

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

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



First Year M. B. A. First Semester

(With Effect from June 2013)

Faculty of Commerce and Management

2013-14

**Summary of Distribution of Credits under CBCS Scheme
For
Master of Business Administration
School of Management Studies
[University Campus under Academic Flexibility w. e. f. 2013-14,]**

Sr.No	Type of course	Sem I	Sem II	Sem III	Sem IV
01	Core	28	28	28	24
02	Skill based	--	--	--	--
03	School Elective	--	--	--	--
04	Project	--	--	--	4
05	Audit	--	--	--	--
06	Total Credits	28	28	28	28

Subject Type	Core	Skill based	School Elective	Project	Audit	Total
Credits	108	--	--	04	--	112

Total Credits = 112

North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

School of Management Studies

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

(FACULTY OF COMMERCE & MANAGEMENT)

(Under Academic Flexibility)

COURSE STRUCTURE WITH CREDIT

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

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

8. STRUCTURE OF THE QUESTION PAPER

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

Syllabus:

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

**School of Management Studies,
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(Grade 'B' (2.88) NAAC Re- Accredited)
FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: First Year M.B.A. (W.E.F. June -2013)

Paper: 101 Management Science I

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

Required Lectures: 45+15 hours

Unit 1: Introduction to Management

(05)

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

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

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

Unit 2: Planning **(05)**

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

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

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

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

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

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

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

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

Unit 6: Motivation

(07)

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

Unit 7: Leadership

(05)

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

Unit 8: Controlling

(05)

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

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

Reference:

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

Additional Readings in Management- An Indian Perspective

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

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

Paper: 102 Accounting for Management

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

Required Lectures: 45+15 hours

Unit 1: Accounting Principal and Concept (08)

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

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

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

Unit3: Fund Flow Statement (08)

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

Unit 4: Cash Flow Statement (06)

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

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

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

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

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

References:

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

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FACULTY OF COMMERCE & MANAGEMENT

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

Paper: 103 Organisational Behaviour

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

Required Lectures: 45+15 hours

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

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

Unit 2: Individual Processes and Behaviour (10)

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

Unit 3: Values and Attitudes (06)

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

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

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

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

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

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

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

References

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

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FACULTY OF COMMERCE & MANAGEMENT

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

Paper: 104 Basic Economics for Management

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

Required Lectures: 45+15 hours

Unit I- Fundamental concepts of Economics (10)

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

Unit 2: Managerial Economics (05)

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

Unit 3: Law of Demand and Supply (06)

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

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

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

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

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

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

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

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

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

References:

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

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FACULTY OF COMMERCE & MANAGEMENT

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

Paper: 105 Quantitative Techniques

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

Required Lectures: 45+15 hours

Unit: 1 Basic Statistical Concept (04)

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

Unit: 2 Correlation and Regression analysis (06)

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

Unit: 3 Probability (06)

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

Unit: 4 Determinants and Matrices (06)

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

Unit: 5 Linear Programming Problems (07)

- 5.1 Introduction
- 5.2 Formulation of linear programming problems

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

Unit: 6 Assignment Problems (06)

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

Unit: 7 CPM and PERT (05)

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

Unit: 8 Decision theory and decision Trees (05)

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

References

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

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

Paper: 106 Computer Applications in Business

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

Required Lectures: 45+15 hours

Unit: 1 Computer Fundamentals (08)

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

Unit: 2 Introduction to software (06)

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

Unit: 3 Introduction to Database Management system (08)

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

Unit: 4 Computer Communications (08)

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

Unit: 5 Introductions to Internet (08)

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

Unit: 6 Microsoft Office-2007 (07)

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

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

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

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

Reference

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

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FACULTY OF COMMERCE & MANAGEMENT

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

Paper: 107 Communication Skills

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

Required Lectures: 45+15 hours

Unit 1 Understanding Business Communication (08)

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

Unit 2 Effective Writing (08)

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

Unit 3 Writing Brief Message (07)

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

Unit 4 Report Writing (06)

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

Unit 5 Oral and Online Presentation (06)

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

Unit 6 Building Careers (04)

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

Unit 7 Written Analysis of Cases (03)

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

7.4 Requirement for a Case Analysis

Unit: 8 Technology enabled Communication

(03)

Application of Technology in Communication

Reference Books:

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

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FACULTY OF COMMERCE & MANAGEMENT

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

Paper: 201 Management Science II

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

Required Lectures: 45+15 hours

Unit -1: Globalization & the Managers **(10)**

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

Unit- 2: Productivity, Operations Management & Total Quality Management **(10)**

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

Unit- 3: Entrepreneurial Development & Management **(07)**

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

Unit -4: Types of Entrepreneurship (08)

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

Unit- 5: Essentials of Entrepreneurship (05)

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

Unit- 6: Case Studies Based On 101,201 * (05)

References:

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

Additional Reading

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

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FACULTY OF COMMERCE & MANAGEMENT

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

Paper: 202 Financial Management & Management Accounting

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

Required Lectures: 45+15 hours

Unit-1: Scope and Objectives of Financial Management (08)

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

Unit-2: Project Planning and Control (08)

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

Unit-3: Sources of Finance (07)

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

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

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

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

Unit-5: Standard Costing (07)

- 5.1 Historical Costing, Standard Cost and Standard Costing
- 5.2 Standard Costing and Standardized Costing, Advantages and Limitations Of Standard Costing, Preliminaries in Establishing A System of Standard Costing, Standard Hour, Standard Cost Card, Procedure for Introducing Standard Costing, Variance Analysis-Material -Labour-Overhead

Unit-6: Budget and Budgetary Control (07)

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

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

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

Paper: 203 Marketing Management

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

Required Lectures: 45+15 hours

Unit- 1: Foundation to Marketing (05)

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

Unit- 2: Environmental Variables & Marketing Mix (05)

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

Unit- 3: Segmenting & Targeting the Market (05)

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

Unit- 4: Product & Product Related Strategies (05)

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

Unit- 5: Price (05)

- 5.1 Price Determination
 - i. Meaning & Importance of Price

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

Unit- 6: Channels of Distribution & Physical Distribution (05)

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

Unit- 7: Integrated Marketing Promotion (05)

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

Unit- 8: Social Responsibility & Ethics in Marketing (05)

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

Unit- 9: Strategic Marketing Planning & Implementation (05)

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

Reference

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

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FACULTY OF COMMERCE & MANAGEMENT

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

Paper: 204 Human Resource Management

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

Required Lectures: 45+15 hours

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

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

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

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

Unit-3: Human Resource Development (10)

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

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

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

- 4.3 Time & Piece Rate System of Wages
- 4.4 Wage Differentials: reasons and types.
- 4.5 Incentives: Meaning, types and importance
- 4.6 Meaning & Importance of Motivations & Theories of Motivation
- 4.7 Meaning & Causes of Morale, Indications of High & Low Morale

Unit-5: Recent Trends in HRM

(10)

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

References:

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

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FACULTY OF COMMERCE & MANAGEMENT

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

Paper: 205 Operations and Materials Management

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

Required Lectures: 45+15 hours

Unit-1: Production and operation Management (07)

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

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

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

Unit-3: Capacity Planning (07)

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

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

- 4.1 Introduction –factor affecting plant location,
- 4.2 Localization-needs for location decision selection of site,
- 4.3 Method of evaluating location alternatives,
- 4.4 Recent trends in location of industries.
- 4.5 Government Control on Location of Industries
- 4.6 Importance of facility layout

Unit-5 Plant layout and plant Maintenance (06)

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

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

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

Unit-6: Work study

(06)

- 6.1 Meaning, importance, objectives of work study.
- 6.2 Work study procedure, organizing for work study
- 6.3 Duties and responsibilities of industrial engineering department, standard time,
- 6.5 Method Study – Need, Objectives, Advantages and Method Study Procedures
- 6.6 Work Measurement – Definition, Objectives, Steps in Work Measurement, Techniques of Work Measurement – Time Study, Synthesis Method, Analytical Estimation, Pre-determined Motion Time Study System (PMTS), work sampling.

