francis Cherunilam- Himalaya Publishing House
3. International Business –Shukla- Excel Books
4. International Business Environment, Sundaram and Black, Prentice Hall India Learning Private Limited
5. International Business - P.Subba Rao -, Himalaya Publishing House
6. International Business, -Justin Paul,- PHI ,2nd Edition

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: V

Paper: MI 5.7 Practical Based on Business Enterprises

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

Required Lectures: 60 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.
5. Select a particular sector and gather the government subsidies applicable to them, prepare application to apply for subsidy.

REFERENCE BOOKS

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

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: VI

Paper: MI 6.1 Project Management

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

Required Lectures: 60 hours

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1. Introduction of Project Management **10**

1.1 Project: Concept, Meaning, Definitions, Characteristics
1.2 Scope and Significance of Project
1.3 Project Life Cycle and it Phases
1.4 Project Management: Meaning, Definition,
1.5 Steps, Scope in Project Management
1.6 Effective Project Management

2. **Project Organization and Project Management** **10**

2.1 Project Organization: Meaning, Definitions, Elements
2.2 Principles, Importance of Organization
2.3 Project Organization Structure: Meaning, Basic Features
2.4 Organization for Project Management Modular Approach: Benefits
2.5 The Project Manager: Attitudes and Skills, Basic Education
2.6 Roles and Responsibility of Project Manager

3. Project Planning **10**

3.1 Project Planning: Meaning, Scope, Objectives
3.2 Business Opportunities: Meaning, Steps in Generation and Screening Project Ideas
3.3 Generation of Ideas
3.4 Monitoring the Environment, Corporate Appraisal
3.5 Preliminary Screening, Project Rating Index
3.6 Sources of Positive Net Present Value

4. Project Feasibility **10**

4.1 Feasibility: Meaning, Difference between Feasibility and Pre-Feasibility
4.2 Cost Benefits Analysis : Meaning, Social Cost Benefit Analysis-Objectives and Approaches
4.3 Market and Demand Analysis: How it is conducted? Characteristics of the Market
4.4 Risk and Uncertainty, Risk and Gambling, Attitude towards Risk
4.5 Steps in Risk Management, Types of Project Risk
4.6 Steps in Project Management

5. Project Management Function **10**

5.1 System and Procedure: Meaning, Feature of System, Design of System and Procedure Plan
5.2 Project Direction, Project Initiation and Startup Period during Production Period
5.3 Project Control: Progress or Scope Control, Performance Control, Schedule Control, Cost Control.
5.4 Project Authority: Features of Authority, Distinguish Between Authority and Power
5.5 Sources, Scope, Responsibility and Features of Authority
5.6 Project Manager's Authority

6. Pricing, Estimating, Cost Control **10**

6.1 Cost Estimating: Importance, Types and Techniques at Different stages at Project

6.2 Project Life Cycle and Cost
6.3 Difference Between Traditional Costing and Life Cycle Costing
6.4 Areas where LCC is applied with specific Benefits.

REFERENCE BOOKS

1. Project Management- V.C Sontakki by Himalaya Publishing House
2. Project Management by Gray, Larson – Tata McGraw Hill
3. Project Management by Vasant Desai- Himalaya
4. Project Management by Maylor - Pearson
5. Projects - Prasanna Chandra – CFM TMH Professional Series -Tata McGraw Hill
6. Project Management : Managerial Approach by Jack R. Mereditts and Samuel J. Mantel Jr., Willey Publications
7. Contemporary Project Management by Timothy J. Kloppenborg, Cenage Learning
8. Project Management and Control by Narendra Singh, Himalaya Publishing House
9. Project Management by Panneerselvam, Senthilkumar – PHI
10. Project Management by Nagarajan – New Age International

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: VI

Paper: MI 6.2 Event Management

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

Required Lectures: 60 hours

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1. **Principles of Event Management:** **(10)**
   - 1.1. Historical perspective,
   - 1.2. Introduction to Event Management,
   - 1.3. Size and type of event,
   - 1.4. Event team code of ethics
   - 1.5. Principles of event management, concept and Designing,
   - 1.6. Analysis of concept, Logistics of concept, SWOT Analysis
2. **Event Planning and Team Management:** **(10)**
   - 2.1. Aim of the event
   - 2.2. Develop a mission
   - 2.3. Establish objectives
   - 2.4. Preparing event proposal
   - 2.5. Protocols, Dress codes, staging and staffing
   - 2.6. Leadership, Traits and characteristics
3. **Event Marketing and advertising:** **(10)**
   - 3.1. Nature of Marketing
   - 3.2. Process of Marketing
   - 3.3. Marketing Mix
   - 3.4. Sponsorships
   - 3.5. Image, Branding, Advertising
   - 3.6. Publicity and public relations
4. **Event leadership and Communication:** **(10)**
   - 4.1. Leadership skills
   - 4.2. Managing Teams
   - 4.3. Group development
   - 4.4. Managing Meetings
   - 4.5. Written communications
   - 4.6. Verbal communications
5. **Event safety and Security:** **(10)**
   - 5.1. Security
   - 5.2. Occupational safety
   - 5.3. Crowd management
   - 5.4. Major risks and emergency planning
   - 5.5. Incident reporting
   - 5.6. Emergency procedures
6. **Legal and Ethical Compliance–** **(10)**
   - 6.1. Statutory and regulatory Obligations –
   - 6.2. Contracts and service Levels Agreements –
   - 6.3. Effective Service Level Agreements (SLAs) –
   - 6.4. Keys to effective Implementation

REFERENCE BOOKS

1. Lynn Van Der Wagenand Brenda R Carlos, Event Management for Tourism, Cultural,Business and Sporting Events, Pearson Prentice Hall,
2. Anton Shone and Bryn Parry, Successful Event Management, Cengage Learning
3. Leonard H Hoyle, Jr, Event Marketing, John Willy and Sons, New York
4. Avrich, Barry Event and Entertainment Marketing, Vikas Publishing House New Delhi,
5. Buhalisand E Laws (Eds) (00) Tourism Distribution Channels: Practices, Issues and Transformations, London: Continuum
6. Lawson, F (000) Congress, Convention and Exhibition Facilities: Planning, Designand Management Oxford: Architectural Press
7. Rogers, T (998) (00) Conferences and Conventions: A Global Industry Oxford:Butterworth-Heinemann
8. Swarbrooke, J, and Horner, S (00) Business Travel and Tourism Oxford:Butterworth-Heinemann
9. Julia Rutherford Silvers Professional Event Coordination, John Wiley and Sons

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: VI

Paper: MI 6.3 Supply chain Management

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

Required Lectures: 60 hours

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1. Introduction To Supply Chain Management **14**

1.1. Meaning , decision in supply chain
1.2. Importance of supply chain
1.3. Logistic and supply chain management
1.4. Enablers of supply chain performance
  1.4.1.Improvement in communication and IT
  1.4.2.Entry of third party logistic provider
  1.4.3.Enhance inter firm coordination capabilities
1.5. Supply chain decision hierarchy
1.6. Challenges in maintaining supply chain in India
1.7. Order delivery lead time, Supply chain responsiveness, delivery reliability
1.8. Supply chain performance measures
1.9. Supply chain and business performance
1.10.enhancing supply chain performance

2. Managing Material Flow In Supply Chain **14**

2.1. Inventory management
  2.1.1.Types of inventory
  2.1.2.Managing cycle stock, safety stock, seasonal stock
  2.1.3.Managing inventory for short lifecycle product
2.2. Transportation
2.3. Drivers of transportation decision
2.4. Modes of transportation
2.5. Choices available
2.6. Comparison of modes of transportation on supply chain performance measures
2.7. Distribution network design option
2.8. Cross docking
2.9. Concept of vehicle scheduling, Transportation cost in E-retailing

3. IT In Supply Chain Management **08**

3.1. Enabling supply chain management through IT:IT in supply chain transaction execution , collaboration and coordination, decision support, measurement and reporting
3.2. Strategic management framework for IT adoption in SCM

4. Supply Chain Integration And Restructuring **08**

4.1. Internal integration : centralized, decentralized and hybrid system
4.2. External integration :
  4.2.1.increase in demand volatility while moving up the supply chain
  4.2.2.impact of buyer practices on demand distortion across the buyer supplier link
  4.2.3.impact of supplier practices on demand distortion across the buyer supplier link
  4.2.4.bullwhip effect
4.3. remedial strategies to counter act demand distortion across supply chain

5. Supply Chain Restructuring **08**

5.1. supply chain mapping : value addition , customer entry point , point of differentiation

5.2. supply chain process restructuring

5.3. postponement for reducing transportation cost

5.4. problems with implementing the postponement strategy

5.5. restructuring the supply chain architecture

6. Agile Supply Chain **08**

6.1. supply chain for high demand uncertainty environment

6.2. sources of supply chain disruption

6.3. consequences of supply chain disruption

6.4. methodologies for handling disruption: multi location sourcing and location of secondary source

REFERENCE BOOKS

1 Supply Chain Management Text and Cases : Janat Shah, Pearson

2 Supply Chain Logistic Management: Bowersox, Closs, Cooper, McGraw hill Co

3 Supply Chain Management Process, System and Practice: N. Chandrasekaran, Oxford Higher Education

4 Logistic Management – Sople- Pearson

5 Supply Chain Management – Kachru - Excel

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: VI

Paper: MI 6.4 Digital Marketing

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

Required Lectures: 60 hours

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1. Overview of Digital marketing **(06)**

1.1. What is Digital Marketing?
- 1.1.1.Why Digital Marketing wins Over traditional Marketing?
- 1.1.2.Understanding Digital Marketing Process

1.2. Increasing Visibility
- 1.2.1.What is visibility?
- 1.2.2.Types of visibility
- 1.2.3.Examples of visibility

1.3. Visitors Engagement
- 1.3.1.What is engagement?
- 1.3.2.Why it is important?
- 1.3.3.Examples of engagement

1.4. Bringing Targeted Traffic
- 1.4.1.Inbound
- 1.4.2.Outbound
- 1.4.3.Converting Traffic into Leads
- 1.4.4.Types of Conversion
- 1.4.5.Understanding Conversion Process

1.5. Retention
- 1.5.1.Why it is Important?
- 1.5.2.Types of Retention

1.6. Performance Evaluation
- 1.6.1.Why it is Important?
- 1.6.2.Tools Needed

2. Marketing in the Digital era: **(12)**

2.1. E- marketing
- 2.1.1.The virtual world
- 2.1.2.E-marketing strengths and applications
- 2.1.3.E-marketing and CRM
- 2.1.4.Generation Y expectations and Influence

2.2. The online Marketing Mix
- 2.2.1.Marketing and consumer segmentation
- 2.2.2.Consumers and online shopping issues
- 2.2.3.Targeting
- 2.2.4.Positioning

2.3. The online consumer
- 2.3.1.The digital eco system
- 2.3.2.Dynamics of online consumer visit
- 2.3.3.Behavioural targeting and contextual targeting
- 2.3.4.Web 2.0 and Marketing

2.4. CRM in Web 2.0 world

2.4.1.What is CRM?
2.4.2.Goals of customer relationship management
2.4.3.Electronic CRM (e-CRM)
2.4.4.Next generation CRM – Mobile apps and community

3. Business Drivers in the virtual world (12)

3.1. Social media
3.1.1.Social media model by McKinsey
3.1.2.Social media analytics
3.1.3.Social media tools
3.1.4.Viral Marketing
3.2. Online branding
3.2.1.Cyber branding
3.2.2.Digital brand ecosystem
3.2.3.Brand experience
3.2.4.Brands and Emotions
3.3. Traffic Building
3.3.1.The diamond – water paradox
3.3.2.Search marketing methods for traffic building
3.3.3.Key word advertising
3.3.4.Websites and internet marketing
3.4. Web business models
3.4.1.Value of customer contact
3.4.2.Web chain of events
3.4.3.Customer value analysis and the internet
3.4.4.Web benefits to firms
3.5. Revenue Benefits
3.5.1.Financial services and the internet
3.5.2.Indian Web Market
3.5.3.Role of internet in impacting consumer price sensitivity
3.5.4.Price effects in online domain
3.6. E-commerce
3.6.1.Online distribution and procurement
3.6.2.The spiral of prosperity model
3.6.3.Online market places
3.6.4.E-Procurement

4. Online tools for marketing (12)

4.1. Engagement marketing through content management
4.1.1.Consumer engagement
4.1.2.Engagement marketing
4.1.3.Social plugins and its contribution to marketing
4.1.4.Building consumer engagement marketing through content management
4.2. Online campaign management
4.2.1.What is campaign management?
4.2.2.Twitter marketing
4.2.3.Sentiment mining
4.2.4.Using corporate blog as CRM 2.0 Tool
4.3. Campaign Effectiveness
4.3.1.Consumer segmentation based on consumer sentiment score
4.3.2.Measuring campaign effectiveness
4.3.3.Measuring campaign effectiveness- Quantitative tag analysis

4.4. Market influence analytics in a digital eco system
    4.4.1. Digital eco system
    4.4.2. Consumer generated media and consumer behaviour
    4.4.3. Consumer generated media and opinion leaders
    4.4.4. Peer reviews, word of mouth, and dissatisfied customer

5. The contemporary Digital revolution (12)

5.1. Online communities and co-creation
    5.1.1. Co-creation communities for brands
    5.1.2. Consumer trustworthiness regression model (CTR
    5.1.3. Consumer co-creation model using INV based on Metcalf law(C-INV)
    5.1.4. Consumer price sensitivity model using K-means cluster analysis
5.2. The world of Facebook
    5.2.1. Anatomy of Facebook
    5.2.2. Netiquette-The Facebook etiquette for brands
    5.2.3. Impact of Facebook fan
    5.2.4. Brand post popularity
5.3. The future of Marketing
    5.3.1. Game based marketing
    5.3.2. Consumer motivation for playing online games
    5.3.3. Uses of games as marketing tools
    5.3.4. The world of apps

6. Integrating Online Communication into IMC Process (06)

6.1. E-mail marketing
6.2. Affiliate Marketing - Participatory
6.3. Communication Networks - Social Media Communities
6.4. Consumer Engagement
6.5. Networks - Customer – Led Marketing Campaigns
6.6. Legal and Ethical aspects related to Digital Marketing

REFERENCE BOOKS

1. Digital Marketing by Vandana Ahuja – Oxford university press
2. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Calvin Jone Kogan Page
3. Marketing 0 by William M Pride, O C Ferrell, Cengage Learning
4. Integrated Marketing Communications: Asia Pacific Edition by William Chitty, Nigel Barker, Michael Valos, Terence A Shim, Cengage Learning
5. DigiMarketing: The Essential Guide to New Media and Digital Marketing by Kent Wertime, Ian Fenwick
6. Web Analytics 0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik
7. Direct and Digital Marketing in Practice by Brian Thomas, Matthew Housden

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(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: VI

Paper: MI 6.5 Auditing

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

Required Lectures: 60 hours

1: Introduction To Auditing **(10)**

1.1. Definition , essential characteristics of auditing
1.2. Objectives of auditing
1.3. Qualification and qualities of an auditors
1.4. Advantages and limitations of audit
1.5. Scope of audit
1.6. Classification of audit

2: Internal Control System: **(10)**

2.1 Definition of Internal Control
2.2 Objectives and Advantages of Internal Control System
2.3 Principles of Good Internal Control System
2.4 Techniques for Evaluation of Internal Control System
2.5 Internal Check: Definition, Objectives and Importance
2.6 Essentials of Good Internal Check System

3: Internal Audit **(10)**

3.1 definition, scope, role, objectives, significance
3.2 types of internal audit
3.3 procedure of internal audit
3.4 difference between internal audit and statutory audit
3.5 distinction between internal audit, internal check and internal control

4: Vouching Verification and Valuation **(10)**

4.1 Vouching: Definition and Objectives
4.2 Points to Be Consider At the Time of Vouching
4.3 Types of Vouchers
4.4 Vouching Of Cash Receipt Transaction and Cash Payments Transactions
4.5 Verification and Valuation: Meaning and Objectives
4.6 Distinction between Verification and Vouching
4.7 Verification and Valuation of Assets and Liabilities

5: Audit Report **(10)**

5.1 Need and Importance of Audit Report
5.2 Reporting Responsibilities of Auditor
5.3 Requisites of a Good Audit Report
5.4 Distinguish between Auditor's Report and Auditor Certificate
5.5 Contents of Audit Report
5.6 Types of Audit Report

6: Audit of Corporate entity: **(10)**

6.1 Provisions regarding qualification, disqualification
6.2 Appointment and removal of auditor as per the companies act 2013
6.3 Rights/Powers, duties & liabilities of company auditor
6.4 Professional conduct and ethics
6.5 Auditors role in corporate governance and evaluation of audit committees
6.6 Companies auditors report order (CARO) 2016

REFERENCE BOOKS

1. Auditing Principles and Practice: Ravinder Kumar, Virender Sharma, PHI Learning Pvt. Ltd.
2. Principles and Practice of Auditing: R.G.Saxena , Himaaya Publishing House
3. Auditing : K.C Shekhar and Lekshmy Shekhar- Vikas Publishing house
4. Practical Guide to Auditing: R.N Sengupta- New Central book agency Ltd.

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: VI

Paper: MI 6.6 Cyber Law and Security

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

Required Lectures: 60 hours

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1. **Introduction to Information Security** **(10)**
   1.1. History of Information Systems and its Importance, basics of IS
   1.2. Nature of Information Systems
   1.3. Basic Principles of Information Security

2. **Security Threats and Controls** **(10)**
   2.1. Information System Threats and attacks
   2.2. Security Threats to E Commerce
   2.3. Business Transactions on Web
   2.4. E-Governance
   2.5. Concepts in Electronics payment systems, Internet Banking, E-Cash, Credit/Debit Cards.
   2.6. Physical Security- Needs, Disaster and Controls
   2.7. Access Control- Biometrics, Benefits of Biometrics Systems and Criteria for selection of Biometrics, Finger Prints.

3. **Cryptography** **(10)**
   3.1. Model of Cryptographic Systems
   3.2. Issues in Documents Security
   3.3. Digital Signature, Requirement of Digital Signature System

4. **Network Security** **(10)**
   4.1. Network Security- Basic Concepts, Dimensions, Perimeter for Network Protection
   4.2. Network Attacks
   4.3. Need of Intrusion Monitoring and Detection, Intrusion Detection System
   4.4. Virtual Private Networks- Need, Use of Tunneling with VPN, Authentication Mechanisms, Types of VPNs and their Usage, Security Concerns in VPN

5. **Cyber Crime** **(10)**
   5.1. Cyber Crime Introduction
   5.2. Email Tracing and Tracking, Email Spoofing
   5.3. Mobile Number Hacking
   5.4. Data Recovery
   5.5. Cyber Fraud Detection, Hack Website
   5.6. Web Server/ISP
   5.7. Web and DOS Attacks
   5.8. Security Policy

6. **Cyber Law and IT Act 2000** **(10)**
   6.1. Fundamentals of Cyber Law,
   6.2. Introduction to Indian Cyber Law: Information Technology Act 2000, Main features of the IT Act 2000, Information Technology Amendment Act 2008 and its major strengths.
   6.3. Digital Signature and Electronic Governance.
   6.4. Granting Digital Signature Certificate
   6.5. Offences and Penalties, Adjudication

REFERENCE BOOKS

1. Information Assurance for the Enterprise Schou, Shoemaker, “”, Tata McGraw Hill
2. Cyber Laws Simplified Sood,“”, McGraw Hill
3. Information Systems Security”, Godbole Willey
4. Information Security”, . Merkov, Breithaupt,“ Pearson Education
5. Foundations of Information Technology Yadav, “”, New Age, Delhi

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Third Year w. e. f. 2019 – 20

SEMESTER: VI

Paper: MI 6.7 Project and Viva-Voce

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

Required Lectures: 60 hours

10. GUIDELINES FOR PRACTICAL TRAINING AND SUMMER INTERNSHIP PROJECT (MI 6.7)

10.1. Each student shall have to undergo a practical training for a period of not less than 8 weeks during vacation falling after the end of IVth Semester.