Unit 7 Quality Control and Quality Assurance

(05)

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

Books

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

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FACULTY OF COMMERCE & MANAGEMENT

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

Paper: 206 Advance Research Methods

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

Required Lectures: 45+15 hours

Unit-1: Introduction (06)

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

Unit-2: Business Research-An Overview (06)

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

Unit 3 Research Design (05)

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

Unit-4: Data collection (06)

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

Unit-5: Hypothesis (06)

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

Unit-6: Sampling (05)

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

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

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

Unit 8: Report Preparation and Presentation

(05)

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

References books

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

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FACULTY OF COMMERCE & MANAGEMENT

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

Paper: 207 Ethical Managerial Practices

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

Required Lectures: 45+15 hours

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

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

Unit-2: Understanding Ethics (07)

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

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

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

Unit-3: Ethics in Business Disciplines (06)

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

Unit-4: Social Responsibility and Organizations (06)

- 4.1 Definition, Arguments for and against Social Responsibility
- 4.2 Gandhian Philosophy of Wealth management

- 4.3 Responsibilities of organization towards-Shareholders-Employees-Consumers-Suppliers-Government-Society
- 4.4 Organizational approaches to social responsibility
- 4.5 Major social responsibilities of Business organization
- 4.6 Social Responsible Practices of different Corporate

Unit-5: Concept of Corporate Governance (06)

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

Unit-7: Ethical Paradoxes & Cases (05)

References book:

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

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-: Syllabus:-

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2014-15**



School of Management Studies

North Maharashtra University, Jalgaon

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

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 301 Strategic Management

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

Required Lectures: 45+15 hour

Unit 1- Strategic Management

- The Nature and value of Strategic Management
- Strategic Management Process
- Exploring the External Environment: Competition & Opportunities
- Examining the internal Organization: Activities, Resources, & Capabilities

Unit 2 strategy Formulation (I)

- Defining & Formulating company's mission
- Emphasizing Institution, Cultures & ethics
- Strategizing with Corporate Social Responsibility
- The Stakeholders approach to social Responsibility
- A continuum of Social Responsibility.

Unit 3- Strategy Formulation (II)

- Formulating long term objectives & grand strategies
- Strategic consideration for multinational firms
- Strategic analysis & Choice in single or dominant products business: Building sustainable Competitive advantage
- Strategic analysis & choice in the multi business company: rationalizing diversification and building shareholders value.

Unit 4 Strategy Implementation

- Implementing Strategy through short term objectives, functional tactics, reward system & employee empowerment.
- Organizational structure & controls.
- Strategic Entrepreneurship - growing & internationalizing the entrepreneurial attitude
- Strategic Leadership
- Corporate Governance
- Governing the corporations around the world

Unit 5- strategic control & Continuous Improvement

-Establishing Strategic Control

-The Quality Imperative: Continuous Improvement to build customer Value.

Unit 6- Case Discussion

References-

- 1) Global Strategy Mike W. Peng,Cengage Learning (Indian Edition)
- 2) Concept in strategic Management & business policy Thomas- L. Wheelen S. David Hunger, Pearson
- 3) Business Policy & Strategic Management-P.SubbaRao, Himalaya Publishing House
- 4) Strategic management- Building & Sustaining Competitive advantage- Robert A Pitts, David Lei,cengage Learning Indian Edition
- 5) Strategic Management B. Hiriyappa, New Ege International Publishers
- 6) Strategic Management – Ireland , Hoskisson , HittCengage Learning (Indian Edition)
- 7) Strategic Management – Formulation , Implementation & Control- John A. pearce II, Rechard B. Robinson .Jr, The McGraw Hill Companies
- 8) Strategic Management-Haberberg, Oxford Publication



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 302 Business Law - I

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

Required Lectures: 45+15 hour

Unit-1: Indian Contract Act

- i. Indian Contract Act: Meaning, Definition & Essentials
- ii. Classification of Contract, Capacity Of Contract
- iii. Offer and acceptance, Free consent , Lawful consideration and lawful object
- iv. Performance of contract & Discharge of contract
- v. Quasi Contract & Breach of Contract & Remedies
- vi. Contract of Indemnity and Guarantee
 - i. Definition of indemnity, Essential element of Indemnity
 - ii. Rights and Liabilities
 - iii. Definition of Guarantee, Rights and duties
 - iv. Distinction between 'Contract of indemnity' and 'Contract of Guarantee'
 - v. Right and Duties of Surety, Discharge of Surety
 - vi. Contract of Bailment: Meaning and characteristic
 - vii. Rights and Duties of Bailor and Bailee
 - viii. Right of lien.

Unit-2: The Indian Partnership Act, 1932

- i. Partnership: Definition and essentials
- ii. Mode of Determining Existence of Partnership
- iii. Types of Partners and kinds of Partnership
- iv. Partnership Deed and its contents
- v. Rights and Duties, and Liabilities of Partner
- vi. Dissolution of a Partnership Firm: Modes of Dissolution of Partnership firm

Unit-3: Companies Act-1956

- i. Meaning, Definition ,Main characteristic features of a company, Types of companies
- Formation of a Company**
- i. Memorandum Of Association & Articles Of Association
 - ii. Additional Documents Required For Incorporation, Certificate Of Incorporation
 - iii. Alteration of Memorandum and Articles ,
 - iv. Promoters: Meaning And Importance, Position, Duties and Liabilities.
 - v. Doctrine of Ultra-Vires
 - vi. The Doctrine Of Constructive Notice and Doctrine of Indoor Management
- Management of Company**
- i. Directors: Appointment/Re-Appointment Of Directors
 - ii. Qualifications, Disqualification & Remuneration
 - iii. Managing & Whole-Time Directors: Appointment, Reappointment, Powers & Duties

- iv. Meetings Of Directors And Committees
- v. Convening And Proceedings Of Board /Committee Meetings
- vi. Minutes and Evidence.
- vii. General Meetings: Need of meeting, Kinds Of Meetings And Resolution
- viii. Proceedings At General And Other Meetings
- ix. Recording and Signing Of Minutes.

Winding-up and Dissolution of companies

- i. Different modes of winding up.
- ii. Modes of dissolution of company.

Unit-4: Right to Information Act: 2005

- i. Aim and Objectives, Scope of the Act.
- ii. Important Provisions.
- iii. Central Information Commission.
- iv. State Information Commission
- v. Role of Information Commission.
- vi. Remedies available to Aggrieved Party.
- vii. Penalty for Non- Compliance.

Unit-5: Consumer Protection Act-1986

- i. Salient features of the Act.
- ii. Aim and Objectives
- iii. Rights of consumers
- iv. Consumers Protection Councils.
- v. Consumer disputes & consumer complaints Unfair & restrictive Trade
- vi. Consumer Protection Methodology-Education, Regulation and Legislation
- vii. CDRAs.

Unit-6: Case Studies in Indian Business Law.

Referred Books:

1. Legal Aspect of Business- By R.R. Ramthirhkar-Himalaya Publication Co.
2. Mercantile Law-M.C.Shukla
3. Business Law- Maheshwari-Himalaya Publication Co.
4. Business Law-S.S. Gulshan& G.K. Kapoor-New Age International Publishers
5. Legal Aspects of Business- By Ravinder Kumar- Cengage Learning.



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North Maharashtra University, Jalgaon

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

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 303 Current Business Scenario

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

Required Lectures: 45+15 hour

Unit-1: Business Policies & Historical Perspectives

- 1.1 Nature & role of India's Business Policies: Industrial Policies 1991 onward, Foreign Trade Policy (2009-2014)
- 1.2 Implications & Evaluation of Government policies related to a) Agricultural b) Banking c) Services

Unit-2: WTO: Policy & Implication

- 2.1 Origin, Function and Objectives of WTO
- 2.2 GAAT and WTO
- 2.3 The WTO Structure
- 2.4 Principal of WTO
- 2.5 Concerned issues with WTO: Transparency, MFN Treatment
- 2.6 National Treatment: Non Discrimination within a country
- 2.7 Dismantling trade barrier, Rule based Trading system, Treatment for LCD's, Competition Principal and Environmental protection
- 2.8 TRIP, TRIM and dispute settlement

Unit-3: Financial Sector Reform

- 3.1 India's approach to financial sector reforms and its component
- 3.2. Recent Monetary Policies and Fiscal policies
- 3.3 Control & Monitoring of World Bank
- 3.4 Committee on financial sector assessment 2009
- 3.5 Changing role of RBI in financial sector

Unit-4: Strategies for Achieving Business Excellence

- 4.1 Building capacity through outsourcing- types, functions importance, Analyzing the Value change: In-house vs Outsource
- 4.2 Understanding Resources & Capabilities of organizations, Industry stakeout
- 4.3 Strategic Factor Analysis (SFAS), Dynamics of TOWS Matrix for MNC's
- 4.3 Analyzing resources & Capabilities with VRIO Framework

Unit-5: E- Business and current Scenario

- 5.1 Virtual International business Aspects & Scope
- 5.2 E business conceptual analysis, Advantages & disadvantages
- 5.3 Online shopping & payments, technological innovations in online trade
- 5.4 Execution & Impact of E-Commerce, M-commerce

Unit-6: Case Analysis

References

1. Management a global perspective: Heinz Weirich& others, TATA McGraw Hill, New Delhi, 12th Edition 2009
2. Corporate Restructuring: Mergers, Acquisition & Other Forms- Bhagaban Das, Debdas Rashkit, Sathya Swaroop Debasish, Himalaya Publishing House,1st Edition,2009,Mumbai
3. International Business- Mike W. Peng, South Western Publishing, Cengege Learning, 2007,NewDelhi
4. International Business Text &Cases (2010),P. Subbarao, Himalaya publishing house, New Delhi. 2nd edition,
5. Contemporary issues in commerce management & IT, Dr. Seema Joshi, Dr. Madhulika Sonawane, Dr. S. P. Narkhede, Edition 2013, Varad Prakashan Ltd.
6. M-commerce Visveshrayalu Himalaya Publishing House.
7. Managing Economic Downturn, Dr. Seema Joshi, Dr. Anil P. Dongre, Dr. S. P. Narkhede, Edition 2012, Society for Science and Environment, New Delhi
8. International Bussiness, K Aswashtapa, Tata McGraw Hill, Edition 3rd.
9. Twenty years Economic Reforms in India, M.M. Suri, New Century Publication New Delhi.
10. http://www.civilserviceindia.com/current-affairs/business_and_economy.html<http://currentaffairs-businessnews.com/>
11. Vision Research Journal, Vol-III, December 2013,ISSN No.2250-2025,Athrva publication
12. Global food Security: Concern, Reality and Remedies-Himalaya Publishing House, Jan 2010, ISBN: 978-93-5024-768-6.



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

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

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

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

Required Lectures: 45+15 hour

Unit- 1: Time value of Money

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

Unit- 2: Risk and Return

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

Unit- 3: Capital Structure and Firm's Value

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

Unit-4: Management of Working Capital

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

Unit -5: Cost of Capital

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

Unit -6: Dividend Theory

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

Unit -7: Capital Budgeting Decision

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

Unit -8: Ratio Analysis

- 8.1 Profitability Ratios
- 8.2 Leverage Ratios
- 8.3 Liquidity Ratios
- 8.4 Operating Ratios

Reference Books

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 305(A): Indian Financial System

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

Required Lectures: 45+15 hour

Unit 1: Financial System: An Introduction

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

Unit 2: Financial system and the Economy

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

Unit 3: Primary Market & Secondary Market

- 3.1 Introduction
- 3.2 Free Pricing regime & Book Building- A new issue Mechanism in India
- 3.4 On-Line IPO's, Green Shoe Option
- 3.5 Resource Mobilized from the Primary Market
- 3.6 Post-reforms Stock Market Scenario, Organization, Management, and Membership of
- 3.7 Stock Exchange, Listing Securities, Trading Arrangements, Trading and settlement, Internet trading
- 3.8 Stock Exchanges: Bombay stock Exchange, National stock Exchange of India, over the counter Exchange of India, Interconnected stock Exchange of India
- 3.9 Stock Market Index
- 3.10 Reserve Bank of India

Unit- 4: Money and Capital Market

- 4.1 Money Market composition
- 4.2 Call/Notice Money Market
- 4.3 Money Market Intermediaries
- 4.4 History of Indian capital Market
- 4.5 Reforms in capital Market

Unit- 5: Debt Market

- 5.1 Introduction
- 5.2 The Private corporate Debt Market
- 5.3 The Public Sector Undertaking Bonds Market
- 5.4 The Government Securities Market

Unit 6: Derivatives Market

- 6.1 Introduction
- 6.2 Derivatives Market in India
- 6.3 Forwards and Futures
- 6.5 Options
- 6.6 Options Trading strategies
- 6.7 Derivative Trading in India
- 6.8 Swap Option

References:

1. Indian Financial System-BhartiPathak,Pearson
2. Dynamics of Indian Financial System- Preeti Singh,Ane Books
3. Financial Markets, Institutions and Services-N. K. Gupta, Monika Chopra,Ane Books
4. Financial Derivative & Risk Management, O. P. Agarwal, HPH.
5. Financial Institution and Market, L. M. Bhole, Tata McGrawth Company Ltd.
6. Derivatives, Dubofsky, Oxford Publication