10.2. In the VIth semester, examination student shall submit "Project Report" individually on the basis of Specialization. The topic should be decided with consultation and guidance of internal guide of the Institute/college at the end of the first year, so that the student can take up the training during the vacations. The Project shall be necessarily Research oriented, Innovative and Problem solving.

10.3. The institute / College shall submit the detailed list of candidate to the University with Project Titles, name of the organization, internal guide and functional elective on or before 31st January of the Third year.

10.4. Teacher shall not be entrusted/allowed to take more than 15 students for guidance and supervision of project report.

10.5. The student has to write a report based on the actual training undergone during the summer vacations at the specific selected business enterprise, get it certified by the concerned teacher that the Project report has been satisfactorily completed and shall submit one typed copy of the same to the Head / Director of the institute along with 1 CD of Project Report. In order to save the paper, both side printing is allowed.

10.6. It is responsibility of concerned Institute to check the authenticity of Project.

10.7. Student may use SPSS software if required.

10.8. CD submitted by the student shall be forwarded to the University by the Institute before the deadline mentioned in University circular.

10.9. Project viva voce shall be conducted at the end of Semester VI.

10.10. Viva Voce for one student shall be of minimum 10 minutes. The Student should prepare PowerPoint presentation based on Project work to be presented at the time of Viva voce.

10.11. The project work will carry maximum 100 marks, of which internal teacher shall award out of maximum 40 marks on the basis of project work done by the student as an internal assessment. Viva voce of 60 marks will be conducted by the panel of the external examiners to be appointed by the University.

10.12. 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.

Fourth Year
(Sem-VII & VIII)
w.e.f. 2017-18

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.1 Global Business Practices

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

Required Lectures: 60 hours

Objectives:

- The course intends to give brief knowledge of Global Management Practices.
- To develops Managerial skills to tackle the various management problems faced by the organization.

1. Changing Business Issues and Management solutions (12)

1.1. Introduction,
1.2. Historical perspective of Business Complexities and evolving solutions
1.3. Shift in focus for management resources
1.4. Evolution of management cures
1.5. Reasons for confusion due to too many solutions
1.6. Major obstacles in resolving management problems- Knowledge and Behavioural
1.7. Key difficulties of managers and executives.

2. **Benchmarking (08)**

2.1. Overview, Meaning
2.2. Basic philosophy
2.3. Micro level techniques
2.4. Advantages and Limitations
2.5. Perquisites
2.6. Implementation cost
2.7. Implementation time
2.8. Impact on organization
2.9. Broad guidelines- working principles

3. Business Process Re-engineering and ERP (10)

3.1. **Business Process Re-engineering** -
3.1.1.Overview, Meaning, Basic philosophy,
3.1.2.Micro level techniques, Advantages, Limitations,
3.1.3.Perquisites, Impact on organization,
3.1.4.Working principles.

3.2. Enterprise Resource Planning
3.2.1.Overview, Meaning, Basic philosophy,
3.2.2.Micro level techniques, Advantages, Limitations,
3.2.3.Perquisites, Impact on organization,
3.2.4.Working principles

4. Kaizen and Kanban (10)

4.1. Kaizen-
4.1.1.Overview, Meaning, Basic philosophy,
4.1.2.Micro level techniques, Advantages, Limitations,
4.1.3.Perquisites, Impact on organization,
4.1.4.Working principles.

4.2. Kanban-
4.2.1.Overview, Meaning, Basic philosophy,

4.2.2.Micro level techniques, Advantages, Limitations,
4.2.3.Perquisites, Impact on organization,
4.2.4.Working principles.

5. Six Sigma and Total Employment Involvement (TEI) (10)

5.1. Six sigma-

5.1.1.Overview, Meaning, Basic philosophy,
5.1.2.Micro level techniques, Advantages, Limitations,
5.1.3.Perquisites, Impact on organization,
5.1.4.Working principles.

5.2. **Total Employment Involvement**

5.2.1.Overview, Meaning, Basic philosophy,
5.2.2.Micro level techniques, Advantages, Limitations,
5.2.3.Perquisites, Impact on organization,
5.2.4.Working principles.

6. Managing for Excellence (10)

6.1. Introduction, Foundation of excellence
6.2. Essential element for excellence
6.3. Good to Great organization
6.4. Elements which influence the effectiveness of an organization
6.5. Strategy implementation- Structural implementation –Steps
6.6. Types of organizational structure.

REFERENCE BOOKS

1. Rastogi Subhash C., Global Management Solutions, Deystified, Thomson
2. Gavai A.K., Managing for Excellence, Himalaya
3. L. M. Prasad, *Principles and Practice of Management*, Sultan Chand and Sons, New Delhi
4. Ramaswamy T, *Principles of Management*, Himalaya Publication.
5. Bhattacharyya, *Principles of Management: Text and Cases*, 1e - Pearson
6. Robbins S.P And Decenzo David A. *Fundamentals Of Management : Essential Concept And Applications,* – Pearson Education
7. Global Management Solutions: Demystified by Seth- Thompson Learning
8. Global Business Management Adhikari Macmillan
9. Tripathi P C and Reddy P N, *Principles of Management*, Tata McGraw Hill
10. Sherlerkar S A, *Modern Business Organization and Management*, Himalaya Publishing House.

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.2 Management Accounting

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

Required Lectures: 60 hours

1. Financial statements (10)
   1.1. Introduction – Definition – Objectives of Financial statements
   1.2. Nature of Financial statements – Requisites, Essential Requirements of financial Statements
   1.3. Importance of Financial statements – Limitation of Financial statements
   1.4. Recent trends in Presenting Financial statements – Basic Financial statements
   1.5. Format of Profit and Loss Account –Balance Sheet –Performa of a Balance sheet – Elements of Balance Sheet
2. Analysis and Interpretation- (10)
   2.1. Meaning – Types of Analysis and Interpretations-
   2.2. Internal Analysis – External Analysis- Horizontal Analysis – Vertical analysis-
   2.3. Methods of Analysis and Interpretation – comparative Financial Statement –Common Size Statements – Trend Analysis
3. Fund Flow Statement (10)
   3.1. Introduction – Meaning of Fund – Flow of Fund
   3.2. Statement of Change in Financial Position
   3.3. Flow of fund –Components of Flow of
   3.4. Fund Flow Statement Vs Balance Sheet
   3.5. Preparation of Fund Flow Statement; Fund from Operations- Statement
   3.6. of Change in Working Capital
4. Cash Flow Statement (10)
   4.1. Meaning – Purpose of Cash Flow statement –
   4.2. Limitation
   4.3. Difference between Cash Flow statement and Fund Flow statement-
   4.4. Preparation of Cash Flow statement-
5. Ratio Analysis (10)
   5.1. Meaning and Definition of Analysis and Interpretations of Ratio
   5.2. Advantages- limitations of Ratio Analysis:
   5.3. Classification of Ratios- Liquidity ratios- Profitability Ratios- Turnover Ratios-Solvency Ratio
6. Budgeting and Budgetary Control (10)
   6.1. Introduction- Defination- Essential
   6.2. Difference between Forecast and Budget
   6.3. Budgetory control – objectives – advantages- limitations
   6.4. Types of Budget – cash Budget- Flexible Budget

REFERENCE BOOKS

1. Management Accounting,M E ThukaramRao, New Age International Publishers
2. Financial Cost and Management Accounting, Dr P Periasamy, Himalaya PubHouse
3. Financial Management, Ravi M Kishor, Taxman Publication
4. Financial Management, IM Pandey, Vikas Publishing House
5. Financial Management, Khan and Jain", MC Graw Hill Publishing House

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.3 Business Environment

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

Required Lectures: 60 hours

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1. **Business Environment** **(10)**
   - 1.1. Nature of Business
   - 1.2. Feature of Business
   - 1.3. Scope of Business
   - 1.4. Interaction between business and environment
   - 1.5. Concept of environment
   - 1.6. Definition of Business Environment
   - 1.7. Features of Business Environment
   - 1.8. Scope of Business Environment
   - 1.9. Micro environment and macro environment
2. **Balanced Regional Development** **(10)**
   - 2.1. Nature of Balanced Regional Development
   - 2.2. Objectives of Balanced Regional Development
   - 2.3. Need of Balanced Regional Development
   - 2.4. Strategies for Balanced Regional Development
   - 2.5. Policies for Balanced Regional Development
   - 2.6. Problems of regional disparities
   - 2.7. Problems of income disparities
3. **Pricing and Distribution Control** **(10)**
   - 3.1. Distribution Controls
   - 3.2. Public Distribution System
   - 3.3. Present price policy of the Government of India
4. **Public Enterprises in India** **(10)**
   - 4.1. Nature of Public enterprises
   - 4.2. Features of Public enterprises
   - 4.3. Types of Public enterprises
   - 4.4. Industrial Policy Resolution 1991
   - 4.5. Disinvestment in Public Enterprises
   - 4.6. Objectives of the disinvestment
5. **Small Scale Industries in India** **(10)**
   - 5.1. Nature of SSIs
   - 5.2. Micro, Small and Medium Enterprises
   - 5.3. Definition of MSMEs
   - 5.4. Census initiative of MSMEs
6. **Globalization of Indian Business** **(10)**
   - 6.1. Factors favoring Globalization
   - 6.2. Obstacles of Globalization
   - 6.3. Strategies for Globalization
   - 6.4. Advantages of Globalization
   - 6.5. Disadvantages of Globalization

REFERENCE BOOKS

1. Fundamentals of Business Environment, M. B. Shukla, Taxmann's Publication
2. Business Environment – Paleri – Cengage
3. Business Environment – Shaikh Saleem - Pearson

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.4 Advanced Research Methods

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

Required Lectures: 60 hours

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1. **Business Research: An Overview** **(10)**
   - 1.1. Purpose of Business Research
   - 1.2. Characteristics of Business Research
   - 1.3. Managerial value of Business Research
   - 1.4. Criteria of good Business Research
   - 1.5. Organizing business research functions –
   - 1.6. Identifying problem
   - 1.7. Developing research strategy
   - 1.8. Collection of data
   - 1.9. Analysis of data
   - 1.10. Development of research report
2. **Data Processing** **(10)**
   - 2.1. Editing and Editing data through structured and unstructured interview
   - 2.2. Coding data- Introduction, Coding qualitative and quantitative data, developing code book, verifying the coded data
   - 2.3. Coding descriptive/ qualitative data
   - 2.4. Frequency distribution
   - 2.5. Cross tabulations
3. **Measures of Central Tendency** **(08)**
   - 3.1. Characteristics of good average
   - 3.2. Types of Averages- Arithmetic, Weighted Arithmetic, Median, Mode, Geometric, Harmonic
4. **Measures of Dispersion** **(10)**
   - 4.1. Introduction and Definition
   - 4.2. Methods of measuring dispersion - the range, the inter-quartile range, mean/ average deviation, Standard Deviation, Coefficient of Variation.
5. **Introduction to SPSS** **(10)**
   - 5.1. Overview of SPSS
   - 5.2. SPSS Windows Processes- Mouse, taskbar and start menu, common buttons
   - 5.3. The data window, other commonly used windows, output window, printing output, the options
6. **Data Analysis through SPSS** **(12)**
   - 6.1. Frequencies
   - 6.2. Descriptive Statistics
   - 6.3. Cross-tabulation and Chi-Square(X2) Analysis
   - 6.4. Means procedure
   - 6.5. Bivariate Correlation
   - 6.6. T- test
   - 6.7. ANOVA – one way, two way
   - 6.8. Regression
   - 6.9. Factor analysis
   - 6.10. Cluster analysis
   - 6.11. Discriminate analysis

REFERENCE BOOKS

1. Research Methodology (Methods and Techniques) – C.R.Kothari – New Age International
2. Business Research Methods- S L Gupta, Hitesh Gupta- McGraw Hill
3. Research Methodology- Ranjit Kumar- Pearson
4. Business Research Methods (A South-Asian Perspective)- Zikmund et all- Cenage learning.
5. Business Research Methodology – J.K. Sachdeva- Himalaya Publishing House
6. SPSS for Windows- Darren George and Paul Mallery, Pearson
7. Research Methodology – Shrivastava - TMH
8. Research Methodology – A.B. Rao - Excel Books
9. Methodology And Techniques Of Social Research- Wilkinson and Bhandarkar- Himalaya Publishing House
10. Business Research Methods- Murthy, Bhojanna- Excel Books
11. Research Methodology – Smarth and Siriya – S. Chand and Company Ltd.

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.5 Agro Business Management

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

Required Lectures: 60 hours

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1. Introduction to ABM (08)

1.1 Meaning, definition, history, Importance and scope of agri-business
1.2 Changing dimension of agricultural business
1.3 Agri-business Management-distinctive features, nature and components
1.4 Five years Plans and agri-business, characteristics of plan

2. Agro-Processing Management (12)

2.1. Role of agro-processing industries in the Indian economy
2.2.Status and potential of Indian agro-processing industries. Food grains, commercial Crops.
2.3.Policy environment of agro-processing industries-Development, management structure and communication.
2.4.Work performance efficiency, public contact and public participation in agro- Processing industries
2.5 Decision making process and entrepreneurial efficiency
2.6 Government policies relating to agro processing unit
2.7 Interdependence of agro-processing industries, Problem of agro-processing units,
2.8 Guideline for financing of agro-processing industries in India

3. Advanced Food Processing (14)

3.1.Pesent scenario, scope and opportunities
3.2.Infrastructural Development
3.3.Constraints and policy initiatives
3.4.Value addition and waste utilization
3.5.Food plant hygiene
3.6.Industry wise segmentation
- 3.6.1.Processed fruits and vegetables
- 3.6.2.Milk and milk products
- 3.6.3.Grain processing
- 3.6.4.Meat and Poultry processing
- 3.6.5.Fisheries, Marine Products
- 3.6.6.Packed/Convenience foods
- 3.6.7.Beverages
- 3.6.8.Regulatory measures

4. Promotional Agencies (12)

4.1 MOFPI- Goals and Roles, Development Activities:
4.2 MSME- Ministry footprint, Organisational Setup, Functions, National Small Industries Corporation Limited (NSIC)
4.3 KVIC- Establishment, objectives, functions
4.4 MAIDC- Establishment, Visionand Mission, Divisions.
4.5 APEDA Establishment, Functioning
4.6 Make in India- food processing:- Summary; Reasons to Invest; Statistics; Growth Drivers; FDI Policy; Sector Policy; Financial Support; Investment Opportunities;

5. HRM in Agri Business Management (08)

5.1. Nature and objectives, Functions,
5.2. Importance's of Human Resource in Agricultural

5.3 Future challenges before the managers
5.4. H. R. training in Agribusiness

6. Emerging Trends in ABM **(06)**

5.1.Agro Tourism
5.2.Organic Farming
5.3.Contract Farming
5.4.Herbal Farming

REFERENCE BOOKS

1. Johl, S.S. and T.R. Kapur. Fundamentals of Farm Business Management. Kalyani Publishers, 11 Rajendra Nagar, Ludhiana – 114008,P-475
2. Srivastava, U.K. Vathsala. Agro-processing Strategy for Acceleration and Exports Oxford University Press,YMCA, Library Building, Jai Singh Road, New Delhi – 110001.
3. Pandey, Mukesh and Deepak Tiwari. Rural and Agricultural Marketing International Book Distribution Co. New Delhi.
4. Diwase, Smita. Agri-Business Management. Everest Publishing House, Everest Lane, 536, Shaniwar Peth, Appa Balwant Chowk, Pune – 4110030
5. Siva Rama, K., K. Ramesh and M. Gangadhar. Human Resource Management in Agriculture. Disscovery Publication, New Delhi.
6. Talwar, Prakash, Travel and Tourism Management, Gyan Books Pvt. Ltd., Main Ansari Road, Darya Ganj, New Delhi- 110 002

A - Financial Management

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.6 A Indian Financial System

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

Required Lectures: 60 hours

1. **Indian Financial System** **(8)**
   1.1. Introduction, Nature and Role of Financial System
   1.2. Overview of Indian Financial System
   1.3. Structure of Indian Financial System
   1.4. Functions of the Financial System
   1.5. Major issues in the Indian Financial System

2. **Financial Institutions** **(10)**
   2.1. Introduction
   2.2. RBI- Its Role in Bank Management and Regulations
   2.3. Monetary Policy and Credit Control
   2.4. Commercial Banking
   2.5. Non-Banking Financial Companies
   2.6. Merchant Banking

3. **Financial Markets- Money Market** **(12)**
   3.1. Introduction of Financial Market
   3.2. Features of Money Market
   3.3. Money Market Instruments
   3.4. Secondary market for Money market Instrument
   3.5. Recent developments in Indian Money Market
   3.6. Distinguish between money market and capital market

4. **Financial markets- Capital Market** **(12)**
   4.1. Capital Market- Introduction
   4.2. Functions of Capital Market
   4.3. Importance of Capital Market
   4.4. Types of Capital Market- Primary and Secondary
   4.5. Primary market- Introduction and Instruments
   4.6. Secondary market – Introduction, Stock Exchanges, Functions of Stock Exchanges
   4.7. Major Stock Exchanegs in India- BSE, NSE, OTCEI

5. **Financial Services- Mutual Fund** **(10)**
   5.1. Introduction, Objectives and Importance of Mutual Fund
   5.2. Evolution of Mutual Fund
   5.3. Types of Mutual Fund

5.4. Advantages of Investing in Mutual Fund
5.5. Role of Mutual Fund in Stock Market
5.6. Regulation and Supervision of mutual Funds

6. Financial Services- Credit Rating (08)

6.1. Introduction
6.2. Types of Credit Rating
6.3. Objectives of Credit rating
6.4. Credit rating Process
6.5. Credit Rating Agencies in India- CRISIL, ICRA, CARE

REFERENCE BOOKS

1) Indian Financial System by H.R. Machiraju, Vikas Publications
2) Indian Financial System by Dr. G. Ramesh Babu, Himalaya Publishing House
3) The Indian Financial System and Development by Vasant Desai, Himalaya Publishing House
4) Indian Financial system by Bharati Pathak, Pearson Publication
5) Indian financial system – theory and practice by M. Y. Khan, Tata McGraw hill Publishing

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.7 A Investment and Portfolio Management

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

Required Lectures: 60 hours

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1. **Introduction** **(10)**
   - 1.1. Investment, Speculation and Gambling
   - 1.2. Features of an Investment programme
   - 1.3. Factors Favorable for Investment
   - 1.4. Investment Process
   - 1.5. Stages in Investment

2. **Investment Avenues** **(10)**
   - 2.1. Non Marketable Fix Income Avenues – Bank Deposit, Corporate Fixed Deposits, Provident Fund- including PPF, National Saving Certificate
   - 2.2. Marketable Avenues- Equity Shares, Preference Shares, Debentures, Bonds, Private Equity and Venture Capital
   - 2.3. Other Avenues:- Units of Mutual Fund, Life Insurance, Real Estate, Money market Instruments

3. **Security Analysis – Fundamental Analysis** **(10)**
   - 3.1. Introduction
   - 3.2. Economy Analysis
   - 3.3. Industry Analysis
   - 3.4. Company Analysis

4. **Security Analysis- Technical Analysis** **(10)**
   - 4.1. Introduction
   - 4.2. Basic Technical Assumptions
   - 4.3. Technical VS Fundamental Analysis
   - 4.4. Tools of Technical Analysis
   - 4.5. Efficient Market Theory

5. **Portfolio management and analysis** **(10)**
   - 5.1. Introduction and Objectives of Portfolio Management
   - 5.2. Portfolio Analysis
   - 5.3. Components of Portfolio Management
   - 5.4. Traditional Portfolio theory
   - 5.5. Modern Portfolio Theory- Markowitz theory