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 306(A): Financial Services and Instruments

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

Required Lectures: 45+15 hour

Unit -1: Depositories and Custodians:

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

Unit -2: Credit Rating:

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

Unit- 3: Factoring and Forfeiting:

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

Unit- 4: Merchant Banking:

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

Unit -5: Mutual Fund:

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

Unit- 6: Insurance:

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

Unit 7- : Instrument in Capital and Money Market

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

Unit 8: Banking Product and Services

- 8.1 Deposit Products
- 8.2 Loan Products and other instruments
- 8.3 Retail Banking Products

References:

- 1. Indian Financial System-BhartiPathak,Pearson
- 2. Dynamics of Indian Financial System- PreetiSingh,Ane Books
- 3. Financial Markets, Institutions and Services-N. K. Gupta, Monika Chopra,Ane Books
- 4. Merchant Banking & Financial Services, Dr. K. Ravichandran, HPH
- 5 Financial Services, M. Y. Khan Tata McGrawth Company Ltd



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 307 (A): Strategic Financial Management

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

Required Lectures: 45+15 hour

1. Strategic Financial Management

- Meaning, concept
- Strategy and Strategist
- 9's Model of SFM

2. Capital Structure

- Net Income Approach
- Net operating income approach
- Modi-Giliani and Miller
- Risk and Return Trade off
- Factors affecting on Capital Structure
- Optimum capital Structure

3. Capital Budgeting technique

- Pay-Back period method
- Net Present value method
- Profitability index method
- Risk evaluation
- Probability analysis
- Value of information
- Sensitivity analysis, co-efficient of variation
- Risk adjusted discount rate
- Certainty equivalent approach
- Decision tree analysis

4. Organizational Restructuring:-

- Merger, Acquisition, Amalgamation.
- Financial aspect of Merger, Acquisition, Amalgamation.
- Need for Restructuring.
- Reasons for strategic failure in Merger / Acquisition /Amalgamation.

5. Financial Re-engineering

- Innovative source of finance
- Programs and policies to reward various stake holders.

6. Corporate Valuation:-

- Reasons for valuation
- Different approaches to enterprise valuation
- Market Related Valuation, Future Cash Flow, Market Capitalization, Economic Value Added.

Reference Books:

1. Strategic financial Management , Ravi M. Kishore, Taxmann Publication
2. Strategic financial Management, G. P. Jakhota, Vikas Publishing House Pvt. Ltd.
3. Strategic financial Management, A. N. Sridhar , Shroff Publishers & Distributors Pvt. Ltd
4. Financial Management - Prasanna Chandra- Tata McGraw Hill
5. Financial Services– 3rd Edition. M. Y. Khan, Tata McGraw Hill
6. Innovative Corporate Turnarounds' Pradip M. Khandwalla,, Saga Publications, New Delhi.
7. The fourth Eye', Pradip M. Khandwalla, Saga Publications, New Delhi.
8. Financial Management and Policy- Bhalla V. K.- Himalaya
9. Financial Management- I. M. Pandey – Vikas
10. Principles of Financial Management-R. P. Rustagi



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 304 (B):Promotional and Brand Management

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

Required Lectures: 45+15 hour

Unit 1- Advertising Perspectives

- What is Advertising, Advertisement, Advertising Campaigns & integrated Brand Promotion?
- Advertising As a Communication Process
- Types of advertising
- The Economic effect of Advertising
- The Evolution of promoting & advertising brands
- The regularity aspect of advertising
- The Ethical & Social Issues in advertising

Unit 2 Scope Of Advertising

- The Advertising Agency
- The Advertisers
- The Advertising Agency- types , Structure , Compensation
- The Client / Agency Relationship
- The suppliers in advertising
- The Media Of Advertising
- a. Print media
- b. Electronic Media
- c. Digital Interaction & Direct Mail
- d. Out Of Home , Exhibitive & Supplementary Media

Unit 3 Preparing The Message

- I. Creativity Advertising and The Brand
 - Creating Brand
 - Creativity in general
 - Creativity Across Domains
 - Why does advertising Need Creativity?
- II. Message Strategy
 - Message Strategy
 - Essential Message Objectives & Strategies
- III. Copywriting

- Copywriting & the creative Plan
- Copywriting for Print Advertising
- Copywriting for Cyberspace
- Copywriting for Broadcast Advertising
- Slogans

IV. Art Direction and Production

- Illustration Design & Layout
- Production in print Advertising
- Art Direction & Production in cyberspace
- Art Direction & production in Television Advertising

Unit 4-Placing Message In Conventional & New Media

I The Fundamental of Media Planning

-Media Planning

-Media Planning Process

Media Strategy

Media Choices

II Which Media? Strategy Planning Consideration

III Advertising on Internet

-Advantages of Internet Advertising

-Who advertises on the internet?

-The cost of internet Advertising

- The types of Internet Advertising

Unit 5- Case Discussion

References-

- 1)Advertising &Integrated brand promotion- O' Guinn , allen Semenik, Thomson India Edition.
- 2) Contemporary advertising - Willian F. Arens- The M.C Graw Hill Companies
- 3) Mass Communication & Media studies- Himalaya Publicating House S.A Chunawala
- 4) Advertising Management Text & Cases New Ege International Publishers, V.C. Mathur
- 5) Integrated Marketing Communication A strategic Approach Cengage Learning India Edition, Sirgy , Rattz
- 6) Brand Management Text & Cases (An Indian Perspective)- Dr. S.L. Gupta, Himalaya Publishing House
- 7) Advertising & Sales Promotion – Excel Book, SHH Kazmi, S.K.Batra
- 8) Strategic Brand Management-oxford publication,percy



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 305 (B) Marketing Research and Consumer Behaviour

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

Required Lectures: 45+15 hour

PART-I: Marketing Research

UNIT 1: Introduction

- Introduction to Marketing Research- Definition Classification, Marketing Research Process
- Defining the Marketing Research problem and developing an approach

UNIT 2: Research Design Formulation

- A brief overview of :
 - Research Design
 - Exploratory Research Design – Secondary Data.
 - Exploratory Research Design - Qualitative Research
 - Descriptive Research Design – Survey and Observation
 - Casual Research Design
 - Measurement and Scaling
 - Questionnaire and form Design
 - Sampling – Design and Procedures, sample size determination.