6. **Portfolio Evaluation and revision** **(10)**
   - 6.1. Introduction, Portfolio Evaluation
   - 6.2. Need for Portfolio Evaluation
   - 6.3. Ratios for portfolio evaluation – Sharpe, Treynor, Jensen
   - 6.4. Portfolio Revision
   - 6.5. Strategies for Portfolio Revision

REFERENCE BOOKS

1) Investment Management by V.A. Avadhani, Himalaya Publishing House
2) Security Analysis and Portfolio Management by K.Nagarajan and G. Jayabal, New Age International publishers
3) Investment Management – Security Analysis and Portfolio Management by V.K. bhalla, S. Chand
4) Investment Analysis and Portfolio management- M. Ranganathan, R. Madhumati, Pearson

B - Marketing Management

North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.6 B Marketing Research and Consumer Behavior

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

Required Lectures: 60 hours

1. **Marketing research:** **(10)**
   1.1. Meaning, Scope, Purpose, Uses, Limitations and Threats to Marketing Research
   1.2. Marketing Research and Marketing Management
   1.3. Marketing research process
   1.4. Marketing Intelligence system
   1.5. Concept, Components, Scope, Significance
   1.6. MIS and Marketing Decision Support System (MDSS)
   1.7. Ethics in Marketing Research

2. **Data Collection and Market Survey:** **(10)**
   2.1. Use of internet for primary data collection
   2.2. Locating and Evaluating Secondary data
   2.3. Concept of Measurement and Scaling
   2.4. Types of measurement scales- Comparative, Non comparative
   2.5. Questionnaire design and construction
   2.6. Market survey: Nature, Meaning and Objectives of Market survey
   2.7. Types of Market survey
   2.8. Field work: Conducting a Survey
   2.9. Conducting Consumer Satisfaction survey

3. **Data Analysis and Interpretation:** **(10)**
   3.1. Data Analysis Techniques: Regression Analysis, Factor Analysis, Cluster Analysis, Discriminant Analysis, Conjoint Analysis, Multi-Dimensional Analysis
   3.2. The Interrelationship between Analysis and Interpretation
   3.3. Improper interpretation and Improper Analysis
   3.4. The interpretative process

4. **Introduction of Buyers:** **(10)**
   4.1. Basic Concepts- Consumer, Buyer, Behavior, Consumer Behavior
   4.2. Consumer Buying Motives
   4.3. Factors influencing buying behavior
   4.4. Consumer Decision Process
   4.5. Post Purchase Behavior, Purchase Evaluation And Consumer Satisfaction
   4.6. Organizational Buying Vs Consumer Buying

5. **The Consumer Culture:** **(10)**
   5.1. Culture: Value and Norms, Regional and Religious influences on consumer behavior
   5.2. Reference Group and Social Influence, Age and Gender, Household influences on Consumer Behavior
   5.3. Types of Family: Functions of Family, Family decision making, Family Life Cycle
   5.4. Diffusion of Innovation, Diffusion Process, Adoption Process

5.5. Acceptance of New Product and Brand, Why do brands fail, Retailing and consumer behavior

6. Customer Relationship Management: (10)

6.1. Concept of CRM and CRM issues
6.2. Customer value
6.3. Standardization verses customization
6.4. CRM Objectives
6.5. CRM: Global Perspective
6.6. The scenario of CRM in Indian companies

REFERENCE BOOKS

1. Market research - GC Beri – Tata McGraw Hill
2. Marketing Research – Naresh Malhotra – Pearson
3. Marketing Research-Rajendra Nargundkar – Tata McGraw Hill
4. Marketing Research by S L Gupta – Excel Books
5. Marketing Research – Suja Nair – Himalaya Publications
6. Marketing Research – Burns and Bush – Pearson
7. Marketing Research – Luck and Rubin – Prentice Hall Publications
8. Consumer Behavior, Schiffman GL and Kanuk LL, Prentice- Hall
9. Consumer Behavior, 9th EditionDe! I Hawkins,Roger JBestKenneth A
10. Marketing Management, Rajan Saxena, Tata McGraw Hill

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.7 B Product and Brand Management

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

Required Lectures: 60 hours

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1. **Introduction** **(10)**
   1.1. Need for Product Management, Product Line Decision, Product Mix Decision
   1.2. Product Manager- Functions and Skills Required
   1.3. Marketing Strategies in different Phases of PLC, PLC Extension, Diffusion Model
   1.4. Issues of Product Management in India
   1.5. Marketing Planning- Concept, The Planning Process, Components of Marketing Plan, Two case Studies based on Marketing Plan

2. **Competitive Strategy for Products** **(14)**
   2.1. Nature, Stages of competition, Forces Driving / Shaping competition, Forms of Competition
   2.2. Category Attractive Analysis- Concept, Aggregate Market Factors, Category Factors and Environmental Analysis
   2.3. Competitors Analysis- Nature, Sources of Information, Assessing competitor's- Objectives and Marketing Strategies, Differential advantage Analysis
   2.4. Customer Analysis
   2.5. Market Potential and Sales Forecasting- Methods

3. **Developing Product Strategy** **(10)**
   3.1. Elements of Product Strategies
   3.2. Positioning and Differentiation Strategies
   3.3. Product Strategy over PLC
   3.4. New Product Development- Factors contributing to New Product Development, Factors responsible for failing New Product, Managing New Product Development and Product Innovation- Setting Innovation Objectives, Methods and Steps

4. **Concept of Brand** **(10)**
   4.1. Definition, Nature, Brand and Product, Brand challenges and Opportunities
   4.2. Types of Brands, Brand Perspectives
   4.3. Brand Evolution-Consumerism Continuum, Brand Levels, Value Hierarchy
   4.4. Brand and Product Position, 3 Cs of Positioning and Competitive Positioning-POPs and PODs
   4.5. Identifying and Establishing Brand Positioning
   4.6. Strategic Brand Management Process

5. **Brand Equity** **(10)**
   5.1. Concept, Customer Based Brand Equity
   5.2. Criteria for choosing Brand Element, Options and Tactics for Brand Elements
   5.3. Marketing Communication to Build Brand (Criteria for Integrating Marketing communication-IMC)
   5.4. Leveraging Secondary Brand Associations to Build Brand Equity

5.4.1.Conceptualising the leveraging Process

5.4.2.Co-Branding, Licensing, Celebrity Endorsement,

5.5. Measuring Brand Performance

5.5.1.Qualitative Techniques- Free Association, Projective Technique, Brand personality

5.5.2.Quantitative Techniques-Brand Awareness, Brand identity, Brand Image, Brand Responses, Brand Relationships, Brand Attitude , Brand Loyalty , Brand Switching

5.6. Measuring outcomes of Equity: Models of Brand Equity Aaker Model, Brandz Model, Brand Equity Measurement System, Brand Valuation

6. Brand Extensions and Managing Brand (6)

6.1. Types, Advantage and Disadvantage, New Product and Brand Extensions

6.2. Managing Brand Over a Time-Reinforcing Brand, Revitalising Brand and adjustment to Brand Portfolio

6.3. Global Branding-Advantages and Disadvantages

REFERENCE BOOKS

1. Product Management- Lehmann Donald R ; Winer Russell S, Tata McGraw Hill
2. Brand Management: Text and Cases- Harsh V. Verma- Excel Books
3. Strategic Brand Management: Building, Measuring, and Managing Brand Equity-Kevin Lane Keller, M. G. Parameswaran, Isaac Jacob-Pearson
4. Product Policy and Brand Management-A.K. Chitale and Ravi Gupta, PHI Learning
5. Product Management Text and Cases- Kaushik, Mukerjee-PHI Learning
6. Product and Brand Management-U.C. Mathur, Excel Books
7. Marketing Management- Rajan Saxena (4th Edition), McGraw Hill
8. Marketing Concept and Cases- Michael J. Etzel, Bruce J. Walker, William J. Stanton and Ajay Pandit, Tata McGraw Hill
9. Principles of Marketing- Philip Kotler- PHI Learning
10. Brand Positioning Strategies for Competitive Advantage-Sengupta- Tata McGraw Hill
11. Brand Management- Mahim Sagar, Ane Books Pvt Ltd

C - Human Resource Management

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.6 C Industrial Relations and Trade Union

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

Required Lectures: 60 hours

1.	**Industrial Relations: Definition and Main Aspects**	**10**
	1.1. Introduction, Definition and Evolution of Industrial Relations in India	
	1.2. Concept, Importance, scope and Aspects of Industrial Relations	
	1.3. Factors affecting Industrial Relations	
	1.4. Approaches to Industrial Relations	
	1.5. Pre-requisite for successful Industrial Relations	
	1.6. Characteristics of Indian Industrial Relations System	
	1.7. Causes and Effects of poor Industrial Relations	
	1.8. Suggestions to Improve Industrial Relations	
2.	**Methods of settling Industrial Dispute**	**10**
	2.1. Settlement without state Intervention	
	2.2. Settlement under the Influence of the state	
	2.3. Adjudication or Compulsory Arbitration in India	
	2.4. Adjudication or Compulsory Arbitration v/s Collective Bargaining	
	2.5. Machinery for the Prevention and Settlement if Industrial Dispute in India	
3.	**Employee Grievances and Disciplinary Procedure**	**10**
	3.1. Definition, Scope and Nature of Grievance	
	3.2. Causes and basic Elements of Grievance Procedure	
	3.3. Pre-requisites of a Grievance Procedure	
	3.4. Causes of Indiscipline	
	3.5. Procedure for taking Disciplinary Action	
	3.6. Essential of a Good Disciplinary System	
4.	**Collective Bargaining**	**10**
	4.1. Concept, Features and Importance of Collective Bargaining	
	4.2. Scope and Objectives of Collective Bargaining	
	4.3. Principles of Collective Bargaining	
	4.4. Forms of Collective Bargaining	
	4.5. Hurdles to Collective Bargaining in India	
	4.6. Pre-requisite of successful Collective Bargaining	
5.	**Workers Participation in Management**	**08**
	5.1. Definition, Concept and Nature of Workers Participation	
	5.2. Objectives and Forms of WPM	
	5.3. Factors Influencing WPM	
	5.4. Need for Workers Participation	
	5.5. Quality circles	
	5.6. Self- managing Teams	
	5.7. Essential Conditions for Successful Working of WPM	
6.	**Trade Unionism**	**12**
	6.1. Introduction, Definition, Meaning and Features of Trade Union	
	6.2. Need, Nature and Scope of Trade Union	

6.3. Growth of Trade Union in India
6.4. Functions of Trade Union in India
6.5. Types and Structure of Trade Union
6.6. Methods of Achieving the Objectives
6.7. Problems of Trade Union
6.8. Essentials for Success of Trade Union
6.9. Measures to Strength Trade Union
6.10. Trade Union Act, 1926- Objects, Rights and Privileges, Duties and Liabilities of Registered Trade Union

REFERENCE BOOKS

6. Industrial Relations Trade Union and Labour Legislations by PRN Sinha and Shekher – Pearson
7. Dynamics of Industrial Relations by C. B. Mamoria; Himalaya Publishing House
8. Essentials of HRM and IR by P Subba Rao – Himalaya
9. Industrial Relations by Arun Monappa – Tata McGraw Hill
10. Labour Welfare Trade Union and Industrial Relations by Punekar, Deodhar and Sankaran - Himalaya Publications
11. Human Resource Management by K. Ashwathappa – Tata McGraw Hill
12. Industrial Relations in India 2/e – Sen - Macmillan
13. Human Resource Management by S. S. Khanka; S. Chand and Co. Ltd. New Delhi
14. Industrial Relations and Labour Laws by Dr. V. Kubendram and Ms. K. Kodeeswari- Himalaya Publishing House

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.7 C Labour Welfare and Administration

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

Required Lectures: 60 hours

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1. Introduction to labour welfare **(14)**

1.1 Meaning, Importance and Objectives of Labour Welfare.
1.2 Types of Labour Welfare Services,
1.3 Need and Scope of Labour Welfare in India,
1.4 Labour Welfare Officer- Concept, Qualities and Role
1.5 Industrial Safety
- 1.5.1 Industrial accidents,
- 1.5.2 Types of accidents
- 1.5.3 Causes of Accidents
- 1.5.4 Employee Safety

1.6 Industrial Health
- 1.6.1 Occupational hazards and risks
- 1.6.2 Protection against health hazards
- 1.6.3 Industrial health Programme

2. Social Security **(06)**

2.1 Concept, scope, Objective, need.
2.2 Types of social security
2.3 Social security measures in India

3. Workers Participation in Management and Empowerment **(14)**

3.1 **Workers Participation in Management**
- 3.1.1 WPM-Definition, meaning and objective
- 3.1.2 Forms of WPM
- 3.1.3 Causes and failure of WPM
- 3.1.4 Making worker participation effective
- 3.1.5 WPM in India

3.2 Empowerment-
- 3.2.1 Meaning, coordination.
- 3.2.2 Approaches of empowerment
- 3.2.3 Characteristics of empowered organization.
- 3.2.4 Forms of empowerment.
- 3.2.5 Empowerment process.
- 3.2.6 Barriers to empowerment.

4. Industrial hygiene **(10)**

4.1 Working Condition.
4.2 Lighting, temperature, humidity, noise, duel firms and radiations etc.
4.3 Work behavior
- 4.3.1 Industrial accidents and fatigue
- 4.3.2 Causes of accidents
- 4.3.3 Fatigue and effect of fatigue
- 4.3.4 Safety Programmer

5. Labour Costing **(10)**

5.1 Labour cost, computations and controls.
5.2 Absenteeism and labour turn over-Cost, causes and determination.
5.3 Labour productivity: Labour study and times study
5.4 Treatment of overtime. Ideal time. Night shift, allowances, leaves pay.

6. India and International Labour Organization **(06)**

6.1 Objectives, Structure of ILO
6.2 Impact of ILO on India Labour
6.3 Recommendations of ILO

REFERENCE BOOKS

1. Human Resource Management by Ashwathapa – Tata McGraw Hill
2. Labour Welfare Trade Union and Industrial Relations by Punekar, Deodhar and Sankaran - Himalaya Publications
3. Human Resource Management by S.S. Khanka – S. chandand Sons
4. Essential of HRM and Industrial Relations by P.Subha Rao – Himalaya Publications
5. Human Resource Management by Gary Dessler – Pearson
6. Human Resource Management by C.B.Gupta – Sultan Chand and Sons
7. Industrial Relations by Arun Monappa – Tata McGraw Hill
8. Human Resource Management by A.M Sharma – Himalaya Publications
9. Human Resource Management by V.S.P Rao – Excel Books
10. Human Resource Management by Snell Bohlander - Cengage

D - Manufacturing and Operations Management

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.6 D Industrial and Productivity Management

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

Required Lectures: 60 hours

1) Introduction to Industrial Engineering and Management (08)

a) Indian Industry
b) Stages of Scientific and Technological Revolution
c) Growth of Indian Manufacturing Industry
d) New Industrial Policy
e) Major Areas of Indian Industry
f) Globalization of Indian industry

2) Work Study (10)

a) Definition, concept, need and advantages of Work Study
b) Objectives of Method Study
c) Procedure/steps of Method Study
d) Recording Techniques
e) Micro-motion study and Therbligs
f) SIMO Chart
g) Principles of motion economy

3) Work Measurement (10)

a) Concepts of Work measurement and its objectives
b) Techniques and uses of work measurement
c) Time Study and Methods of timing
d) Work Sampling
e) Predetermined motion time and Systems (PMTS)
f) Method Time Measurement (MTM)
g) Work factor
h) Use of Motion Time Tables
i) Ergonomics

4) Productivity (10)

a) Concept, Importance and Benefits of Productivity
b) Productivity and Production
c) Measurement of productivity
d) Productivity Index
e) Means of increasing productivity
f) Productivity improvement procedure

g) Six lines of Attack to improve Productivity
h) Productivity and Standard of Living

5) Waste Scrap and Disposal Management (08)

a) Types and Cost of wastages
b) Causes and Remedies of wastage
c) Wastage of resources and preventive steps
d) Wastage control Programme and Salvage operation
e) Scrap Disposal and Surplus

6) Constraint Management (14)

a) Managing constraints across the organization
b) Theory of Constraints (TOC)
   i) Measuring capacity, utilization and Performance
   ii) Principles of TOC
c) Identification and Management of Bottleneck
d) Product mix decisions using bottlenecks
e) Economies of scale
f) Capacity timing and Sizing strategies
g) Procedure for long term capacity Decisions
   i) Estimate capacity Requirement
   ii) Identify Gaps
   iii) Develop Alternatives
   iv) Evaluate alternatives

REFERENCE BOOKS:

1) Industrial Engineering and Production Management by M. Mahajan, DhanpatRai and Sons.
2) Operations Management by Krajewski, Ritzman, Malhotra - Pearson
3) Industrial Engineering and Management by O.P. Khanna, DhanpatRai and Sons.
4) Industrial and Business Management by MartandTelsang, S. Chand
5) Purchasing and Supply Management- Donald Dobler and David Burt-Tata McGraw Hill
6) Materials Management by P Gopalkrishnan and M Sundaresan- Tata McGraw Hill
7) Materials Management – Rajendra Mishra – Excel Bookss
8) Purchasing and Materials Management-NK Nair-Vikas
9) Operations andMaterials Management by K. ShridharBhat –HPH

Production and Operations Management – Chary - Tata McGraw Hill

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.7 D World Class manufacturing and Process Management

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

Required Lectures: 60 hours

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1. **Manufacturing Management** **(08)**
   - 1.1. Manufacturing activity scheduling
   - 1.2. Manufacturing resource planning
   - 1.3. Current Trends in Manufacturing in India

2. **World Class Manufacturing and Technology Transfer** **(18)**
   - 2.1. Evolution of world class manufacturing
   - 2.2. World class manufacturing principles
   - 2.3. Japanese approach towards WCM
   - 2.4. Characteristic of Re-engineered process.
   - 2.5. Managerial responsibility in globalization :
   - 2.6. Software in use, Problems of implementation on the system.
   - 2.7. Optimized Production Technology (OPT),
   - 2.8. Automation in Design and manufacturing, Role of Robotics etc.
   - 2.9. State of International Business – Managerial Attitude and Challenges.
   - 2.10. Environment Pollution – Factors, Effect and Control.
   - 2.11. Technology Transfer
     - 2.11.1. Definition and Classifications
     - 2.11.2. Channels of technology Flow
     - 2.11.3. International Technology Transfer
     - 2.11.4. Intra-firm Technology Transfer

3. **Innovative Manufacturing System** **(12)**
   - 3.1. Lean Manufacturing: Concept, Tools and Techniques, Advantages And Disadvantages
   - 3.2. Flexible Manufacturing System: Different production system of FMS and its Configuration
   - 3.3. Group Technology: Concept and applications of GT
   - 3.4. Cellular Manufacturing System: Concept
   - 3.5. Agile Manufacturing: Concept
   - 3.6. Computer Integrated Manufacturing (CIM) : Concept

4. **Process Management** **(12)**
   - 4.1. Processes: Meaning, Types and Scope
   - 4.2. Process planning and selection
   - 4.3. Process design: Scope, Factors affecting and operation design
   - 4.4. Major process decisions
   - 4.5. Process analysis and process flow charts
   - 4.6. Process Improvement: Methods – Kaizen Umbrella, Process Management tools
   - 4.7. Process Management tools and Techniques: Design of Experiments (DOE), Taguchi Method, Quality Function Deployment (QFD), Single Minute Exchange of Die (SMED), Visual Control (VC)
   - 4.8. Product Design Concepts: Design for manufacture (DFM), Design for Assembly (DFA), Design for Operations (DFO)

5. Maintenance Management (08)

5.1. Maintenance Function and Strategies
5.2. Maintenance economics
5.3. Spare Parts Management: Types of Spares and Inventory Planning for Spare Parts
5.4. Measurement of Maintenance performance:
5.4.1.Total Productive Maintenance
5.4.2.Concept of Reliability, Reliability Improvement
5.4.3.Concept of Maintainability, Maintainability Improvement.

6. **Management of Industrial Safety (08)**

6.1. Safety Analysis
6.2. Safety programs and organization
6.3. Safety and productivity
6.4. Causes, problems and sources of industrial accidents
6.5. Theory of accident occurrences
6.6. Accident prevention and control
6.7. Investigation and Analysis of accident

REFERENCE BOOKS:

1. Production and Operation Management by Kanishka Bedi – Oxford
2. Operations Management by Stevenson – Mcgraw Hill
3. Operations Management by B Mahadevan – Pearson
4. Production and Operations Management by N.G. Nair – Tata McGraw Hill
5. Production and Operations Management by Upendra Kacharu – Excel Books
6. Global Management Solutions-Demystified – Seth, Rastogi – Thomson Press
7. Total Quality Management: Text and Cases – K Shridhara Bhat - Himalaya
8. Production and Materials Management by K. Shridhar Bhat –Himalaya
9. Management of Technology by Tarek Khalil - TMH
10. Operation management by Ray wild – Thomson

North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.6 E HTML and Website Management

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

Required Lectures: 60 hours

1. **Introduction to HTML** **(08)**
   - 1.1 Basic concepts about website, webpage, url
   - 1.2 HTML Structure
   - 1.3 Basic HTML Tags: Heading, Text formatting tags
   - 1.4 Marquee tags
   - 1.5 Changing Background with color and images
2. **Creating webpages using various tags** **(12)**
   - 2.1 Text-Based Navigation, Contextual linking, Using Graphics for navigation & Linking
   - 2.2 Understanding table basics, using table elements, Formatting Tables
   - 2.3 Understanding graphics file formats, Using<img>, working with images and color, applying background properties
   - 2.4 Understanding Form Syntax, Creating input objects-<form>, <input>, <select>, <option>, <textarea>, <button>, <label>, <optgroup>
3. **CSS (Cascading Style Sheets)** **(08)**
   - 3.1 Style & Types of styles-Internal/External Style Sheets
   - 3.2 Creating CSS using font, text and Color properties
   - 3.3 image properties with css
4. **Website Development** **(10)**
   - 4.1 Types of websites
   - 4.2 Characteristics of good website
   - 4.3 Stages in website development
   - 4.4 Developing website using tools
   - 4.5 Browser compatibility issues
   - 4.6 Portal – definition, need, types of portals,
   - 4.7 Content management
5. **Website Management** **(12)**
   - 5.1 **Domain Management**
     - 5.1.1 Domain types
     - 5.1.2 domain search
     - 5.1.3 domain registration
     - 5.1.4 renewal
     - 5.1.5 legal issues in domain management.
   - 5.2 **Web Server Management**
     - 5.2.1 Web server
     - 5.2.2 web space
     - 5.2.3 types of web server
     - 5.2.4 hosting web site on server
     - 5.2.5 security issues

6 Web Searching fundamentals (10)

6.1 Search engine
6.2 Search Engine Optimization (SEO)
6.3 SEO tools
6.4 Multilingual search
6.5 translation of search results

REFERENCE BOOKS

1. Textbook of Web Designing By Joel Sklar, Cengage Learning Publication 2009
2. Web designing in Nut Shell (Desktop Quick Reference) by Jennifer Niederstublication – O'Reilly publication
3. Designing web navigation by James Kalbach Publication – O'Reilly publication
4. Web Services: Principles and Technology, Michael Papazoglou, Jul 2007, Paperback,Pearson
5. Web Services A Technical Introduction, Harvey M. Deitel, DeitelandAssociates,Inc.
6. Paul J. Deitel, Deiteland Associates, Inc. ,B. DuWaldtL. K. Trees , ISBN-13: 9780130461353, Publisher: Prentice Hall

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(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VII

Paper: MI 7.7 E Programming with C++

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

Required Lectures: 60 hours

1. **Fundamentals of OOP** **(04)**
   1.1. Origin of C++
   1.2. Difference between old programming and object oriented programming
   1.3. Features of OOP - Class, Object, Encapsulation, Abstraction, Inheritance, Polymorphism, Message Communication, Data Binding
2. **Basic programming** **(12)**
   2.1. Datatypes and operators
   2.2. Simple c++ program
   2.3. Control structures if—else, while, do—while, for and switch statements
   2.4. One dimensional and multidimensional integer and character arrays
   2.5. Pointers, memory management operators (new and delete)
3. **Object oriented programming** **(10)**
   3.1. Private, public access specifiers
   3.2. Creating class, defining members and functions in class
   3.3. Creating Objects
   3.4. Constructor and destructor- features, defining
4. **Polymorphism** **(12)**
   4.1. Function overloading
   4.2. Friend Class and Friend Function
   4.3. Operator Overloading (arithmetic binary operators (+, -), unary operator –(minus))
5. **Inheritance** **(12)**
   5.1. Definition, Types of Inheritance
   5.2. Private, public and protected Visibility Modes
   5.3. Virtual Base Class
   5.4. Virtual functions
6. **Stream Computation** **(10)**
   6.1. Stream Computation with console
   6.2. Streams computations with Files.

REFERENCE BOOKS

1. Mastering C++ by K R Venugopal, Rajkumar, T Ravishankar, Publication - TMH
2. Exploring C++ by Yashwant Kanetkar
3. Object Oriented Programming using C++ by W. Balguruswamy, Publication - TMH 4. The C++ Programming Language by BjaraneStroustrup,
4. C++ Programming Black Book by Steven Holzner, publication- Dreamteach
5. The Complete reference C++ 4th Edition by Herbert Schildt, McGraw Hill Education (Inda) Pvt. Ltd. New Delhi,

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(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.1 Innovation Management

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

Required Lectures: 60 hours

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1. **Innovation Function** **(10)**
   - **1.1. Innovation and Creativity**
     - 1.1.1.Introduction, Concept of Innovation, Characteristics of innovation
     - 1.1.2.Sources of innovation, Types of innovation
     - 1.1.3.Creativity –process- and impact of innovation
     - 1.1.4.Invention, creativity and innovation
     - 1.1.5.Relationship between Technology and Innovation
     - 1.1.6.Levels of Innovation
     - 1.1.7.Ideation: meaning, Key elements
   - **1.2. Innovation Management**
     - 1.2.1.Concept, scope and Characteristics
     - 1.2.2.Evolution of innovation management
     - 1.2.3.Effective innovation management
     - 1.2.4.Performance evaluation
     - 1.2.5.Functions of innovation management (Overview)

2. **Planning for innovation** **(10)**
   - **2.1. Innovation Environment**
     - 2.1.1.Originators of innovation
     - 2.1.2.Key drivers of innovation
     - 2.1.3.Factors influencing innovation
     - 2.1.4.Nurturing innovation in e-business
   - **2.2. Innovation Opportunities**
     - 2.2.1.Sources of innovation
     - 2.2.2.Innovation behaviour
     - 2.2.3.Opportunity identification tools
     - 2.2.4.Opportunity analytical tools
     - 2.2.5.Forecasting tools
   - 2.3. **Strategizing Innovation**
     - 2.3.1.Innovation as strategy component
     - 2.3.2.Developing innovation strategy
     - 2.3.3.Market standing based strategies
     - 2.3.4.Environment based strategies

3. Organizing for Innovation (10)

3.1. Innovative organisation structures

3.1.1.Organizational theories and structures

3.1.2.Traits of innovative organisation

3.1.3.Organising for innovation

3.1.4.Current trends

3.1.5.Factors influencing organisational design

3.2. Making organizations creative

3.2.1.Characteristics of creative organizations

3.2.2.Creativity crushers

3.2.3.Creating creative organisation – 7S framework.

4. New Product Development (10)

4.1. External Factors Affecting NPD

4.1.1.Institutional mechanism for innovation and research

4.1.2.Industry related characteristics, i.e. terms of technology capability and nature of competition

4.1.3.Nature of product category

4.1.4.Product life cycle stage

4.2. Internal Factors Affecting NPD

4.2.1.Position of the firm in the market place

4.2.2.Level of technological competence of the firm

4.2.3.Ability to invest capital and attract investment

4.2.4.Aspirations and the vision of the firm

4.2.5.Ability to network with external stakeholders such as suppliers, government, customers, and universities

4.3. The Process of New Product Development

4.3.1.Generating and screening ideas for new products

4.3.2.New product concept development and screening

4.3.3.Market strategy and business analysis for new products

4.3.4.Beta-testing and Market-testing the concept

4.3.5.Technical implementation and commercializing new products

4.4. Types of NPD Outsourcing

4.4.1.Component Manufacturing

4.4.2.Contract Manufacturing

4.4.3.Independent Consultants

4.4.4.Contract Labor

4.4.5.Industrial Design Firms

4.4.6.Offshore Support

4.4.7.Product Development Organizations

5. Managing Creative people (08)

5.1. Individual creativity

5.1.1.Traits of creative persons

5.1.2.Motivation to creativity

5.1.3.Blocks to creativity

5.1.4.Strategies for unblocking creativity

5.2. Group creativity

5.2.1.Factors influencing group creativity

5.2.2.Promoting group creativity

5.2.3.Managing creative employees

5.2.4.Group initiatives

5.3. Creativity Training

5.3.1.Creativity testing and development methods

5.3.2.Designing and organizing training programs

5.3.3.Developing intuition

5.3.4.Communication skills for creativity

6. Open Innovation Framework (12)

6.1. Open Innovation

6.1.1.Inbound innovation (Outside-in approach)

6.1.2.Outbound innovation (Inside –out approach)

6.1.3.Closed Innovation Approach

6.1.4.Open innovation approach

6.2. Challenges around Pursuit of Open Innovation Approach

6.2.1.Management-related challenges

6.2.2.IP policy

6.2.3.Culture

6.2.4.Competencies and skill level of employees

6.2.5.Quality of partners

6.3. Legal aspects of innovation

6.3.1.Safeguarding innovation

6.3.2.Concept of IPR

6.3.3.Benefits from patents

6.3.4.IPR in international setting

6.3.5.Patenting trends and challenges

REFERENCE BOOKS

1. Innovation Management – C S G Krishnamacharyulu, Lalith R. Himalaya Publishing House.
2. Innovation Management by Vinnie Jauhari andSudhanshu Bhushan Oxford publications
3. Innovation Management and New Product Development By Trott – Pearson

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(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.2 Quantitative Techniques for Management

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

Required Lectures: 60 hours

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1. **Quantitative Techniques and Linear Programming Problems (12)**
   - 1.1. Quantitative Techniques – Meaning, Field of Application, Role in Business and Industry and Limitations
   - 1.2. LPP – Meaning, Feasible Solution, Decision Variable, Optimum Solution and Objective Function
   - 1.3. Advantages and Assumptions of LPP,
   - 1.4. Formulation of LPP
   - 1.5. Methods to Solve LPP – Graphical Method and Simplex Method

2. **Transportation Model (10)**
   - 2.1. Formulation of Transportation Problem.
   - 2.2. Methods of Finding Initial Solution.
     - 2.2.1.North-West corner rule
     - 2.2.2.Row Minima Method
     - 2.2.3.Column Minima Method
     - 2.2.4.Least Cost Method
     - 2.2.5.Vogel's Approximation Method

3. **Assignment Model (08)**
   - 3.1. Comparison with Transportation Model
   - 3.2. Formulation of Assignment Model
   - 3.3. Hungarian or reduced Matrix Method

4. **CPM and PERT (10)**
   - 4.1. CPM – Meaning, Usefulness, Assumptions, Activity, Dummy Activity, Event, Network Diagram and Working Methodology, Drawing Network and Critical path (when Activities or Nodes of Activities are given), Calculation of Project Duration through Network
   - 4.2. PERT – Meaning, Usefulness, Incorporate Uncertainty in PERT
   - 4.3. Steps to Solve PERT Problems, Calculation of Expected Duration and Variances of Activities
   - 4.4. Comparison between CPM and PERT

5. **Decision Theory and Game Theory (12)**
   - 5.1. Decision Theory – Meaning, Components, Decision Making Under Different Situations (Deterministic, Stochastic and Uncertainty Situation)
   - 5.2. Maximax Criterion, Maximin Criterion, Minimax Criterion, Hurwitz Criterion, Laplace Criterion.
   - 5.3. Expected Monetary Value Criterion, Expected Regret Criterion, Expected Value Of Perfect Information
   - 5.4. Decision Trees

5.5. Theory of Games

5.5.1.Competitive Games

5.5.2.Terminology

5.5.3.Rules for games theory

5.5.4.2X2 Games

6. Sequencing and Replacement Decisions Problem (08)

6.1. **Sequencing** Problems : Processing n jobs through two machines, Processing n jobs through three machines

6.2. **Replacement Decisions:** Replacement of Item Deteriorates with time

REFERENCE BOOKS

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

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.3 Management Information System

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

Required Lectures: 60 hours

1. **Fundamentals of Management Information Systems** **(12)**
   1.1. Definition - Data and information, types of information
   1.2. Information System: Definition, classification of IS
   1.3. Management Information System
   1.4. Definition, importance, evolution
   1.5. Components and Activities of MIS
   1.6. Types – Operation support system and Management support systems
   1.7. Control systems – Feedback and Feed forward systems
   1.8. Computers and MIS
2. **Planning and development of MIS** **(12)**
   2.1. Steps in System Analysis and Design
   2.2. MIS planning process – Steps in planning
   2.3. Management of Quality in the MIS
   2.4. MIS design and Development Process
   2.5. Factors contributing in the Success and Failure of MIS
3. **Support System** **(04)**
   3.1. Decision Support System (DSS): Concept, Philosophy, Characteristic, Classes, Users of DSS
   3.2. Executive Support System (ESS) : Introduction, Components and Architecture
4. **Expert System and Artificial Intelligence** **(06)**
   4.1. Artificial intelligence – definition, evolution, components and application
   4.2. Expert System – Definition, architecture, stages in expert system development process
5. **MIS in functional areas** **(16)**
   5.1. Production
   5.2. Marketing information System
   5.3. Accounting
   5.4. Personnel and services
6. **Cross Functional Enterprise System** **(10)**
   6.1. Cross functional enterprise application
   6.2. Enterprise application architecture
   6.3. Enterprise application integration
   6.4. Enterprise collaboration system

REFERENCE BOOKS

1. Management Information System by Joshi – Oxford University Press
2. Management Information System Text and cases by Jawadekar – Tata McGraw Hill
3. Management Information System by Arora – Excel Books
4. Management Information System by Davis and Gordon - Tata McGraw Hill
5. Management Information System by James O'Brian and George M Marakas- TataMcGraw
6. Management Information Systems Managerial Perspectives- D P Goyal – Macmillan
7. Management Information Systems – S. Sadagopan- PHI
8. Management Information System by C S V Murthy – Himalaya Publishing House
9. Management Information System – by V.S. Bagad-Technical publications Pune

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.4 Services Management

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

Required Lectures: 60 hours

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1. Introduction to Services (10)

1.1 Services : concept, Characteristics
1.2 Classification of Services (Service process matrix)
1.3 Differentiation between goods and services
1.4 Factors responsible for growth of services
1.5 Challenges confronted by service sector
1.6 Critical factors for success
1.7 The Service perspective-Characteristics of strategic perspectives
1.8 Defining a firm as a service business
1.9 7P's of service marketing mix
1.10 Service and Technology
1.11 Service Scenario in India

2. Service Operations (14)

2.1 The Service product
2.2 Branding of service product
2.3 The Gap Model of Service Quality: The Customer Gap, The Provider Gap, Closing the Gap
2.4 Service blueprinting
2.5 Service Quality- SERVQUAL, Waiting Time Management and Formats of queues, Elimination of queues and waiting time
2.6 Customer Expectations of Service
  2.6.1 Service Expectations
  2.6.2 Types of Expectations
  2.6.3 The zone of Tolerance
  2.6.4 Factors Influencing Customer Expectations of Service
  2.6.5 Issues Involving Customer Service Expectations
2.7 Customer Perceptions of Service
  2.7.1 Zane's Cycles
  2.7.2 Customers Perceptions: Satisfaction Vs Service Quality, Transaction Vs Cumulative perceptions
  2.7.3 Customer Satisfaction

3. Services Recovery (06)

3.1 Impact of Service Failure and Recovery
3.2 How customer responds to service failures
3.3 Service recovery strategies : Fixing the customer, Fixing the problem
3.4 Service Guarantees

4. Service Design and Standards (14)

4.1 Service Innovation and Design

4.1.1 Challenges of Service Innovation and Design

4.1.2 Important considerations for service innovations

4.1.3 Types of service innovations

4.1.4 Stages in service innovations and development

4.2 Physical evidence

4.2.1 Types of service scape

4.2.2 Strategic roles of the service scape: package, facilitator, socializer, differentiator

4.3 Customer defined service standards

4.3.1 Factors necessary for service standards

4.3.2 Types of customer defined service standards

4.3.3 Development of customer defined service standards

5. Managing Service Promises (08)

5.1 Pricing of Services

5.1.1 Approaches to pricing services: cost, competition, and Demand based

5.1.2 Pricing strategies linking four value definitions

5.1.2.1 Value is low price

5.1.2.2 Value is everything I want in a service

5.1.2.3 Value is the Quality I get for the price I pay

5.1.2.4 Value is all that I get for all that I give

6. Emerging Service Sectors in India (08)

6.1 Healthcare Sector In India

6.2 Biotechnology Industry in India

6.3 Indian Retail Industry

6.4 Indian Banking Sector

6.5 Insurance Sector in India

6.6 Hospitality services

6.7 Entertainment services

REFERENCE BOOKS

1. Services Marketing – Zeithaml, bitner, Gremler, Pandit- McGraw Hill
2. Services Marketing – 2e – Jauhari and Datta – Oxford university Press
3. SERVICES - Marketing, Operations and Management: Johari and Datta - Oxford University Press
4. Service Management and Marketing- Christian Gronroos, Wiley India Edition
5. Service Marketing- S.M. Jha- Himalaya publishing House
6. Services Marketing by Apte – Oxford University Press
7. Services Marketing by Venugopal and Raghu – Himalaya

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.5 Field Work/Survey Assignment

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

Required Lectures: 60 hours

11. GUIDELINES FOR FIELD WORK/ SURVEY REPORT (MI 8.5)

11.1. Each student shall have to undergo a fieldwork/ Survey Assignment while VIII th Semester.

11.2. During the VIII th semester student shall do compulsorily "field work/ Survey Assignment" individually or group of two; based on social issues and problems as mentioned in clause 11.3 below. The topic shall be decided with consultation and guidance of internal teacher of the Institute. The field work shall be necessarily Research oriented and Problem solving.

11.3. The themes for field work/ Survey Assignment shall be related (Not restricted) to social issues and problems such as- Education, Sanitation, Health, workers problem, watershed management, farmers suicide, dowry, problems of slum area, Tribal issues, Rehabilitation, fatalism etc…

11.4. The departments / institute shall submit the detailed list of candidate with field work/ Survey Assignment Titles, name of the organization, internal guide to the University.

11.5. 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 can guide) that the field work/ Survey Assignment has been satisfactorily completed and submit one typed copy of the same along with 1 CD of the field work report to the Head / Director of the institute. In order to save the paper, both side printing is allowed.

11.6. CD submitted by the student shall be forwarded to the University by the Institute before the deadline mentioned in University circular.

11.7. Field work/ Survey Assignment shall be strictly based on primary data. The Sample Size shall be minimum 100.

11.8. Student is expected to use SPSS/PASW or similar software for data analysis and Hypothesis Testing.

11.9. field work/ Survey Assignment viva shall be conducted at the end of Semester III

11.10. Viva Voce for one student shall be of minimum 10 minutes. The Student has to prepare PowerPoint presentation based on field work/ Survey Assignment to be presented at the time of Viva voce.