UNIT 3: Data Collection, preparation and analysis

- A brief overview of
 - Field work
 - Data preparation
 - Frequency distribution , cross tabulation and hypothesis testing
 - Analysis of variance and covariance
 - Correlation and Regression
 - Discriminant and logit analysis
 - Factor analysis
 - Cluster analysis
 - Multidimensional scaling and conjoint analysis
(concept and application to be discussed and taught, Mathematical part need not be taught)

PART- II

UNIT 1: Introduction

- Consumer behavior and marketing strategy
- Consumer behavior influences
 - External influences
 - Cultures and subcultures
 - Values
 - Demographic and social stratification
 - Families and households
 - Group influence
 - Internal influences
 - Perception
 - Learning , memory and product positioning
 - Attitudes
 - Self-concept and Life style

UNIT 2: Consumer Decision Process

- Situational influence
- Problem recognition
- Information search
- Alternative evaluation and selection
- Outlet selection and purchase
- Post purchase process
- Customer satisfaction
- Customer commitment

UNIT 3: Organization as consumers

- Organizational buyer behavior

UNIT 4: Consumer behavior and marketing Regulations

- Consumer behavior and marketing Regulations

PART – III

❖ Case Discussions

References:

1. Marketing Research – An applied orientation- Pearson Naresh Malhotra & Satyabhushan Dash. Pearson
2. Marketing Research – Text and cases- Rajendra Nargundkar, Tata McGraw Hill
3. Marketing Research – G.C.Beri, McGraw Hill
4. Consumer Behaviour – Building Marketing Strategy - Del Hawkins, Roger Best, Kenneth Coney, Amit Mookerjee, Tata Mc Graw Hill.
5. Consumer Bhehaviour - Mechael Solomon, Prentice Hall India.
6. Consumer Behaviour – Concepts Applications & Cases- M.S Raju & Dominique xardel Vikas Publication
7. Consumer Bhehaviour Text and Cases ; Satish Batra & SHH Kazmi, Excel Book
8. Consumer Behaviour (Including Skill Development)C.N Sontakki,Himalaya Publishing House.
9. Marketing Research: tools & techniques 2/e:Oxford Publication,Bradley



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 306 (B) Global Marketing Management

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

Required Lectures: 45+15 hour

UNIT 1: The scope and challenge of Global Marketing

- Definition
- Stages of International Marketing
- Strategic orientation
- The dynamic environment of International Trade
- The cultural environment of Global Markets
- The political environment
- The International legal environment

UNIT 2: Assessing Global market opportunities

- Developing a global vision through marketing
- Multinational market Regions and Market Groups

UNIT 3: Developing Global marketing strategies

- Global marketing management: Planning and organization
- Products and services for consumers
- Products and services for businesses
- International marketing channels
- Exporting and Logistics – special issues
- Integrated marketing communication and International advertising
- Personal selling and sales Management
- Pricing for international markets

UNIT 4: Implementing Global Marketing Strategies

- Negotiating with International customers, Partners and Regulators

UNIT 5: Global Marketing – An Indian Perspective

- Trends in India's Foreign Trade
- Institutional Infrastructure for export promotion in India
- Current Exim policy

UNIT 6: Case discussion.

References:

1. International Marketing -Tata McGraw-Hill Editional, PhilipCateora John Graham.
2. International Marketing- McGraw Hill International Editions, Philip Cateora
3. Global Marketing Management, Prentice Hall of India Pvt. Ltd.,Warren J. Keegan
(Central Library 658.8 KEE 27419)
4. International Trade and Export Management- Himalaya Publishing House, Francis
Cherunilam
5. International Marketing Management – An Indian Perspective Sultan Chand and Sons,
R.L.Vershney and B. Bhattacharyya
6. Global Marketing Management - Himalaya Publishing House, S.A.Sherlekar,
V.S.Sharlekar
7. Global Marketing Management,3e, Oxford Publication, Lee



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 307 (B) Service Marketing

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

Required Lectures: 45+15 hour

Unit 1 – Understanding Service Markets, Products & Customers

- New Perspectives of marketing in the service Economy
- Customer Behavior in Service Encounters.

Unit 2- Building a service Model.

- Developing Service Concept: Core & supplementary Elements
- Distributing services through physical & electronic channels
- Exploring Business Models : Pricing and Revenue Management
- Educating customer & promoting the value proposition
- Positioning services in competitive Markets.

Unit 3-Managing the Customer Interface

- Designing & Managing Service Processes
- Balancing Demand & Productive Capacity
- Managing Waiting Lines
- Capacity Planning & Queuing Models
- Crafting the Service Environment
- Managing People for Service Advantage

Unit 4- Implementing Profitable Service Strategies

- Managing the Relationships & Building Loyalty
- Service Supply Relationship
- Managing Facilitating goods
- Achieving Service Recovery & Obtaining Customer Feed back
- Improving Service Quality And Productivity
- Organizing for change management and Service Leadership

Unit 5- Growth and Globalization of Services

Unit 6-Case Discussion

References-

- 1) Service Marketing- People, Technology, Strategy-Pearson, Lovelock, Wirtz, Chatterjee
- 2) Services Management-Operations , Strategy, Information Technology- Tata Mcgraw Hill
James A. Fitzsimmons, Mona JFitzsimmons
- 3) Service Marketing- People ,Technology, Strategy- A south Asian Perspective-Pearson
Education , Lovelock Wirtz, Chatterjee
- 4) Service Marketing – Text & Cases Mcgraw Hill ,RajendraNargundkar
- 5) Marketing of Services Cengage Learning (Indian Edition), K. Douglas Hoffman, John
E.G. Bateson
- 6) Textbook of Marketing of services-Mc Milan, Publication, Chaudhary&Chaudhary
- 7) Services Marketing- Concepts, Planning & Implementation Excel Books, C. Bhattacharjee.
- 8) Nurturing Service Industry For Economic Development-Himalaya Publishing House, Feb
2011, ISBN: 978-93-5024-768-6



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 304 (C): HR Administration & labour welfare

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

Required Lectures: 45+15 hour

Unit- 1: Administration of HR

- 1.1 Meaning, importance and objective, Functions of HR Department
- 1.2 Scope and Nature of Personnel Administration in India
- 1.3 Structure, functions and scope of Personnel Department
- 1.4 Challenges and Role of Modern HR Managers.
- 1.5 Impact of labour market & employment on personnel policies.

Unit- 2: Personnel Policies

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

Unit- 3: General communication & documentation

- 3.1 Drafting of appointment orders, Interview letters, promotion, transfer Appreciation Letters, Notices and Circulars.(Formats & procedures)
- 3.2 Disciplinary Action Documentation & procedure
- 3.3 Essentials of Inter-personal communication & negotiation, networks & link management.
- 3.4 Techniques & methods for maintenance of documents & records of employees

Unit-4: Labour Welfare practices

- 4.1 Meaning, importance and objective of labour welfare
- 4.2 Types of welfare services
- 4.3 Necessity and scope of labour welfare in India
- 4.4 Agencies of labour welfare, Labour's & employers views on welfare
- 4.5 Qualification and role of labour officer

Unit-5: Social Security measures

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

Unit-6: Industrial hygiene& safety

- 6.1 Working Condition, Legislative framework of Industrial safety in India.
- 6.2 Norms for standardise facilities: Lighting, temperature, humidity, noise, dust fumes and radiations.
- 6.3 Occupational Hazards & risks
 - i) Industrial accidents and fatigue
 - ii) Causes of accidents
 - iii) Fatigue and effect of fatigue
 - iv) Health & Safety Programs
 - v) stress management techniques