11.11. The field work/survey assignment will carry maximum 100 marks, of which internal teacher shall award out of maximum 40 marks on the basis of field work/survey assignment done by the student as a internal assessment. Sixty (60) marks External assessment will be done through PowerPoint presentation to be conducted by the panel of examiners consist of one External examiner (to be appointed by the University) and one internal examiner (to be appointed by concern Institute/college).

A - Financial Management

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.6 A Strategic Financial Management

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

Required Lectures: 60 hours

1. **Financial Policy and Corporate Strategy** **(10)**
   1.1. Strategic Financial Decision Making framework
   1.2. Strategy at different Hierarchy Levels
   1.3. Financial Planning
   1.4. Interface of Financial Policy and Strategic Management
   1.5. Balancing Financial Goals vis a vis Sustainable Growth
2. **Inventory Management:** **(10)**
   2.1. EOQ, Ordering Cost, Carrying Cost
   2.2. Techniques of Inventory Management: ABC Analysis, JIT, etc.
   2.3. Practical problems on Decision making relating to Inventory Management
3. **Receivables Management:** **(10)**
   3.1. Credit Policies for Debtors: Cash Discount, Credit Period etc.
   3.2. Cost involved in managing debtors: Collection Costs, Capital Costs, Default Costs
   3.3. Practical Problems
4. **Contract costing:** **(08)**
   1.1. Progress Payments, Retention Money, Escalation Clause,
   1.2. Contract Accounts, Contract Profit, Balance sheet Entries
5. **Leasing Decisions :** **(12)**
   5.1. Meaning of Leasing, Parties involved, Hire Purchase Vs. Lease, Sale and Lease Back
   5.2. Types of Leasing : Operating Lease, Financial Lease
   5.3. Advantages and Disadvantages of Leasing
   5.4. Evaluation of Lease Proposal using capital Budgeting Techniques
6. **Dividend Decisions:** **(10)**
   6.1. Introduction, Practical consideration in Dividend Policy
   6.2. Theories on Dividend Policy: Walter Approach, Gordon Growth Model, Modigliani and Miller

REFERENCE BOOKS

1. Strategic financial Management , Ravi M. Kishore, Taxman Publication
2. Strategic Financial Management By Saravanan – Oxford Uni. Press
3. Strategic financial Management, A. N. Sridhar , Shroff Publishers and Distributors Pvt. Ltd
4. Strategic Management' Sharplin McGraw Hill
5. Strategic financial Management , J B Gupta, Taxman Publication
6. Financial Management- I. M. Pandey – Vikas Publication
7. Financial Management by Berk – Pearson Publication
8. Financial Management – Prasanna Chandra
9. Institute of Chartered Accountant Study Material -www.icai.org/post.html?post_id=10141
10. Financial Management – Khan and Jain – Tata McGraw Hill Publishing
11. Management Accounting-Paresh Shah- Oxford University Press

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.7 B Financial Derivatives and Risk Management

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

Required Lectures: 60 hours

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1. Basics of Derivatives (10)

1.1. Financial Derivatives – Definition and Meaning
1.2. Derivatives Market – History and Evolution
1.3. Derivatives Market in India
1.4. Types of Derivatives – Forwards, Futures, Options, Swaps
1.5. Participants in Derivatives Market
1.6. Uses of Derivatives
1.7. Critiques of Derivatives

2. Forward and Futures Contract (12)

2.1. Forwards Contract and Futures Contract- Meaning and Features
2.2. Terminologies in Futures Contract –Spot Price, Futures Price, Contract Cycle, Expiration day, Contract Size and Contract Value, Tick Size.
2.3. Forward Vs Future Contracts
2.4. Functions of Future Contracts
2.5. Types of Future Contracts
2.6. Hedging Strategies using futures
2.7. Futues Trading on BSE and NSE

3. Options Contract (12)

3.1. Options- Concept
3.2. Option Terminology- Option Buyer, Option Writer, Option Price/ Premium, Expiration Day, Lot Size, Spot Price, Strike Price/ Exercise Price.
3.3. Types of Options – Call and Put, European and American, Exchange Traded and OTC
3.4. Distinction between Options and Futures Contracts
3.5. Intrinsic Value and Time Value of Options
3.6. Factors affecting Option Pricing
3.7. Option Greeks- Delta , Gamma , Theta, Vega, Rho
3.8. Option Trading Strategies

4. Futures and Option Clearing and settlement (08)

4.1. Clearing Members
4.2. Clearing Mechanism
4.3. Settlement Mechanism
4.4. Risk Management
4.5. Margining and Mark to Market under SPAN

5. Swaps (08)

5.1. Swaps - Concept and Meaning
5.2. Evolution of Swap Market
5.3. Features of Swaps
5.4. Types of Swaps- Interest rate swaps, Currency Swaps, Commodity Swaps, Debt- Equity Swaps
5.5. Economic Functions of Swap Market

6. **Risk Management** **(10)**
   6.1. Concept and Need of Risk Management using derivatives
   6.2. Benefits of Risk management
   6.3. Managing Market Risk using Delta Hedging, Gamma Hedging, Vega Hedging
   6.4. Managing Credit Risk using Derivatives
   6.5. Credit Derivatives
   6.6. Other types of risks – Operational risk , Model risk, Accounting risk, Tax risk, regulatory risk, settlement risk

REFERENCE BOOKS

1. Financial Derivatives: Theory concepts and problems – S.L.Gupta – Prentice Hall of India (PHI)
2. Derivatives And Risk Management – Dr R. P Rustagi – Taxmann's
3. Options, Futures and Other Derivatives - Hull C John, Sankarshan Basu – Pearson Educations Publishers
4. Derivatives And Risk Management – JayanthVerma- Tata Mcgraw Hill
5. Futures Markets: theory and practice" – Sunil K Parmeswaran – Tata McGraw Hill.
6. Financial Derivatives – Bishnupriya Mishra ,Swaroop – Excel Books
7. Fundamentals of Financial Derivatives – N.R. Parsuraman – Wiley India
8. Derivatives – T.V.Somnathan - Tata McGraw Hill.
9. Financial Derivative and Risk Management – O.P.Agrawal – Himalaya Publication
10. An Introduction to Derivatives and Risk Management- Don M Chance and Robert Brooks- Cengage Learning
11. Suggested Additional Reading Material:- Work book for NISM Series VIII : Equity Derivatives Certification Examination

B - Marketing Management

North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.6 B Promotion Management

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

Required Lectures: 60 hours

1. **Overview of Advertising Management:** **(10)**
   1.1. Introduction, Meaning and Framework of Advertising;
   1.2. Defining Advertising; Advertising to Persuade the Buyer; Importance of Advertising in Marketing;
   1.3. Role of Advertising in Marketing Mix and Positioning; Advertisers and Advertising Agencies;
   1.4. Choosing an Advertising Agency

2. **Advertising** **(10)**
   2.1. Audience selection
   2.2. Functions and Perspective Classification of advertising
   2.3. Creativity in advertisement: Concept of copy theme and appeal
   2.4. Copy writing, art direction and Production
   2.5. Advertising budget:- Meaning, Responsibility and process; Factors influencing advertising budget, methods of advertising budget.

3. **Setting Advertising objectives**: **(10)**
   3.1. Introduction, Marketing Objectives; Advertising Objectives, Sales-oriented/ Behavioural objectives, Communication-oriented objectives;
   3.2. The DAGMAR Approach to Setting Objectives and Measuring, Advertising Effectiveness;
   3.3. Kinds of Advertising Objectives;
   3.4. The Advertising Communication System, The communication process,
   3.5. The advertising exposure model; The Need for Clear Understanding of Objectives.

4. **Media** **(10)**
   4.1. Media Decision: Types, Media Mix, Media selection, Planning and Strategy and Factors to be consid ered.
   4.2. Print Media, Electronic Media, and Outdooor and Transit supplementary Media
   4.3. Other Media: Shop signs and Window display, Point of Purchase material, Sponsorship and Event marketing.
   4.4. Specialty advertising and Co-marketing program
   4.5. Advertising Agency: Types, Functions, Advantages, Client relationship

5. **Introduction to Sales Promotion:** **(10)**
   5.1. Introduction, Meaning and Importance of Sales Promotion; Strengths and Limitations of Sales Promotion; Difference between Sales Promotion and Advertising;
   5.2. Establishment of Sales promotion, Organising Sales Promotion Campaigns

6. **Sales Promotion Tools** **(10)**
   6.1. Development and Evaluation of the Sales Promotion program,
   6.2. Consumer Promotion: Meaning, Schemes – Consumer premium, conditional consumer Premium, Limitation Direct premium, and Evaluation
   6.3. Tools and Techniques of Dealer/Trade Promotions;
   6.4. Sales force/ Business promotion- Meaning, Techniques

REFERENCE BOOKS

1. Advertising – Sales and Promotion Management – S.A. Chunawala – Himalaya Publishing House
2. Advertising Management (Concept and Cases) – Manandra Mohan – Tata McGraw Hill
3. Advertising – Murthy Bhojana – Excel Books
4. Advertising and sales Promotion by Kazami, Batra –Excel Books
5. Marketing management- Philip Kotler – Pearson/PHI
6. Marketing management – Sherlekar - Himalaya Publishing House
7. Advertizing – Principles and Practice – Wells, Burnett, Moriarty – Pearson
8. Sales Management : Decision, Strategy and Cases – Still, Cundiff and Govoni – Pearson
9. Advertising and Personal Selling – Rajput and Vasishth – Himalaya Publishing House
10. Advertising and Promotion (An IMC approach) – Shimp – Cengage Learning
11. Fundamental of Advertising- Theory and Practice. S.A.Chunawala, K.C.Seth - Himalaya Publishing House

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.7 B Sales and Distribution Management

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

Required Lectures: 60 hours

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1. **Introduction to sales management** **(12)**
   - 1.1. Nature and Scope of Sales Management
   - 1.2. Objectives of Sales management
   - 1.3. Functions of Sales management
   - 1.4. Prospecting for customers
   - 1.5. Modes of sales presentation
   - 1.6. Designing and delivering of sales presentation
   - 1.7. Recruiting and selecting Sales Personnel
   - 1.8. Methods and administering selection procedures
2. **Sales force involvement, evaluation and training** **(12)**
   - 2.1. Developing Sales Training Programs,
   - 2.2. Executing and Evaluating sales training programs
   - 2.3. Motivating Sales Personnel
   - 2.4. Compensating sales personnel
   - 2.5. Designing and Administering various Compensation Plans
   - 2.6. Controlling Sales personnel
   - 2.7. Managing sales evaluation programs
   - 2.8. Comparing standards with actual performances of sales personnel;
3. **Sales force management** **(10)**
   - 3.1. Objective and Types of Quotas
   - 3.2. Quota setting procedure
   - 3.3. Administering the quota system
   - 3.4. Designing Sales Territories
   - 3.5. Allocating Sales efforts to sales territories
4. **Marketing channels, structure and distribution** **(08)**
   - 4.1. Functions and Relationships of channels of Distribution
   - 4.2. Channel Dynamics
   - 4.3. Channel Planning and organizational Patterns in Marketing Channels
   - 4.4. Channel Design Process
   - 4.5. Channel Management Decisions
5. **Channel intermediaries** **(08)**
   - 5.1. Channel Intermediaries- Role and Types
   - 5.2. Wholesaling- Types of Wholesalers
   - 5.3. Wholesaler marketing decisions
   - 5.4. Retailing- Types of retailers
   - 5.5. retailer marketing decisions

6. Market logistics **(10)**

6.1. Logistics Objectives,

6.2. Market logistics decisions for Distribution Channels

6.3. Role of Information System in Distribution Channel Management

6.4. Assessing Performance of Marketing Channels.

6.5. Quality customer service and integrated logistics- customer service-importance elements-the order cycle system.

REFERENCE BOOKS

1. Sales and distribution Management – Panda, Sahadev – Oxford
2. Sales management: Tanner, J; Honeycutt ED; Erffmeyer Robert C.; Pearson Education, 2009
3. Sales Management – Mallik - Oxford
4. Sales Management, Still, R R. and Cundiff; Englewood Cliff, New Jersey, Printice Hall Inc.,
5. Professional Sales Management. Anderson, R. Englewood Cliff, New Jersey, Prentice Hall Inc., 1992.
6. Management of Sales Buskirk, R H and Stanton, W J. Force. Homewood Illonois, Richard D Irwin, 1983.
7. Sales Management: Concepts and cases. Dalrymple, D J. New York, John Wiley, 1989.
8. Marketing management, R.S.N. Pillai :S. Chand
9. Logistics Management and world sea borne Trade: Krishnaveni Muthiah, Himalaya Publishing House, Mumbai, 1999.
10. Sales Management: Concepts Practices and cases. Johnson, E M etc. New York, McGraw Hill, 1986
11. Management of Sales Force. Stanton, William J etc. Chicago, Irwin,1988.

C - Human Resource Management

North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.6 C Performance and Compensation Management

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

Required Lectures: 60 hours

1. **Introduction to Performance Management -** **(10)**
   - 1.1. Meaning, Definition and Purpose of Performance Management
   - 1.2. Standards of Performance and Guidelines to set Performance Standards
   - 1.3. Determinants of Performance
   - 1.4. Approaches to Measure Performance
   - 1.5. Characteristics of Ideal Performance System
   - 1.6. Disadvantages of Poorly Implemented Performance System
2. **Performance Management Process-** **(10)**
   - 2.1. Performance Planning
   - 2.2. Performance Execution
   - 2.3. Performance Assessment
   - 2.4. Performance Review
   - 2.5. Renewal and Re-contracting
3. **Team Performance Management-** **(10)**
   - 3.1. Definition, Importance and Need of Teams
   - 3.2. Types of Teams
   - 3.3. Purposes and Challenges of Team Performance Management
   - 3.4. Rewarding Team Performance
   - 3.5. Techniques/Measures to enhance Team Performance
4. **Introduction to Compensation Management-** **(08)**
   - 4.1. Meaning, Concept, Objectives and Types of Compensation
   - 4.2. Compensation Management Process
   - 4.3. Determining Compensation: Wage Mix
   - 4.4. Job Evaluation-Concept, Objectives, Principles and Methods/Techniques
   - 4.5. Managerial/Executive Compensation
5. **Wages and Salary Administration-** **(12)**
   - 5.1. Concept and Kinds of Wages
   - 5.2. Objectives of Sound Wage Policy
   - 5.3. Principles of Wages and Salary Administration
   - 5.4. Wage Determinants
   - 5.5. Wage Boards
   - 5.6. Wage Differentials
   - 5.7. Concept, Rationale of Wage Differentials
   - 5.8. Types of Wage Differential-Pay for Performance, Pay for Knowledge and Skills, Competency Based Pay
   - 5.9. Methods of Wage Payments
   - 5.10. Components of Wage Structure in India

6. Incentives and Fringe Benefits (10)

6.1. Incentives-

6.1.1.Meaning, Need and Types of Incentives

6.1.2.Individual and Group Incentive Plans

6.2. Fringe Benefits-

6.2.1.Meaning, Need, Objectives and Types

6.2.2.Advantages and Disadvantages of Fringe Benefits

REFERENCE BOOKS

1. Performance Management – Kohli - Oxford University Press
2. Performance Management by Herman Aguinis- Pearson
3. Compensation Management An Indian Perspective e –Bhattacharyya -Oxford University Press
4. Performance Management-Chadha, Macmillan
5. Compensation by Milkovich, Newman, Venkata Ratnam – Tata McGraw Hill (SiE)
6. Essentials of Human Resource Management By P SubbaRao – Himalaya Publishing
7. Human Resource Management By Snell, Bohalender - Cengage Learning
8. Human Resource Management-Pande and Basak, Pearson
9. Human Resource Management- Gary DesslerandBijuVarkkey - Pearson Prentice Hall
10. Human Resource Management by S S Khanka – S Chand and Sons

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.7 C HR Legislations

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

Required Lectures: 60 hours

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1. **Factories Act, 1948** **(08)**
   - 1.1. Object and Definitions
   - 1.2. Health Provisions
   - 1.3. Safety Provisions
   - 1.4. Welfare Provisions
   - 1.5. Obligations of Worker and Occupier
   - 1.6. Offences and Penalties
2. **Minimum wages Payment of wages, and Payment of Bonus Act** **(12)**
   - 2.1. **Minimum wages Act, 1948**
     - 2.1.1.Object, Applicability and definitions
     - 2.1.2.fixation of minimum rate of wages
     - 2.1.3.Procedure for fixing and revising minimum wage,
     - 2.1.4.Offences and Penalties
   - 2.2. **Payment of wages Act, 1936**
     - 2.2.1.Object, Applicability and definitions
     - 2.2.2.Time of payment of Wages.
     - 2.2.3.Deductions from wages.
     - 2.2.4.Obligations of Employers and Employees.
   - 2.3. **Payment of Bonus Act 1965**
     - 2.3.1.Object, Applicability and definitions
     - 2.3.2.Calculation of Bonus,
     - 2.3.3.Time limit for payment
     - 2.3.4.Employees entitled to Bonus
     - 2.3.5.Payment of min/max Bonus
     - 2.3.6.Calculation of allocable surplus,
     - 2.3.7.Set-on and set-off of allocable surplus
3. **Equal Remuneration and Payment of Gratuity Act** **(12)**
   - 3.1. **Equal Remuneration act, 1976**
     - 3.1.1.Object and definitions
     - 3.1.2.Duty of employer to pay equal remuneration to men and women workers for same work of a similar nature
     - 3.1.3.No discrimination to be made while recruiting man and women workers
     - 3.1.4.Advisory committee
     - 3.1.5.Authorities for hearing and deciding claims and Complaints
     - 3.1.6.Duty of employers to maintain registers
     - 3.1.7.Power of inspectors
   - 3.2. **Payment of Gratuity act, 1972**
     - 3.2.1.Object and Definitions
     - 3.2.2.Payment of gratuity: Amount of Gratuity
     - 3.2.3.Nominations
     - 3.2.4.Compulsory Insurance
     - 3.2.5.Forfeiture, exemption

3.2.6.Inspectors, Power of inspectors
3.2.7.Obligations and Rights of employer and employees

4. Workmen's Compensation and ESI Act (08)

4.1. **Workmen's Compensation Act, 1923.**
4.1.1.Object, Scope and definitions
4.1.2.Amount of Compensation
4.1.3.Obligations of Workmen and Employer
4.1.4.Distribution of Compensation
4.1.5.Occupational diseases
4.1.6.Penalties

4.2. **Employees state insurance Act, 1948**
4.2.1.Object, definitions
4.2.2.Obligations of Employers and Employees.
4.2.3.Contribution
4.2.4.Benefits to employees

5. The employee Provident fund and Miscellaneous provisions Act, 1952 (08)

5.1. Object, Applicability and definitions
5.2. Employees' Provident Funds Scheme
5.3. Employees' Family Pension Scheme,
5.4. Employees' Deposit-linked Insurance Scheme,
5.5. Determination of moneys due from employers,
5.6. Special provisions relating to existing provident funds
5.7. Transfer of accounts
5.8. Obligations and Rights of employer and employees..

6. Maternity Benefit and other Act

6.1. **Maternity Benefit Act, 1961 (12)**
6.1.1.Object, Applicability and definitions
6.1.2.Right to payment of maternity benefit
6.1.3.Forfeiture of maternity benefit
6.1.4.Payment of maternity benefit in case of death of a woman
6.1.5.Payment of medical bonus
6.1.6.Leave for miscarriage
6.1.7.Leave for illness arising out of pregnancy, delivery, premature birth of child, or miscarriage

6.2. **Child Labour (Prohibition and Regulation) Act, 1986**
6.2.1.Definitions: child, workshop, occupier, family, establishment
6.2.2.Prohibition of employment of children in certain occupation and Processes
6.2.3.Regulation of condition of work

6.3. **The Bonded Labour System (Abolition) Act, 1976**
6.3.1.Abolition Of Bonded Labour System

REFERENCE BOOKS:

1. Taxmann's Labour Laws – Taxmann publications
2. Industrial Relations and Labour Laws by Monappa Nambudhiri ,Selvaraj –McGraw Hill
3. Industrial Jurisprudence and Labour Legislation by A.M.Sharma – Himalaya Publications
4. Industrial and Labour Laws – Saravanavel – Galgotia Publications
5. Industrial Relations, Trade Unions andLabour Legislation by PRN Sinha, Indu Sinha, Seema Shekhar – Pearson
6. Elements of Mercantile Law by N.D.Kapoor – Sultan Chand and Sons
7. Labour Industrial laws- Dr.V.G.Goswami, Central Law Agency.
8. Labour Laws for managers by B.D.Singh – Excel Books
9. Industrial Relations - T. N. Chhabra, R. K. Suri, Dhanpat Rai and co.
10. Labour Laws – Bare Acts

D - Manufacturing and Operations Management

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(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.6 D Logistics and Supply Chain Management

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

Required Lectures: 60 hours

1. Supply Chain Management (14)

1.1. Concept, Supply Chain Linkage, Mapping the supply chain
1.2. E-Business solution for supply chain
1.3. Supply chain Flows
1.4. Cycle View of Supply Chain
1.5. Process cycle time
1.6. Supply Chain Relationships: Supplier-Buyer relationship
1.7. Functional Strategies that impact SCM performance
1.8. Parameters for SCM Design
1.9. Information Functionality of Supply Chain
1.10. Principles of Supply chain Information
1.11. Information System activity
1.12. Technology Used in SCM

2. Logistic Management (07)

2.1. Definition, Objective Functions and Scope
2.2. Customer value chain
2.3. Logistical competence, competitiveness and competitive advances
2.4. Logistic for business excellence
2.5. Logistic solution
2.6. Role of Logistic in Supply Chain

3. Customer Service And Demand Management (07)

3.1. Relationship between customer and demand management
3.2. Customer service for competitiveness
3.3. Customer service phase
3.4. Service attributes
3.5. Customer service strategy
3.6. Value added logistical service

4. Logistic Planning And Strategy (08)

4.1. Hierarchy of planning
4.2. Relationship between logistic strategy and corporate strategy
4.3. The strategic logistic plan and audit
4.4. Logistic mission and objectives
4.5. Logistic Strategies and Formulation
4.6. Designing Logistical system

5. Logistic Mix-I **(12)**

5.1. Warehousing

5.1.1.Concept and Functions

5.1.2.Warehouse Options

5.1.3.Warehouse Site Selection and Layout Design

5.1.4.Warehouse Costing

5.1.5.Warehousing Strategies

5.1.6.Warehousing in India

5.2. Material Handling Systems

5.2.1.Role of Material Handling

5.2.2.Material Handling Guidelines

5.3. Material Storage Systems

5.3.1.Concept

5.3.2.Storage Principles

5.3.3.Benefits of Storage Design

5.3.4.Storage Methods

6. Logistic Mix-I **(12)**

6.1. Transportation

6.1.1.Transportation Infrastructure

6.1.2.Freight Management

6.1.3.Factors influencing Freight cost

6.1.4.Transportation Network

6.1.5.Route Planning

6.1.6.Containerisation

6.2. Logistical Packaging

6.2.1.Consumer Vs Logistic Packaging

6.2.2.Packaging as Unitisation

6.2.3.Design Considerations

6.2.4.Packaging Materials

6.2.5.Returnable Logistic Packaging

6.2.6.Packaging Cost

6.3. Logistic Information system (LIS)

6.3.1.Logistic Information Needs

6.3.2.Designing Logistic Information system

6.3.3. Desired Characteristic of LIS

REFERENCE BOOKS:

1. Supply Chain Logistics Management - Donald Bowersox , David Closs, M. Bixby Cooper – McGraw Hill
2. Logistics Management- Ganpathi and Nandi -Oxford University Press
3. Logistic Management by V.V.Sople- Pearson
4. Logistic and Supply chain management by K.Shridhara Bhat – Himalaya
5. Exploring the supply chain by Upendra kachru – Excel books
6. Supply Chain Management – N. Chandrasekaran – Oxford University Press
7. Supply chain management by Janat Shah - Pearson
8. Logistical Management by Donald Bowersox , David Closs – Tata McGraw Hill
9. Supply chain management Concept and cases by Rahul V. Altekar - PHI

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.7 D Management of Technology

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

Required Lectures: 60 hours

1. **Introduction to Technology Management:** **(08)**
   - 1.1. Concept and meaning of technology
   - 1.2. Evolution and growth of technology
   - 1.3. role and significance of management of technology
   - 1.4. Impact of technology on society and business
   - 1.5. Forms of technology: process technology and product technology
2. **Competitive advantages through new technologies:** **(08)**
   - 2.1. Product development – from scientific breakthrough to marketable product
   - 2.2. Role of Government in Technology Development
   - 2.3. Linkage between technology, development and competition
   - 2.4. Managing research and development (RandD)
   - 2.5. Managing Intellectual Property
3. **Technological Forecasting and Assessment** **(12)**
   - 3.1. **Technological Forecasting and Assessment:**
     - 3.1.1.Exploratory: Intuitive, Extrapolation, Growth Curves
     - 3.1.2.Technology Monitoring, Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram
   - 3.2. **Technology Assessment:**
     - 3.2.1.Technology Choice, Technological Leadership and Follower ship
     - 3.2.2.Technology Acquisition. Meaning of Innovation and creativity
4. **Technology strategy**: **(18)**
   - 4.1. concept, types, key principles,
   - 4.2. framework for formulating technology strategy,
   - 4.3. Technology forecasting: techniques and application.
   - 4.4. **Technology diffusion and absorption**:
     - 4.4.1.Rate of Diffusion; Innovation Time and Innovation Cost
     - 4.4.2.Speed of Diffusion.
     - 4.4.3.Project management in adoption and implementation of new technologies.
   - 4.5. **Technology Transfer Management**:
     - 4.5.1.Technology transfer-process;
     - 4.5.2.outsourcing strategic issues; joint ventures,
     - 4.5.3.Technology sourcing.
5. **Human Aspects in Technology Management:** **(08)**
   - 5.1. Integration of People and Technology,
   - 5.2. Organizational and Psychological Factors,
   - 5.3. Organizational Structure.
6. **Social Issues in Technology Management:** **(06)**
   - 6.1. Technological Change and Industrial Relations,
   - 6.2. Technology Assessment and Environmental Impact Analysis.

REFERENCE BOOKS:

1) Management of Technology - Tarek Khalli - McGraw-Hill.
2) Managing Technology and Innovation for Competitive Advantage - V K Narayanan - Pearson Education Asia
3) Strategic Technology Management - Betz. F. - McGraw-Hill.
4) Strategic Management of Technological Innovation - Schilling - McGraw-Hill, 2nd ed.
5) Strategic Management of Technology and Innovation - Burgelman, R.A., M.A. Madique, and S.C. Wheelwright -. Irwin.
6) Handbook Of Technology Management - Gaynor - Mcgraw Hill
7) Managing New Technology Development - Souder, W.C. and C.M. Crawford - McGraw-Hill.
8) Managing Technological Innovation - Twiss, B. -. Pitman.
9) Bringing New technology To Market - Kathleen R Allen - Prentice Hall India
10) Manageing Operations – Swink, coper, Hertley – McGraw Hill

Management Of New Technologies For Global Competitiveness — Christian N Madu - Jaico Publishing

E - Information and Communication Technology Management

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.6 E RDBMS

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

Required Lectures: 60 hours

1. **Basics of DBMS** **(08)**
   1.1. Definition: Database, table, field, row, DBMS
   1.2. Difference between conventional file system and DBMS
   1.3. RDBMS : features, benefits and limitations
   1.4. Comparison of Relational Model and Hierarchical Model
2. **Data Modelling** **(10)**
   2.1. Entity Relationship Diagram: definition, symbols, relations, attributes
   2.2. Primary key and Foreign Key
   2.3. Codd's Rules
   2.4. Normalization of database: Normal Form:1 NF, 2 NF, 3 NF
   2.5. Denormalisation
3. **Structured Query Language** **(10)**
   3.1. Definition and importance of SQL
   3.2. Data Types
   3.3. Logical and Relational operators
   3.4. DDL Commands (create, alter, drop)
   3.5. DML Commands (insert, update, delete)
   3.6. Simple SQL queries using select statement
4. **Functions** **(12)**
   4.1. Aggregate functions (sum, avg, count, max, min)
   4.2. Arithmetical functions (round, floor, ceil, sqrt, power, mod)
   4.3. String functions (upper, lower, length, trim, substr)
   4.4. Date functions (addmonths, monthsbetween, sysdate,lastday)
   4.5. Conversion functions (to_date, to_char)
5. **Subqueries and joins** **(10)**
   5.1. Equi join, Outer Join
   5.2. Subqueries and nested subquery
6. **Users and concurrency control** **(10)**
   6.1. Creating users
   6.2. Granting and revoking permissions on tables
   6.3. Concept of concurrency control.
   6.4. Lock table for concurrency control

REFERENCE BOOKS

1. Oracle DBA Certification Guide by Oracle Press
2. OCP Guide by Oracle Press
3. Pl/SQL by Ivan Bayross.
4. Oracle PL/SQL by Example, Rosenweig, Pearson Education

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fourth Year w. e. f. 2017 – 18

SEMESTER: VIII

Paper: MI 8.7 E Computer Networks

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

Required Lectures: 60 hours

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1. **Introduction to Networks** **(10)**
   - 1.1 Network: definition, types, networking cables, wireless applications
   - 1.2 Routers, hubs, switches
   - 1.3 Internet protocols: Http, TCP/IP, FTP, NTP
   - 1.4 The OSI Reference Model
   - 1.5 Features and functions of Network Interface Adapters
   - 1.6 Types of server
2. **Designing a Network** **(10)**
   - 2.1 Network Design overview
   - 2.2 Assess network needs
   - 2.3 Choose network type
   - 2.4 Choose network structure
   - 2.5 Choose server
   - 2.6 Designing a home or small office network
   - 2.7 Designing an internetwork
   - 2.8 Finalizing design
3. **Network Protocols** **(10)**
   - 3.1 Ethernet Basics
   - 3.2 TCP/IP
   - 3.3 UDP
   - 3.4 HTTP
   - 3.5 SMTP
   - 3.6 NetWare Protocols
4. **Servers and connection** **(10)**
   - 4.1 Web server
   - 4.2 FTP server
   - 4.3 Domain name server
   - 4.4 Domain registration
   - 4.5 Selecting an ISP
   - 4.6 Internet routers
   - 4.7 Client requirements
5. **Network Security** **(10)**
   - 5.1 Securing the file system
   - 5.2 Verifying identity
   - 5.3 Firewall
   - 5.4 Backing Up
6. **Network Management and Troubleshooting tools** **(10)**
   - a. Operating system utilities
   - b. Network analyzer
   - c. Cable tester
   - d. Network management.

REFERENCE BOOKS

1. The Complete Reference : Networking, Craig Zacker, Tata McGraw-Hill Edition.
2. Networking A Beginners Guide, Bruce A. Hallberg, Tata McGraw-Hill Edition.
3. The Complete Reference : Upgrading and Troubleshooting Network, Craig Zacker, Tata McGraw-Hill Edition.
4. Computer Networks A Systems Approches, Larry L. Petersons and Bruce S. Davie, Morgan Kaufmann Publisher.
5. Computer networks, Uyless Balck, prentice-hall of india.

Fifth Year
(Sem-IX & X)
w.e.f. 2018-19

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.1 Strategic Management

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

Required Lectures: 60 hours

1. **Strategic Management and Strategic Intent** **(8)**
   - 1.1. Introduction to Strategic Management- Evolution, Concept, Phases and Benefits of Strategic Management.
   - 1.2. Nature, Characteristics of Strategic Intent - Formulation of -Vision, Mission, Goals and Objectives,
   - 1.3. Levels of Strategic Management.
2. **Strategy Formulation**
   - 2.1. **Environmental and Organizational Appraisal** **(8)**
     - 2.1.1.Concept, Reducing Carbon Emission, Environment appraisal
     - 2.1.2.SWOT and PESTLE Analysis
     - 2.1.3.Environmental Scanning-Competitive intelligence
     - 2.1.4.Organisational appraisal - Capability factors, Value chain analysis (Industry and Corporate)
   - 2.2. **Corporate and Business Level Strategies** **(8)**
     - 2.2.1.Types- Expansion, Stability, Retrenchment and combination, Integration Diversification Strategies
     - 2.2.2.Porter's Generic Business Strategies
     - 2.2.3.Strategies for Different Industry conditions (Industry Life Cycle Analysis)
3. **Strategic Analysis and Choice** **(10)**
   - 3.1. Selecting the best Strategy, Process of Strategic Choice
   - 3.2. Strategic Analysis- Corporate Portfolio Analysis- BCG Product Portfolio and GE Nine Matrix Cell, Competitor Analysis
   - 3.3. Industry Analysis- Porter five forces analysis
4. **Strategy Implementation** **(10)**
   - 4.1. Procedural Implementation and Resource Allocation
   - 4.2. Behavioural Implementation-Strategic Leadership.
   - 4.3. Structural Implementation - Interrelationship of Structure and Strategy, Structures for Business and Corporate Strategies
   - 4.4. Functional Implementation.
5. **Strategy Evaluation and Control** **(6)**
   - 5.1. Strategic Evaluation- Nature, Importance and Barriers
   - 5.2. Strategic Control and Operational Controls.
   - 5.3. Techniques of Strategic Evaluation and Control
6. **Case Studies:** **(10)**

   Comprehensive Cases on various strategic situations and at least 10 cases based on application of strategic management must be discussed and solved.

REFERENCE BOOKS

1. Strategic Management and Business Policy-Azar Kazmi, The McGraw Hill
2. Strategic Management 4 e - Burgelman McGraw Hill
3. Strategic Management - Dess, Kim - McGraw Hill
4. Business Policy and Strategic Management : Concepts and Applications- Vipin Gupta, Kamala Gollakota, R. Srinivasan -Prentice Hall India
5. Concepts in Strategic Management and Business Policy- Thomas L. Wheelen, J. David Hunger, Wheelen Thomas L.- Pearson
6. Strategic Management- P.Subba Rao – Himalaya Publishing House.
7. Strategic Management–Kachru- McGraw Hill
8. Business Policy and Strategic Management: Text and Cases- Francis Cherunilam- Himalaya Publishing House.
9. Strategic Management- Garth Saloner, Andrea Shepard, Joel Podolny– Willey India
10. Strategic Management – B Hiriyappa – New Age International
11. Strategic Management: Concepts: Competitiveness and Globalization- Michael Hitt, R. Duane Ireland, Robert Hoskisson- Cengage Learning
12. Strategic Management- A dynamic perspective- Mason Carpentor, Wm Gerard Sanders, Prashant Salwan - Pearson

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.2 Family Business Management

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

Required Lectures: 60 hours

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1. **The purview of family business** **(08)**
   - 1.1. Family as a business system-
   - 1.2. Driving the Values, Vision and Mission of the Family
   - 1.3. Problems with Valuation in Ownership Succession
   - 1.4. The Needs of the Older Generation
2. **Family Dynamics –** **(08)**
   - 2.1. Family – a culture, Evolution
   - 2.2. The Role of Marriage as Bonding
   - 2.3. The family building – Parents and Children, Brothers and Sisters,
   - 2.4. The family vessel Concept - Parenting Styles and their wars, Scapegoating
   - 2.5. The personality differences in the family which affects the family structure – Members, Uniqueness in the family traits, and the rings of influences
3. **Family Business:** **(10)**
   - 3.1. Working Definition
   - 3.2. What Makes It Unique?
   - 3.3. Comparative Advantages of Family Business
   - 3.4. History, Importance and Types of Family business
   - 3.5. Family Business Theory
   - 3.6. Contribution of Family Business in Economy and Society
4. **The construct of Family Business**- **(14)**
   - 4.1. The Roles, Responsibilities and Rights of Family shareholders
   - 4.2. Strategies to develop the capabilities of the stakeholders
   - 4.3. Roadblocks of Family business –
     - 4.3.1.Inability to separate family's interest from the business,
     - 4.3.2.Lack of focus on strategy,
     - 4.3.3.Insensitivity towards customers,
     - 4.3.4.A short term gain approach and Seasonal nature of the business,
     - 4.3.5.Nepotism in the family structure
   - 4.4. Family business vis-à-vis Management Development Plan –
     - 4.4.1.Succession and Continuity planning
     - 4.4.2.Training the Next Generation - Value Creation and Next Generation
     - 4.4.3.Dimensions of Personality w.r.t. Family Business
     - 4.4.4.Sibling Team and Cousin Consortium
     - 4.4.5.How to Promote Trust Among Family Members
     - 4.4.6.Family reunion

5. Family Wars and Conflicts (12)

5.1. Meaning and Nature of the Family Wars and Conflicts

5.2. Families at War –

5.2.1.Gender, Aging and Family Size factors

5.2.2.Analysis of Families, Concept of Selfish family

5.3. Family wars – The nature and the TWO faces of family business

5.4. The root causes of Conflicts –Ingredients, andpersonal conflicts,

5.5. Conflicts as Process and Relationship

5.6. Consequences of family wars-Rewards, Fairness and Cheating,

5.7. Warning signs of Family wars

5.8. Conflict Resolution

5.9. Family Risk Factors and Remedies

5.10.Conflict as a source of Progress

6. Case studies in Family Conflicts and War from Gordon and Nicholson (10)

6.1. Brothers at Arms –The Reliance Story

6.2. Fighting for Crown – Bata story, IBM

6.3. Schism : The House Divided – The Pathak family, The LA Times Group and the Chandlers

REFERENCE BOOKS

1. Family Wars – Classic conflicts in family business by Grant Gordon and Nigel Nicholson : Kogan Page
2. Entrepreneurship Development small business Enterprises – Poornima Charantimath - Pearson
3. The Family Business Management Handbook by Editor Mark Fischetti
4. Strategic Planning for the Family Business: by Randel S. Carlock, John Ward
5. Culturally-Sensitive Models of Family Business by Gupta, V., Levenburg, N., Moore, L., Motwani, J., and Schwarz, T. (Eds.). (2008). The Collection. Hyderabad, India: ICFAI Press
6. The Family Firm Institute Fellows Summer Reading List: The Inaugural Edition
7. Entrepreneurial Family Firms.- Hoy, F., and Sharma, P.- Upper Saddle River, NJ: Prentice Hall
8. Family Businesses: The Essentials.- Leach, P. (2007).- London: Profile Books
9. Handbook of Family Business and Family Business Consultation: A Global Perspective, edited by Florence Kaslow. International Business Press, Binghamton, NY, 13904, 464 pages. Paperback. ISBN 0-7890-2777-1

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(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.3 Enterprise Resource Planning

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

Required Lectures: 60 hours

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1. **Introduction to ERP** **(08)**
   - 1.1. Introductions
   - 1.2. History of ERP
   - 1.3. Advantages of ERP
   - 1.4. Role of the enterprise in implementations the ERP systems
   - 1.5. Risk and benefits of ERP
2. **ERP and Related Technologies** **(12)**
   - 2.1. Business Process Reengineering
   - 2.2. Data warehousing
   - 2.3. Data Mining
   - 2.4. Online analytical processing(OLAP)
   - 2.5. Product life cycle management
   - 2.6. Supply Chain management
   - 2.7. Customer relationship management
   - 2.8. Intranet and extranet
   - 2.9. Security and ERP
3. **ERP marketplace and Functional Modules** **(12)**
   - 3.1. Market Overview
   - 3.2. Marketplace Dynamics
   - 3.3. Indian Scenario for ERP
   - 3.4. Functional modules of ERP Software
   - 3.5. Integration of ERP
4. **ERP Implementations** **(12)**
   - 4.1. Introduction
   - 4.2. Why ERP
   - 4.3. ERP Implementation Challenges
   - 4.4. Objective of ERP Implementation
   - 4.5. ERP Package Selections
   - 4.6. ERP Implementation strategies
   - 4.7. ERP Implementation Process
   - 4.8. ERP Consultant and Vendors
   - 4.9. Success & failure factor of an ERP Implementation
5. **ERP and e-business** **(08)**
   - 5.1. E-business –supply chain integration
   - 5.2. The e-business Process Model
   - 5.3. Components of the e-Business Supply Chain
   - 5.4. ERP/e-Business Integration.
6. **Future Directions and trends in ERP** **(08)**
   - 6.1. New Market and Channels

6.2. Faster Implementation methodologies
6.3. New Business segments
6.4. Open Source, Web-enabled and wireless technologies.
6.5. Shifting revenue Models

REFERENCE BOOKS

1.Garg, V. K., & venkitakrishan, N. K. - Enterprise Resource Planning.