Unit-7: Case study**References:**

1. Dynamic personnel Administration-Prof. M.N. Rudrabassavaraj.
2. Human Resource Management by Ashwathapa – Tata McGraw Hill
3. Essential of HRM and Industrial Relations by P.Subha Rao – Himalaya Publications
4. Human Resource Management by V.S.P Rao – Excel Books
5. Personnel Management _ Edwin Flippo
6. Personnel Management – C.B. Memoria & S.V. Gankar
7. Labour welfare , Trade unionism & Industrial relations- S.D. Punekar & others- Himalaya Publishing house, Mumbai.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

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

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

Required Lectures: 45+15 hour

Unit-1: Industrial Relations

- i. Origin, Definition, Importance and scope
- ii. Growth, Objective, Function & Role In Globalize Content
- iii. Socio-Economic, Technical, Political Factors affecting Industrial Relations
- iv. Approaches to Study of Industrial Relations- Psychological, HR Approach,
- v. Sociological, Gandhian Approach
- vi. Ind. Relations as a Management Function
- vii. Role Of Personnel & Industrial Relations Manager In
- viii. Promoting & Establisher Peaceful Industrial Relations
- ix. Role of H.R.D. in developing Industrial Relations
- x. Industrial Relations Democracy

Unit-2: Industrial Disputes

- i. Meaning of Industrial Disputes
- ii. Object and scope of the act
- iii. Causes of Industrial Disputes
- iv. Individual Dispute and Industrial Dispute
- v. Settlement of Industrial disputes

2.1 Measures to overcome causes of Industrial Disputes

- i. Settlement of Industrial disputes:
- ii. Negotiation, Mediator, Arbitration
- iii. Work Committee
- iv. Employee grievance and grievance settlement machinery
- v. Conciliation, Court of Enquiry

Unit-3: Collective Bargaining

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

Unit-4: Workers Participation in Management

- i. Introduction and Concept of scope,
- ii. Constitutional Commitment
- iii. Levels of Participation
- iv. Benefits of Workers Participation
- v. Scheme of Workers participation in Industries and Management

Unit-5 Industrial Employment (Standing Order) Act, 1946

- i. Concept and nature of standing order
- ii. Condition of certification of standing order
- iii. Procedure for certification of standing order
- iv. Certifying officers: Appointment, Powers and Duties

Unit-6: India & International Labour Organization

- i. Objectives, Structure of ILO
- ii. Impact of ILO on India Labour
- iii. Recommendations of ILO

Unit-7: Case studies

References:

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

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

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

Required Lectures: 45+15 hour

Unit-1: The Factories Act 1948

- 1.1 Definition & Objectives.
- 1.2 Provisions related to the Health, Safety and the welfare of Workers.
- 1.3 Factory Inspectorate.
- 1.3 Working Hours of Adult Workers.
- 1.4 Provisions regarding Leave and Wages.
- 1.5 Obligation of Employers and Workers.
- 1.6 Provision for Employment & work for Women and Children
- 1.7 Offences and Penalties

Unit-2: The Trade Union Act 1926

- 2.1 History of the trade union movement in India
- 2.2 Objective and Functions of Trade Unions
- 2.3 Rights and Liabilities of Trade Union
- 2.4 Problems of Trade Unions.
- 2.5 Measure to Strengthen the Trade Union.
- 2.6 Registration of trade Unions
- 2.7 Types and Structure of Trade Union
- 2.8 Impact of Globalization on Trade Union Movement

Unit-3: Payment of wages act 1936

- 3.1 Brief history, scope, provisions, offences and penalties
- 3.2 Minimum wages Act 1948
 - i. Definition, Application,
 - ii. Fixation of minimum wages act, revision and payment of overtime

Unit-4: Workmen's Compensation Act, 1923

- 4.1 Object, Scope Definitions
- 4.2 Liability of employers
- 4.3 Amount of Compensation
- 4.4 Distribution of Compensation
- 4.5 Occupational Diseases
- 4.6 Penalties

Unit-5: Employees State Insurance Act 1948

- 5.1 Object, Scope & definition
- 5.2 Contributions, Benefits
- 5.3 Obligation of Employers and Employees
- 5.3 Penalties

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

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

Unit-7: Legislative and referential Case studies**References:**

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 307 (C): Strategic Human Resource Management

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

Required Lectures: 45+15 hour

Unit-1: Strategic inference of HRM

- 1.1 Definition, concept, approaches to strategic HRM, Importance
- 1.2 HR from Corporate Strategic perspective, role in formulation & implementing strategies.
- 1.3 Types & methods of integrating HR Strategy with Business Strategy
- 1.4 Developing HR Plans and Policies, SBU level strategies.
- 1.5 Strategic convergence & divergence in HRM

Unit-2: Procurement & Retention Strategies

- 2.1 Online Recruitment, Employee Referrals, Recruitment process Outsourcing, Head Hunting, Matching the requirements to HDI.(Human development Index).
- 2.2 Job analysis, Job evaluation.
- 2.3 Executive Education, Telecommuting.
- 2.4 Quality of Work Life ,Flexibility & Work Life Balance.
- 2.5 Employee Empowerment, Employee Engagement, Autonomous Work Teams
- 2.6 Retention Strategies & Techniques-Mellon Approach, Talent Fencing, talent dividend.

Unit-3: Organisational development strategies

- 3.1 Managing organisational culture, Managerial effectiveness.
- 3.2 Competency mapping, Multi Skilling, Succession Planning, Cross Cultural Training
- 3.3 Creating a Learning Organization, Creating corporate capability, Acquaintance of technological innovations

Unit-4: Performance Management Strategies

- 4.1 Psychological contract, high performance HRM, Merit based Promotions.
- 4.2 Result based Performance, Defining Key Result Areas
- 4.3 Linking Performance to Pay,
- 4.4 Reward systems, Compensation issues in new project assignments.

Unit-5: Contemporary & Critical issues in HR

5.1 Equality & Diversity issues in work environment, Downsizing, Voluntary Retirement Schemes (VRS), Golden hand shake .

5.2 HR Outsourcing, Early Retirement Plans, Project based Employment

5.3 Employee separation & PEST model

Unit-6: H.R. Aspects of Strategy Implementation

6.1 Behavioural Issues in Strategy Implementation

6.2 Matching Culture with Strategy

6.3 Human Side of Mergers and Acquisitions

6.4 Leadership, Power and Politics

6.5 Employee Morale, Personal Values and Business Ethics.

Unit-7: Case studies**References:**

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 304(D): Integrated Material Management

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

Required Lectures: 45+15 hour

Unit-1: Introduction Material Management

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

Unit-2: Vendor Development

- 2.1 Need for vendor development
- 2.2 Vendor evaluation and selection process
- 2.3 Vendor evaluation and rating
- 2.4 Vendor motivation

Unit-3: Organization and Control

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

Unit-4: Material Research

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

Unit-5: Legal Aspects of Material Management

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

Unit-6: Purchasing & procurement:-

- 6.1 Principle & objectives
- 6.2 Purchasing interface with other company functions
- 6.3 Negotiation process
- 6.4 Ethics of purchasing
- 6.5 Purchasing policies
- 6.6 Make or buy decision
- 6.7 Equipment purchase leasing