2. Jaiswal , & Macmillan. - Textbook of Enterprise Resource Planning.

3.Leon, A. - Enterprise Resource Planning. TATA Mc-Graw-Hill Publication.

4. Ray. - Enterprise Resource Planning. Tata McGraw Hill.

5. Shankar, R., & Jaiswal , S. - Enterprise Resource Planning. Galgotia.

6. Zaveri, J. - Enterprise Resource Planning. Himalaya Publishing House.

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.4 Communication Techniques for 21st Century

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

Required Lectures: 60 hours

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1. **Importance of Communicative Skill** **(10)**
   - 1.1. Communicative English , Conversation , Dialogues and Debate
   - 1.2. Use Jargon With Care
   - 1.3. Use I and WE Correctly
   - 1.4. Positive and Negative Expression
   - **1.5.** Developing sentences long -short , Positive and Negative Expressions
2. **Electronic Writing and Media Communication** **(10)**
   - 2.1. Introduction
   - 2.2. Ways to Improve E- Writing
   - 2.3. Electronic Writing Do's and Don'ts
   - 2.4. Web Sites Content Designing and Instructional Designing
   - 2.5. Introduction
   - 2.6. Press Conference ,Press Release Internet Press Release, Video Press Release
   - 2.7. Media Interviews Press Interviews , Television interviews, Radio Interviews
   - 2.8. Preparation for Media Interviews
3. **Digital Media Communication** **(10)**
   - 3.1. Introduction
   - 3.2. Writing Blogs and Email
   - 3.3. Communication in social Media
   - 3.4. Digital Medium to Communication Twitter, YouTube LinkedIn , What's app , Facebook
4. **Conversation and Negotiation** **(10)**
   - 4.1. Introduction , Conversation
   - 4.2. Characteristics of conversations Arguments , Being Assertive
   - 4.3. Negotiation , Relation Between Communication Negotiation
   - 4.4. When and When not to Negotiate
   - 4.5. Approaches to Negotiation
5. **Business Etiquettes** **(10)**
   - 5.1. Introduction
   - 5.2. What is Etiquette
   - 5.3. Constituents of Etiquette
   - 5.4. Business Etiquette and Modern Technology
6. **Planning, Composing ,and Writing Reports Book Review** **(10)**
   - 6.1. Introduction
   - 6.2. Types of Reports
   - 6.3. Stages in Reports Writing
   - 6.4. Parts of Reports
   - 6.5. Book Review

List of Practical's:

1. **Perform Group Discussion**
2. **Deliver Business Presentation in class**
3. **Prepare a book review**
4. **Plan, compose and write a report based on topic provided.**
5. **Create a blog**
6. **Conduct Interviews**
7. **Prepare a press note**
8. **Role play based on Negotiations**

REFERENCE BOOKS

1. Business Communication Connecting At Work; Hory Sankar Mukharjee - Oxford
2. Communication Skills by Sanjay kumar , Pushp Lata - Oxford
3. Business Communication By Raymond V Lesikar , Marie . E. Flatley, Kathryn Rentz , Neeraja Pande McGraw Hill.
4. Business Communication by Kitty O Locker, Stephen Kyo Kaczmarek. - Mc Grow Hill
5. Business Communication By Peter W. Cardon - Mc Grow Hill
6. Communication Skill. By Dr Nageshwar Rao , Dr. Rajendra P. Das - Himalaya Publishing House

A - Financial Management

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.5 A International Financial Management

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

Required Lectures: 60 hours

1. **International Financial Environment** **(06)**
   - 1.1. International Financial Management: An Overview -
   - 1.2. International Financial Management Importance, Goals, Features and scope
   - 1.3. Domestic V/s International Financial Management.
   - 1.4. Emerging Challenges in International Finance -

2. **Foreign Exchange Market** **(12)**
   - 2.1. Classification of Foreign Exchange Exposure and Risk-
   - 2.2. Function of Foreign Exchange Market-
   - 2.3. Global Financial Derivative Market-
   - 2.4. Spot and Forward Rate
   - 2.5. Foreign Currency Futures, Option and swap-
   - 2.6. International Parity-
     - 2.6.1.Factors affecting Exchange Rate
     - 2.6.2.Purchasing Power Parity Theory
     - 2.6.3.Interest Rate Parity
     - 2.6.4.Forward Rate Parity
     - 2.6.5.International Fischer Effect
     - 2.6.6.Comparison of PPP, IFE, IRP theories
   - 2.7. Arbitrage – Two Point and Triangular Arbitrage
   - 2.8. International Transaction Mechanism
     - 2.8.1.Nostro, Vostro and Loro Account,
   - 2.9. SWIFT, CHIP, CHAP, Telegraphic Transaction (IT)
   - 2.10. Central Bank Intervention
3. **International Monetary system** **(8)**
   - 3.1. International Monitory Fund (IMF)
     - 3.1.1.Constitution, Role and Responsibility of IMF
     - 3.1.2.Funding facilities, International liquidity
     - 3.1.3.Special Drawing Rights (SDR)
     - 3.1.4.Role in Post Bretton Woods world
   - 3.2. Convertibility and Currency
4. **International Accounting** **(12)**
   - 4.1. **International Financial Reporting Standards**
     - 4.1.1.Genesis of IFRS, Advantages of adopting IFRS, Entities Covered.
     - 4.1.2.IFRS 1- First Time Adoption of IFRS.
   - 4.2. **Transfer pricing**
     - 4.2.1.Meaning and Important Issues of Transfer Pricing
     - 4.2.2.Negotiated Transfer Pricing
   - 4.3. **Financing of foreign trade**
     - 4.3.1. Documentation
     - 4.3.2. Modes of Payment

4.3.3. Methods of Financing
4.3.4. EXIM Bank

5. Managing Foreign Operations (12)

5.1. **Introduction to International Banking-**
5.1.1. International Debt Crisis
5.1.2. Asian Financial Crisis
5.1.3. International Regulation
5.1.4. Managing Risk in Foreign Exchange Trading

5.2. **Eurocurrency Market -**
5.2.1. Characteristics, Instruments and Rate of Eurocurrency Market
5.2.2. Domestic Issues Vs. Euro Issues
5.2.3. External Commercial Borrowing

5.3. **Depository Receipts**
5.3.1. ADR- American Depository Receipts
5.3.2. GDR- Global Depository Receipts

6. Balance of Payment (10)

6.1. India's Balance of Payment
6.2. Importance, Functions, Principles and Components of Balance of Payment
6.3. Accounting of Balance of Payment: Deficit and Surplus
6.4. Elasticity approach Vs Absorption Approach
6.5. General Equilibrium approach
6.6. Balance of Payment Vs Exchange Rate
6.7. Balance of Payment and Money Supply

REFERENCE BOOKS:

1. International Finance Management by MadhuVij – Excel Books
2. International Financial Management, H.R. Machiraja, Himalaya Publication
3. International Financial Management by P. G. Apte, Tata McGrawHill
4. Practical Approach to IFRS- Jasmine Kaur, Mcgraw Hill PublicationInternational Financial Management by ThumuluriSiddaiah (IFM) Pearson
5. International finance Marketing by V.A Avadhani – Himalaya Publication
6. International Finance Management by vyuplesh saran – Prentice Hall
7. International Finance Management by Cheol S. Eunand Bruce G Resnick , Tata McGraw Hill
8. International Financial Management Jain Macmillan

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.6 A Indirect Taxes

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

Required Lectures: 60 hours

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1. **Customs Law** **(28)**
   - 1.1. Definitions- Goods, Dutiable Goods, Export, Exporter, Import, Importer, Stores
   - 1.2. Levy of and Exemptions from Customs Duty: Circumstances of Levy, Assessment of Duty and Clearance of Goods
   - 1.3. Types of Duty: Basic Customs Duty, Additional Duty, Special Additional Duty, Protective Duty, Safeguard duty , Anti-dumping duty, Countervailing Duty on subsidized articles
   - 1.4. First and Second Schedule of customs Tariff Act.
   - 1.5. Transaction Value of Goods, Technical Term regarding Value : Ex-Factory Price, F.A.S.(Free Alongside), F.O.B. (Free on Board), C.I.F. (Cost Insurance Freight)
   - 1.6. Import and Export Procedures, Clearance of Baggage, Warehousing , Demurrage
   - 1.7. Penalties and Offences
   - 1.8. Export Promotion Schemes: Export Oriented Units, Duty Drawback, Special Economic Zones

2. **Goods and Service Tax (GST)** **(32)**
   - 2.1. Introduction, Transitional Provisions
   - 2.2. Taxes to be subsumed
   - 2.3. Merits and Demerits of GST
   - 2.4. Types of GST
   - 2.5. Registration: Compulsory Registration, Exemption, Procedure
   - 2.6. Supply of Goods
     - 2.6.1. Meaning and Scope
     - 2.6.2. Time and Value of Supply
     - 2.6.3. Interstate and Intrastate supply
     - 2.6.4. Place of Supply
   - 2.7. Levy and Collection, Composition Levy
   - 2.8. Transaction Value
   - 2.9. Input Tax Credit
   - 2.10. Exemption from GST
   - 2.11. Rates of Tax
   - 2.12. Tax Invoice, Debit and Credit Notes
   - 2.13. Payments of Tax, Returns, Refunds
   - 2.14. Audit

REFERENCE BOOKS

1. Students' Guide to Income Tax, Vinod K. Singhania Kapil Singhania - Taxmann Publications, New Delhi.
2. Indirect Taxes – V S Datey-
3. INDIRECT TAX LAWS Central Excise, Customs and Service Tax 37 e – Asisn Law House
4. Exploring Indirect Tax Laws - Central Excise Law, Customs Law and Service Tax - 9e – Agarwal Gore Trivedi – Carvinowledge Press
5. GST Manual – Taxmann
6. Guide to GST Bill 2017: Taxman Publication
7. GST How to meet your Obligations- S S Gupta - Taxmann
8. GST Made Easy – Arpit Haldiya - Taxmann
9. For GST- http://idtc.icai.org/publications.php

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.7 A Case Studies in Finance

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

Required Lectures: 60 hours

Advanced Decision Making Questions on the Following Topics to be asked:

1. Capital Budgeting
2. Marginal Costing
3. Ratio Analysis
4. Receivables/ Debtors Management
5. Working Capital Management
6. Dividend Policies
7. Interrelated Questions on EOQ and Costs of Managing Inventory
8. Interrelated Questions on Budgets and Standard Costing
9. Interrelated Questions on Cost of Capital, Leverage and Capital Structure
10. Cash Flow Statement/Funds Flow statement

B - Marketing Management

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.5 B Services Marketing

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

Required Lectures: 60 hours

1. **Introduction to Services** **(06)**
   - 1.1. Service: Concept, Characteristics, Components, classification and Packages
   - 1.2. Service facility design and Layout, Product Vs Services
   - 1.3. Service marketing: Concept, features, importance

2. **The seven P's of Service Marketing Mix** **(12)**
   - 2.1. Product Decision , Product-service Continuum
   - 2.2. Pricing: Strategies and tactics, Measures to respond to changes in demand, Reshaping demand using effective pricing.
   - 2.3. Promotion: Setting Communication objective, Implication for communication strategies.
   - 2.4. Physical Distribution:-Strategies for services, challenges in distribution, Role of Internet in distribution.
   - 2.5. People: The key Role of Service employee,
   - 2.6. Physical Evidence: Nature, Importance, Tangibilising of Physical Evidence
   - 2.7. Process: Service as a process and as a system, Different aspects and management challenges
   - 2.8.

3. **Strategic Marketing Management for Services** **(10)**
   - 3.1. Matching Demand and supply through capacity planning and segmentation –
   - 3.2. Internal Marketing of services
   - 3.3. External versus Internal orientation of services strategy Strategies for Reducing customer Defections,
   - 3.4. Customer relationship Management

4. **Services Recovery** **(06)**
   - 4.1. Impact of Service Failure and Recovery
   - 4.2. How customer responds to service failures
   - 4.3. Service recovery strategies : Fixing the customer, Fixing the problem
   - 4.4. Service Guarantees

5. **Delivering Quality Services and Customer Satisfaction** **(10)**
   - 5.1. Service Quality: Meaning, Measurement, Total Service Quality Management, Managing people and technologies, Perceived quality, controlling quality
   - 5.2. Causes of services quality gaps
   - 5.3. The customers Expectation versus perceived service gap;
   - 5.4. The customer Expectation versus perceived service gap;

5.5. Factors and technique to Resolve this gap- Gap; in services.
5.6. The services performance gap
5.7. Strategies for services performance gap promise versus Delivery Gap.

6. Services Marketing Practices (16)

6.1. Financial Services: Banking and Insurance
6.2. Healthcare Services
6.3. Hospitality Services
6.4. Travel andTourism:
6.5. Medical tourism
6.6. Professional Services
6.7. Public Utility Services
6.8. Education and Extension Services
6.9. Auto care services
6.10. IT andCommunication Services: telecom, Courier
6.11. Media andEntertainment Service
6.12. Other Domestic Services

REFERENCE BOOKS:

1) Services Marketing 2nd Ed- Rajendra Nargundkar,-Tata McGraw Hill companies
2) Services Marketing – S.M.Jha – Himalaya Publishing House
3) Services Marketing: People, Technology, Strategy- Christopher Lovelock - Pearson Education Asia
4) Services Marketing – Govind Apte - Oxford
5) Service Marketing: concept planning and Implementation – C Bhattacharya –Excel Books
6) Service Marketing- Raghu andVasanthi Venugopal- Himalaya
7) Services Marketing – Ravi Shankar – Excel Books
8) Delivering Quality Services" The Free Press, Macmillam – Zeithaml, Parasuraman and Bery.
9) The Service Edge- Ron Zemke and Dick Schaaf
10) Thomas J Delong and Ashish Nanda: Managing Professional Services- Text and Cases, McGraw- Hill International, 2006.
11) Valerie Zeithaml and Mary Jo Bitner- Services Marketing- McGraw Hill

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.6 B International Marketing Management

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

Required Lectures: 60 hours

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1. Introduction to International Marketing (12)

1.1. International Market: Meaning, Expansion, Growing Attractiveness
1.2. International Marketing: Meaning, Need, Significance, Participants, Motives, Problems, Complexities
1.3. International Orientation and Stages
1.4. Scope of Marketing Indian Products Abroad
1.5. International market orientation- EPRG frame work;
1.6. International Marketing Environment:
   1.6.1. Internal, External, Domestic, Economic, Social, Cultural, Demographic, Technological, Political and Legal
   1.6.2. International Trading Environment
   1.6.3. Trading Blocs
1.7. International Market Entry Strategies and Modes

2. International Product Strategy: (12)

2.1. Levels and Hierarchy of product, Product-line analysis, Product design Strategy
2.2. Pro duct Life Cycle Management,
2.3. New Product Development, Product Positioning and Product Adoption , Repositioning Strategies
2.4. Product planning Matrix, Dimensions of Product Strategies
2.5. Product planning for global markets;
2.6. Standardization v/s Product adaptation;
2.7. Management of international brands: Bran d Drivers
2.8. Packaging and labelling

3. International Pricing (10)

3.1. Role of Pricing, Objectives, Factors affecting Pricing, Pricing decisions
3.2. Pricing Methods, Pricing Strategies, Cost based pricing, Transfer pricing, Dumping , Export price structure, Skimming Pricing, Penetration Pricing, Price discounts, Discriminating Pricing
3.3. Price-Market relationship, Price Escalation: cost of exporting, Taxes, tariffs and Administrative costs, Exchange rate
3.4. Price control: Approaches to lessening price escalation, Leasing in international markets
3.5. Currencies and foreign Exchange- Money, Foreign Exchange Market, Foreign exchange rate and its system, Evaluation of floating rates

4. International Promotions (10)

4.1. Pro motion Decisions: Complexities and issues; International advertising
4.2. Marketing Environment and Promotional Strategies
4.3. Role of Export Promotion Organizations, Trade fairs and Exhibitions

4.4. International Marketing Communication: Major Decisions, Communication Mix, Problems in International Marketing Communication
4.5. International Personal selling, Sales promotion and public relations.