Unit-7: International Purchasing

- 7.1 Meaning, Concept and Requirement of International Purchasing
- 7.2 Role of International Purchasing in Supply chain
- 7.3 Documents used in international Purchasing
- 7.4 Procedure of international purchasing

References:

1. P.Gopalakrishnan m. sudaresan material management(integrated approach)
2. A.K.Datta-Integrated material management Prentice-Hall of India.
3. J.R.TonyArnold,StephenN.Chapman,introduction to material management person equator Asia
4. K.shridharBhat. Materials Management- Himalaya publication House



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 305(D): Distribution and Logistics Management

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

Required Lectures: 45+15 hour

Unit-: 1 Distribution

- 1.1 Introduction
- 1.2 Distribution : Meaning and concept
- 1.3 Traditional status of Distribution
- 1.4 Distribution in the New environment

Unit-2: Distribution Structures and Systems

- 2.1 Introduction
- 2.2 Distribution Systems for Various Product Categories
- 2.3 Designing Channel Structure
- 2.4 Distribution Systems in e-Environment

Unit-3: Role of Marketing Intermediaries

- 3.1 Introduction-
- 3.2 Function of Marketing Intermediaries
- 3.3 Role of Marketing Intermediaries in e-Environment
- 3.4 Role of Marketing Intermediaries in Physical product industries
- 3.5 Value chain and Marketing Intermediaries

Unit-4: Overview of logistics Management

- 4.1 Introduction- nature- concepts-evolution of logistic Management
- 4.2 Component of logistic management- Functions
- 4.3 Integrated logistic system
- 4.4 Issues and Challenges for Logistics
- 4.5 Supply chain management- Meaning and characteristics.

Unit-5: Warehousing and Distributions centres

- 5.1 Warehousing- types- functions- strategy and design
- 5.2 IT-enabled Warehousing Management Systems (e-WMS)
- 5.3 Transportation- function- modes of transport choices of transport
Selection of Transportation

Unit-6: Inventory Management in logistics

- 6.1 Introduction-meaning-concepts and Types.
- 6.2 Elements of Inventory costs
- 6.3 Managing finished products Inventory under Uncertainty
- 6.4 Distribution requirement planning (DRP)
- 6.5 Strategic inventory Management tool and techniques

Unit-7: Partnering channel relationships

- 7.1 Introduction
- 7.2 Partnering channel relationships
- 7.3 Stages of partnering relationships
- 7.4 Reasons for developing partnering channel relationships
- 7.5 Factors behind partnering channel relationships

Unit-8: Integration of Distribution and logistics

- 8.1 Introduction
- 8.2 Significance of integration of logistics with Distribution system
- 8.3 IT Enabled Distribution and logistics management (e-DLM)
- 8.4 Pre-requisite for successful integration
- 8.5 Performance Measurement

REFERENCES

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 306(D): Strategic Technology Management

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

Required Lectures: 45+15 hour

Unit-1: Introduction to Management of Technology

- 1.1 Technology and society
- 1.2 Definition of technology-Knowledge and Technology
- 1.3 Classification of technology
- 1.4 Definition of Management
- 1.5 Management of technology-MOT at firm level-MOT at national level
- 1.6 Conceptual framework for MOT

Unit-2: Role of technology in The creation of wealth creation

- 2.1 Historical perspective
- 2.2 Creation of wealth
- 2.3 Long wave cycle
- 2.4 Evolution of product technology
- 2.5 Evolution of production technology
- 2.6 Technology and National economy

Unit-3: Critical factors in Managing Technology

- 3.1 Creative factors- invention & innovation
- 3.2 link between science and technology
- 3.3 Types of innovation
- 3.4 Bringing innovation to market
- 3.5 Technology- price Relationship

Unit-4: Technology life cycles

- 4.1 The s-curve technological progress-Technology life cycle and Market growth
- 4.2 Multiple generations Technologies
- 4.3 Technology and market interaction- science technology-Push & market pull
- 4.4 Product life cycle
- 4.5 competition at different phases of the Technology life cycle-competition with product and process innovation- competition in mature technology
- 4.6 Diffusion of technology

Unit-5: Management of Technology: The new paradigms

5.1 Essentials issues in Management Technology-

Resources -the business environment, the structure and management of organisation, project planning and management, management of human resources.

5.2 Management paradigms and The Technology Factor-

Background: Factors in the Business enterprise, Management paradigms and technology, Conditions for new management paradigm, MOT paradigm for the management of the enterprise

Unit-6: Technology Planning

6.1 Forecasting technology-Critical technologies and technology maps

- National critical technologies, critical technologies at firm level
- Technology Audit.

6.2 Structure Approach to Corporate Technology Strategy

- Introduction
- The need for structured thinking about technology

Unit-7: Acquisition and Exploitation of Technology

7.1 Acquisition of technology-methods of acquiring technology

7.2 Exploitation of technology

7.3 Technology creation through R&D

7.4 Stages of technology development

7.5 Technology portfolio and industrial R&D.

References

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 307(D): Operations Research

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

Required Lectures: 45+15 hour

Unit- 1: Operation Research

- 1.1 Meaning –objective Importance of OR
- 1.2 Nature and significance of OR
- 1.3 Computer software for OR
- 1.4 Scientific method in OR

Unit- 2: Transportation Problem (T.P.)

- 2.1 Definition and application of T.P.
- 2.2 Balanced and unbalanced T.P.
- 2.3 Basic feasible solution using N-W corner rule
- 2.4 Matrix minimum method and VAM – optimal solution
- 2.5 Degenerate T.P. and maximization in T.P.

Unit- 3: Assignment Problem (A.P.)

- 3.1 Assignment problem definition & optimal solution by Hungarian method
- 3.2 Maximization in A.P. and multiple optimal solutions.
- 3.3 Unbalanced A.P. and prohibited assignments.

Unit -4 – Sequencing Problems

- 4.1 Optimal sequence.
- 4.2 Total elapsed time and idle time.
- 4.3 Processing 'n' jobs through two machines
- 4.4 Processing 'n' jobs through three machines
- 4.5 Processing two jobs through 'm' machines
- 4.6 Processing 'n' jobs through 'm' machines

Unit- 5: Replacement Theory

- 5.1 Replacement of items- whole efficiency deteriorates with time.
- 5.2 Replacement of items whole maintenance cost increases with time.
- 5.3 Replacement of items when the value of money changes.