5. International Distribution (08)

5.1. Distribution Channels: Policy, issues, Functions and types of channels;
5.2. International Channel conflict and Channel Decision
5.3. Functional Excellence in Distribution Planning
5.4. International logistics decisions and Management, Developing logistic Strategy

6. Export Management (08)

6.1. Managing Export Decisions
6.2. Export Contract: INCO Terms
6.3. Export procedure and Documentation, Certificate of Origin, Modes of payments- LOC, Forfeiting agents, Cross Border Factoring, Bankers Acceptance (BA), Counter Trade
6.4. EXIM policy of India

REFERENCE BOOKS

1. International Marketing – Cateora, Graham, Salwan – Tata McGraw Hill
2. International Marketing – Rajendra Nargundkar – Excel Books
3. Global Marketing Management by Keegan - Pearson
4. International Marketing: Text And Cases - Justin Paul and Ramneek Kapoor – Tata Mcgraw Hill
5. International Marketing: Text and Cases – Francis Cherunilam – Himalaya
6. International Marketing – Rajgopal – Vikas Publications
7. International Marketing – R Shrinivasan – Prantice Hall
8. Global Marketing: Foreign Entry, Local Marketing and Global Mgmt. – Johansson - Tata Mcgraw Hill
9. International Marketing and Export Management By Albaum - Pearson
10. International Marketing - Jain S.C. - CBS Publications, New Delhi
11. International Financial Management- V.K. Bhalla, Anmol Publications
12. International Financial Management- P.G. Apte, Tata McGrahill

North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.7 B Case Studies in Marketing

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

Required Lectures: 60 hours

The student has to select and discuss the case studies related to paper no 3.3, 6.4 and respective specialization papers no 7.6, 7.7, 8.6, 8.7, 9.5, 9.6, those will have impact on business decision making in each paper

To solve the case studies following steps may be considered –

Steps to solve case Study

1. Fact/ Summary
2. Problem Identification
3. Assumptions (if Any)
4. Analysis of problems
5. Alternate Solution
6. Best (optimum) Solution
7. Action/Implementation Plan

C - Human Resource Management

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.5 C Strategic Human Resource Management

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

Required Lectures: 60 hours

1. **Strategic Human Resource Management** **(10)**
   - 1.1. Meaning, Definition of SHRM
   - 1.2. Strategic HR Vs Traditional HR
   - 1.3. Need and Importance of SHRM
   - 1.4. Strategic Challenges for HR Manager
   - 1.5. HR Strategies
     - 1.5.1.Overall HR Strategy-High Performance Mgt., High Involvement and High Commitment
     - 1.5.2.Specific HR Strategy-Human Capital Management, Performance Management, CSR, Employee Engagement, OD, Knowledge and Talent Management.
   - 1.6. Barriers to Strategic HR
   - 1.7. HR and Organizational Strategies
     - 1.7.1.HR and Corporate Strategy
     - 1.7.2.HR and Business Strategy
   - 1.8. HR Strategy Framework-External Environmental Scan and Internal Capital Assessment

2. **Job Design and Redesigning of Work System** **(12)**
   - 2.1. Job Design-
     - 2.1.1.Concept of Job Design
     - 2.1.2.Approaches to Job Design-Engineering Approach, Human Relations Approach and Socio-Technical Approach
     - 2.1.3.Modern Management Techniques in Job Design-Job Rotation, Job Enrichment, Job Enlargement and Job Sharing
   - 2.2. Designing and Redesigning of Work Systems
     - 2.2.1.Approaches to Design Work System-Specialist, Generalist and Strategic
     - 2.2.2.Redesigning of Work Systems-Concept and Stages in Redesigning
   - 2.3. Organizational Design-
     - 2.3.1.OD Process-Differentiation and Integration
     - 2.3.2.Factors Affecting OD Process
     - 2.3.3.Emerging issues in Organizational Design

3. **Strategic Staffing and Employee Separation-** **(12)**
   - 3.1. Strategic Staffing-
   - 3.2. Core Concepts in Staffing
     - 3.2.1.Staffing as a Process
     - 3.2.2.Organization and Job Analysis
     - 3.2.3.Person-Job Fit
     - 3.2.4.Person-Organization Fit
   - 3.3. Strategic Approaches in Staffing-Traditional, Strategy Implementation and Strategy Formation
   - 3.4. Strategic Issues in Staffing
   - 3.5. Employee Separation-Concept
     - 3.5.1.Types of Separation- Separation Initiated by Employee, Retirement and Downsizing

3.5.2.Downsizing-Objectives, Reasons, Process, Areas Affected

4. Global Competitiveness and Strategic HR (10)

4.1. Strategic Procurement: Strategic Recruitment, Strategic Selection

4.2. Strategic Challenges

4.2.1.Managing Talent Surplus

4.2.2.Managing Talent Shortage

4.3. Technology Challenges

4.4. Strategic Dimensions of Performance Appraisal

4.5. A Shift from Appraisal to Performance Management

4.6. Economic Value added

4.7. Organizational Appraisal- Balanced Scorecard (BSC)

5. Strategic HR and Information Technology (08)

5.1. Technologies Affecting HRM

5.2. Human Resource Innovations

5.3. Conventional HRM to Web Based HRM

5.4. Application Software for HR Practices

6. Developing HR as Strategic Value addition Function (08)

6.1. Gaining competitive Advantage through HR

6.2. HR as a Strategic Partner

6.3. The VRIO Framework

6.4. The changing role of HR

6.5. Future Challenges of HR

REFERENCE BOOKS:

1. Strategic Human Resource Management by Jeffrey Mello.- Pearson
2. Strategic Human Resource Management by Truss Et Al Oxford University Press
3. Strategic Human Resource Management by Rajeesh Viswanathan – Himalaya
4. Strategic Human Resource Management by Armstrong – Kogan Page
5. Strategic Human Resource Management by Rajib Dhar – Excel Books
6. Strategic Human Resource Management by Greer - Pearson
7. Human Resource Strategy by Dreher and Dougherty – Tata Mcgraw Hill
8. Human Resource Management: A South Asian Perspective – Mathis, Jackson and Tripathy - Cengage
9. Managing Human Resources By Fisher- Cengage Learning

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.6 C International HRM

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

Required Lectures: 60 hours

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1. **Introduction to (IHRM) International Human Resource Management** **(10)**
   - 1.1. IHRM: Meaning, Definition
   - 1.2. Internationalization and HRM
   - 1.3. Domestic Vs International HRM
   - 1.4. Growing interest in IHRM
   - 1.5. Functional positioning of IHRM
   - 1.6. Organizational context of IHRM
   - 1.7. Barriers to effective Global HRM

2. **Social and Cultural Context of IHRM** **(08)**
   - 2.1. Culture and Cultural Sensitivity
   - 2.2. Social Environment
   - 2.3. Religions and Economic Implications
   - 2.4. Multiculturalism
   - 2.5. Cultural Predisposition
   - 2.6. Cultural Dimensions
   - 2.7. Managing across cultures

3. **International Joint Ventures** **(08)**
   - 3.1. Concept and characteristics of International Joint Venture
   - 3.2. Motives and Extent of Merger and Acquisitions
   - 3.3. HRM factors in IJV
   - 3.4. Role and impact of Culture in International Joint Venture
   - 3.5. Methods of Overcoming Cultural and other Problems in IJV
   - 3.6. Objectives of International Compensation
   - 3.7. Global Compensation: Emerging issues

4. **Human Resource Practices in International environment** **(16)**
   - 4.1. International Human Resource Planning
     - 4.1.1.International Division of Labor
     - 4.1.2.Global HR Planning
     - 4.1.3.Issues in supply of international human resources
   - 4.2. Recruitment and Selection in International Context
     - 4.2.1.Company Motive, Individual Motive
     - 4.2.2.Recruitment Methods
     - 4.2.3.Selection Criterion and Techniques
   - 4.3. Need of global training: Areas of global training and development
   - 4.4. Objectives and factors affecting international Compensation.
   - 4.5. Women Expatriates -The Glass Ceiling Phenomenon

5. International Industrial Relations (10)

5.1. Key Issues in International IR
5.2. Trade Union and International IR
5.3. IR policy of MNC's
5.4. MNC's Characteristic in neutralizing the power of Labor Unions
5.5. MNC's Strategy towards International IR
5.6. Recent developments in management and union's approach to international IR

6. Repatriation (08)

6.1. Concept of Repatriation
6.2. Benefits from returnees
6.3. Challenges of Re-entry: Individual and Organizational Perspective
6.4. Repatriation Process
6.5. Managing repatriation
6.6. Tips for successful repatriation

REFERENCE BOOKS:

1. International Human Resource Management by P. Subbarao – Himalaya Publication
2. International Human Resource Management by Sengupta and Bhattachrya– Excel Books
3. International Human Resource Management by Peter Dowling andDenice Welch – Cengage
4. International Human Resource Management by K Aswathappa and Sadhna Dash
5. International Human Resource Management by P L Rao – Excel Books
6. Introduction to International Human Resource Management, 5/E by Crawley, Oxford University Press
7. International Human Resource Management by Tony Edwards and Chris Rees.- Pearson
8. International Human Resource Management (2/e) by Gupta –Macmillan
9. International Human Resource Management by Monir H. Tayeb - Oxford University Press

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.7 C Case Studies in HRM

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

Required Lectures: 60 hours

The student has to select and discuss the case studies related to paper no 3.1, 3.6, 4.1 and respective specialization papers no 7.6, 7.7, 8.6, 8.7, 9.5, 9.6, those will have impact on business decision making in each paper

To solve the case studies following steps may be considered –

Steps to solve case Study

1. Fact/ Summary
2. Problem Identification
3. Assumptions (if Any)
4. Analysis of problems
5. Alternate Solution
6. Best (optimum) Solution
7. Action/Implementation Plan

D - Manufacturing and Operations Management

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.5 D Total Quality Management

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

Required Lectures: 60 hours

1. **Introduction to Total Quality Management** **(12)**
   - 1.1. Definition of Quality, Dimensions of Quality,
   - 1.2. Quality Planning,
   - 1.3. Basic concepts of Total Quality Management, Historical Review, Principles of TQM,
   - 1.4. Leadership - Concepts, Role of Senior Management,
   - 1.5. Deming Philosophy, Barriers to TQM Implementation.
2. **TQM PRINCIPLES** **(10)**
   - 2.1. Customer satisfaction - Customer Perception of Quality,
   - 2.2. Customer Complaints, Service Quality, Customer Retention
   - 2.3. Employee Involvement - Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits,
   - 2.4. Continuous Process Improvement - Juran Trilogy, PDSA Cycle, 5S, Kaizen,
3. **Supplier Partnership –** **(08)**
   - 3.1.1.Partnering, sourcing, Supplier Selection,
   - 3.1.2.Supplier Rating, Relationship Development,
   - 3.1.3.Performance Measures - Basic Concepts, Strategy, Performance Measure.
4. **STATISTICAL PROCESS CONTROL (SPC)** **(10)**
   - 4.1. The seven tools of quality,
   - 4.2. Statistical Fundamentals - Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes,
   - 4.3. Process capability,
   - 4.4. Concept of six sigma, New seven Management tools.
5. **TQM TOOLS** **(10)**
   - 5.1. Benchmarking - Reasons to Benchmark, Benchmarking Process,
   - 5.2. Quality Function Deployment (QFD) - House of Quality,
   - 5.3. QFD Process, Benefits, Taguchi Quality Loss Function,
   - 5.4. Total Productive Maintenance (TPM) –
   - 5.5. Concept, Improvement Needs, FMEA - Stages of FMEA.
6. **QUALITY SYSTEMS** **(10)**
   - 6.1. Need for ISO 9000 and Other Quality Systems,
   - 6.2. ISO 9000:2000 Quality System - Elements,
   - 6.3. Implementation of Quality System,
   - 6.4. Documentation, Quality Auditing, TS 16949,
   - 6.5. ISO 14000 - Concept, Requirements and Benefits.

REFERENCE BOOKS

1. Quality Management 3rd Edition by Howard Gitlow, Alan J, Rosa O, David Levine, Mcgraw-Hill
2. Total Quality Management – Shridhar Bhat - Himalaya Publishing House
3. Total Quality Management- Poornima Charantimath, Pearson Education
4. Total Quality Management- Bester field, Pearson Education
5. Total Quality Management- S.D. Bagade, Himalaya Publishing House
6. Total Quality Management – Shailendra Nigam – Excel Books

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.6 D International Operations Management

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

Required Lectures: 60 hours

1. **Introduction to international operation management (10)**
   1.1. Introduction, competitiveness, globalization, operations in a global environment.
   1.2. Differences between domestic operations and international operations management.
   1.3. A road map to global operations.
   1.4. Stages in global operations planning.

2. **International / Global Business Strategy and Operations (08)**
   2.1. Introduction ,Strategic choice, Strategic changes required by globalization
   2.2. Globalization of operations
   2.3. Strategic alliances

3. **International productivity , quality and competitiveness (12)**
   3.1. Introduction, measurement systems, total quality management,
   3.2. Productivity concepts and measures, productivity measurement
   3.3. Productivity measurement at the industry level
   3.4. Causes of productivity change, global productivity issues
   3.5. Interrelationship among quality, productivity and competitive advantage

4. **Global operations strategy (10)**
   4.1. Introduction, international operations management strategy, international operations strategy
   4.2. International manufacturing configurations ,ten major categories of operations strategies
   4.3. Developing the international operations strategy

5. **International purchasing and supply management (10)**

   5.1. Global sourcing , purchasing and supplier relations ,rationale for international purchasing
   5.2. Advantages of international purchasing, role of international purchasing in the supply chain,
   5.3. Activities of purchasing department,strategic supply management
   5.4. Supply chain activities and functions.

6. **Managing human relations in global operations (10)**
   6.1. Introduction, strategic international human resource management ,human resource objectives
   6.2. Strategies for international HRM,Factors affecting international HRM strategy
   6.3. Role of HRM in international business,international employee relations
   6.4. Increasing the value of human resources

REFERENCE BOOKS

1. International Operations Management – K.Shridhara Bhat- First edition-Himalaya Publishing House.
2. International Operations Management-Gerhard J Plenert, Copenhagen Busiess School Press DK,2002
3. Fundamental of Global Operations Management – David Loader

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.7 D Case Studies in Operations

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

Required Lectures: 60 hours

The student has to select and discuss the case studies related to paper no 5.2 and respective specialization papers no 7.6, 7.7, 8.6, 8.7, 9.5, 9.6, those will have impact on business decision making in each paper

E - Information and Communication Technology Management

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.5 E ICT and Business Application

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

Required Lectures: 60 hours

1. **Introduction of ICT and Business application** **(10)**
   a. Organizations and systems
   b. Data, information and knowledge
   c. Information systems and organizational infrastructure
   d. Communication infrastructure
   e. ICT systems infrastructure
2. **Understanding different Business segments** **(04)**
   a. Manufacturing
   b. Trading
   c. Finance,
   d. Service Industry
3. **Information and Communication Technology** **(06)**
   a. Definition
   b. Benefits of using ICT in businesses
   c. Limitations of using ICT in business
   d. Study the flow of information
   e. use of computers and applications of ICT for various
4. **Managing information systems in business** **(06)**
   a. Planning, strategy and management
   b. Services, projects and operations
   c. Information systems development
   d. Successful informatics practice
5. **Functions in the following systems** **(20)**
   a. Library Management system
   b. Sales/Purchase Order processing system
   c. Inventory system
   d. Admission system
   e. Hospital Management
   f. Hotel Management
   g. Online Stores

   The above systems must consist of the following
   i. Databases
   ii. E-R Diagram
   iii. Data Flow Diagram
   iv. Technology used for communication among processes
6. **Case Studies** **(14)**

REFERENCE BOOKS

1. System Analysis and Design by James A. Senn
2. Software Engineering by K.K. Agrawal

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.6 E Information System Audit

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

Required Lectures: 60 hours

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1. Overview of Information System Auditing (10)

1.1. Introduction
1.2. Need For Control And Audit Of Computers
1.3. Effects Of Computers On Internal Control
1.4. Effects Of Computers On Auditing
1.5. Foundations Of Information System Audit

2. Conducting an Information System Audit (10)

2.1. Introduction
2.2. Nature Of Controls
2.3. Audit Risks
2.4. Types Of Audit Procedures
2.5. Steps In An Audit
2.6. Auditing Around Or Through The Computer

3. Information System Audit Management (10)

3.1. Introduction
3.2. Managing The Information System Audit Function
3.3. Planning Function
3.4. Organizing Function
3.5. Staffing Function
3.6. Leading Function
3.7. Control Information
3.8. Information System Audit Professionalism
3.9. Future Of Information System Auditing

4. Introductions to Information Assets (10)

4.1. Classification of Information Assets
4.2. Classification of users,
4.3. Computer crimes, information security policy,
4.4. Access control models, logical access control, network security control access.

5. Types of Controls: (10)

5.1. Input controls
5.2. process controls
5.3. Validation controls
5.4. Output controls
5.5. Logical access controls
5.6. Physical access controls
5.7. Database controls
5.8. Network controls
5.9. Environment controls.

6. **Business Continuity and Disaster Recovery Planning:** **(10)**
   6.1. Types of Disaster,
   6.2. Steps in developing Business Continuity Planning (BCP).
   6.3. Data Recovery and Data Classification,
   6.4. Types of Backup, Technical Methods for backup
   6.5. Audit and Evaluation of BCP.

REFERENCE BOOKS

1. Information System Control And Audit, Ron Weber, Pearson
2. "EDP Auditing Conceptual Foundations And Practices" by Ron Weber - McGraw-Hill publication
3. Latest CISA review manual by ISACA , USA -
4. IS audit standards and control objectives of ISAXA which are non-copyrighted and relevant , refer www.isaca.org

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: IX

Paper: MI 9.7 E Software Project Management

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

Required Lectures: 60 hours

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1. Software Project (10)

- 1.1 Software: definition , characteristics, Software Paradigms
- 1.2 Definition and Need of Software Engineering
- 1.3 Concept of Software Project Management
- 1.4 Need of software project management
- 1.5 Role of Project manager (Managing Peoples, managing Project)
- 1.6 Software Management Activities(Project Planning, Scope Management, Project Estimation)

2. Software Project Development models (15)

- 2.1 Phases of software development life cycle
- 2.2 SDLC Models - Waterfall Model, Spiral Model, Prototyping, RAD
- 2.3 Comparison between various SDLC models
- 2.4 Size estimation of software project
- 2.5 Organising and staffing the Project

3. Developing Software requirement specification (05)

- 3.1 Benefits of SRS
- 3.2 Building SRS
- 3.3 evaluating project SRS
- 3.4 Degree of stability
- 3.5 Degree of necessity
- 3.6 Verifiability, Modifiability, Traceability

4. Software Project Analysis and Design (10)

- 4.1 Data flow diagram
- 4.2 Capability maturity model(CMM)
- 4.3 Project Management Tools
  - 4.3.1 PERT Chart
  - 4.3.2 Critical path method(CPM)
- 4.4 Structured analysis and design
- 4.5 Object oriented analysis and Design

5. Software Project Documentation Techniques (10)

- 5.1 System Flow Charts
- 5.2 Functional Decomposition Diagrams
- 5.3 Structured Flow Charts (N-S Diagrams)
- 5.4 Logic Representation Techniques:
  - 5.4.1 Decision Trees
  - 5.4.2 Decision Tables
  - 5.4.3 Pseudo code and Structured English

6. Testing and implementation (10)

6.1 Testing- validation and verification, types of testing
6.2 Software Project Implementation- installation, user training
6.3 Software Project Maintenance
6.4 Administrative Closure
- 6.4.1 Project Sponsor acceptance
- 6.4.2 The Final Project Report
- 6.4.3 Final meeting and presentation
- 6.4.4 Closing the project

6.5 Project Evaluation
- 6.5.1 Individual performance Review
- 6.5.2 Project Audit
- 6.5.3 Evaluating Project Success

6.6 Pitfalls and best practices in Project Management

REFERENCE BOOKS

1. Information Technology Project management, Jack T. marchewka, WILEY, Fourth Edition
2. Mastersing in Project management, Murali Chemuturi, J.Ross Publising
3. Qulity Software Project Management, Robert T. Futrell, Donald F. Shafer, Linda I. Shafer.
4. Software Project Management, Kieron ConWay,Coriolis

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

MBA (Integrated) Fifth Year w. e. f. 2018 – 19

SEMESTER: I0

Paper: MI 10 Industrial/Business training based on specialization selected

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

Required Lectures: 60 hours

12. GUIDELINES FOR INDUSTRIAL/BUSINESS TRAINING PROJECT (MI 10)

12.1. Each student shall have to undergo an Industrial/Business Training for a period of not less than one Semester (15-17 week) during Xth Semester.

12.2. In the Tenth semester, examination student shall submit "Project Report" individually on the basis of Specialization opted. The topic should be decided with consultation and guidance of internal guide of the Institute/college at the end of the first year, so that the student can take up the training during the vacations. The Project shall be necessarily System oriented, Innovative and Problem solving and should made sufficient contribution to the Industry/Business.

12.3. The institute / College shall submit the detailed list of candidate to the University with Project Titles, name of the organization, internal guide and functional elective on or before 31st January of the second year.

12.4. Teacher shall not be entrusted/allowed to take more than 10 students for guidance and supervision of industrial/business training project report.

12.5. The student has to write a detailed Dissertation report based on the actual training undergone during Xth Semester at the specific selected business enterprise, get it certified by the concerned teacher that the Project report has been satisfactorily completed and shall submit one typed copy of the same to the Head / Director of the institute alongwith 1 CD of Project Report. In order to save the paper, both side printing is allowed.

12.6. It is mandatory for the student to maintain a register of record of daily activity and get it certified by the concern authority from Industry/Business. (The institute may use Project Management software's like Bitrix24, Freedcamp, Orangescru, Asana, Wrike, MeisterTask, Zoho Projects, Redmine, to track daily activity of student)

12.7. Institute shall request confidential report of punctuality, behavior and work done from the concern authority of Industry/Business where the student is undergoing Project, which is to be presented and opened at the time of final presentation before panel.

12.8. It is responsibility of concerned Institute to check the authenticity of Project.

12.9. Student may use SPSS software if required.

12.10. CD submitted by the student shall be forwarded to the University by the Institute before the deadline mentioned in University circular.

12.11. Project Presentation shall be conducted at the end of Semester X.

12.12. Viva Voce for one student shall be of minimum 15 minutes. The Student should prepare PowerPoint presentation based on Project work to be presented.

12.13. The project work will carry maximum 300 marks (12 credits), which is to be evaluated by the panel of the external examiners to be appointed by the University (which may comprise one senior faculty and one industrial representative not below the level of Manager). There is no internal credit for industrial/business training project report.