Unit- 6: PERT & CPM

- 6.1 Network diagram representations
- 6.2 Determination of critical path and floats
- 6.3 Probability and cost considerations in project scheduling
- 6.4 Advantages and limitations of PERT & CPM

Unit- 7: Theory of games

- 6.1 Introduction
- 6.2 Two person zero-sum games
- 6.3 Minimax & Maximin principle : games with saddle point
- 6.4 Rules to determine Saddle point
- 6.5 Mixed Strategies: Game without Saddle point

6.6 Rules of Dominance

6.7 Solution method for games without saddle point

Unit- 8: Simulation

7.1 Introduction

7.2 Steps of simulation

7.3 Advantages and disadvantages of simulation

7.4 Stochastic simulation and random number

7.5 Monte Carlo Simulation

7.6 Random number generation

Reference Book:

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 304(E): International Business Management

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

Required Lectures: 45+15 hour

Unit-1: Nature of International Business

- 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

Unit-2: International Business Environment

- 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

Unit-3: Global Trade and its Theories

- 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

Unit-4 EXIM Trade

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

Unit-5: Multinational Corporation

- 5.1 Nature of Multinational Corporation
- 5.2 The goals of MNC's
- 5.3 Fundamental goals of host government
- 5.4 Defenders and critics of MNC's
- 5.5 India's presence

Unit-6: Trade Agreement and Trading Block

6.1 Levels of Integration

6.2 Impact of Integration

6.3 Major Trading groups: European Union, European free trade association, NAFTA, MERCOSUR, APEC, ASEAN and SAARC

6.4 Commodity Agreement

Unit-7: World Trade Organization

7.1 Origin WTO

7.2 Objective and Function of WTO

7.3 GAAT and WTO

7.4 Structure of WTO

7.5 Principal of WTO

7.6 TRIMS And TRIPS

References

1. K. Ashwathappa International Business; Mcgraw-Hill
2. Francis Cherunilam; International Business Environment, Himalaya Publishing House
3. Shukla, International Business, Excel Books
4. Sundaram& Black, International Business Environment,



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 305(E): International Marketing Management

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

Required Lectures: 45+15 hour

Unit- 1: Nature of International Marketing: Challenges & opportunities

- 1.1 International dimension of marketing
- 1.2 Domestic marketing vs. international marketing
- 1.3 Forces of global integration and market responsiveness
- 1.4 Process of internationalization
- 1.5 Benefits of international marketing

Unit- 2: Development of firms' international competitiveness

- 2.1 Analysis of national competitive
- 2.2 Competition analysis in industry
- 2.3 Value chain analysis

Unit-3 International marketing research & informational system

- 3.1 Changing role of international researchers
- 3.2 Linking global marketing research into decision making
- 3.3 Secondary research
- 3.4 Primary research
- 3.5 Online research methods
- 3.6 Marketing information system & marketing intelligence

Unit 4: Product decisions

- 4.1 Dimensions of international offer
- 4.2 Developing international service strategies
- 4.3 International Product life cycle
- 4.4 New product for the international market
- 4.5 Product standardization and product adaptation
- 4.6 Product positioning
- 4.7 Brand equity & branding decisions

Unit 5: Pricing decisions and term of doing business

- 5.1 Factors influencing international pricing decisions
- 5.2 International pricing decisions
- 5.3 Implications of internet and e-commerce for pricing across borders
- 5.4 Price quotation

5.5 Terms of sale

5.6 Methods of financing and means of payment

Unit 6: Promotion strategies

6.1 Promotion mix

6.2 Personal selling & publicity

6.3 Sales promotion

6.4 Oversees product exhibition

6.5 International advertising strategies in practice

Unit 7: Distribution decisions

7.1 External determinates of channel decisions

7.2 structure of channel

7.3 managing & controlling distribution channel

7.4 Managing logistics

7.5 Direct and indirect selling channel

7.6 Channel development and adaptation

Unit- 8: Case Studies

References:

1. International Marketing, R.M.Joshi, OUP
2. Global Marketing, SvendHollensen. Pearson Education
3. Global Marketing Management-Warren J. Keegan.
8. International Marketing, SakOnkvisit& John J Shaw, Rautledge Publisher
9. International Marketing Micheal- R Czinkota, Iikka A Ronkainen



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

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 306(E): International Human Resource Management

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

Required Lectures: 45+15 hour

Unit- 1: International H.R.M: An Overview

- 1.1 Defining International HRM
- 1.2 Difference between Domestic HRM and IHRM
- 1.3 Enduring context of IHRM

Unit- 2: International Human Resource Planning

- 2.1 Global Human Resource Planning
- 2.2 Issues in supply of international Human Resource
- 2.3 Why do MNCs need different category of employees?

Unit- 3: International Recruitment and Selection

- 3.1 Approaches – Ethnocentric, Polycentric, Geocentric, Regiocentric
- 3.2 Issues in staff selection
- 3.3 Recruitment sources at micro level
- 3.4 Techniques of recruitment
- 3.5 Selection Methods – Formal & Informal methods
- 2.6 Selection criteria

Unit- 4: Training & Development

- 4.1 Why Global training
- 4.2 Areas of global training
- 4.3 Global mind-set training
- 4.4 Training for expatriates
- 4.5 Developing staff through international assignments

Unit 5: Performance management

- 5.1 Challenges of Performance management
- 5.2 Areas to be appraised
- 5.3 System of performance appraisal
- 5.4 Problems of performance appraisal
- 5.5 How to make performance effective?

Unit 6: Compensation and benefits

- 6.1 Objective of international compensation
- 6.2 Complexities in international compensation programme
- 6.3 Factors that affect international compensation programme

- 6.4 structure of international compensation package
- 6.5 Approaches to international compensation programme

Unit 7: International industrial relations

- 7.1 Key issues in International industrial relations
- 7.2 Trade union and International industrial relations
- 7.3 Response of trade union to multination companies
- 7.4 Collective negotiations, disputes & conflicts
- 7.5 Shift in industrial relations

Unit-8: Case studies

References:

1. Peter J Dowling, Denise E Welch, International Human Resource Management (4th Edition), Cengage Learning
2. P. SubbaRao, International Human Resource Management, Himalaya Publishing House.
3. Tony Edwards & Chris Rees-International Human Resource Management-Pearson Education



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 307(E): International Financial Management

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

Required Lectures: 45+15 hour

Unit-1: International Financial Management

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

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

- 2.1 Balance of Payments Manuals
- 2.2 Function and Principal of BOP
- 2.3 BOP Accounting: The Current Account, The Capital Account, The reserve Account
- 2.4 Error and Omission
- 2.5 BOP and Exchange rate
- 2.6 Different approaches to Adjustment of BOP
- 2.7 India's BOP

Unit-3: Foreign Exchange Market & Exchange Rate Mechanism

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

Unit-4: Management of Foreign Exchange Exposure

- 4.1 Concept of Foreign Exchange Exposure
- 4.2 Comparison between foreign exchange exposure and risk
- 4.3 Transaction Exposure and Real Operating Exposure
- 4.4 Translation or Accounting Exposure
- 4.5 Exchange Rate Forecast & Forecast in Controlled Exchange Rate Regime
- 4.6 Hedging: Concept, Need, Scope
- 4.7 Hedging of Transaction, Real Operating & Translation Exposure

Unit-5: International Investment Decision

- 5.1 Foreign Direct Investment (FDI): Meaning & Importance
- 5.2 Theories of FDI, Cost & Benefits of FDI
- 5.3 Strategies for FDI
- 5.4 International Portfolio Investment

- i. Concept of Optimal Portfolio
- ii. Benefits of International portfolio Investment
- iii. Identification of Optimal International Investment
- iv. Problems of International Investment

Unit 6: Currency Forwards and Future

- 6.1 Currency Forward Contract
- 6.2 Currency Future Contract
- 6.3 Future exchange and standard
- 6.4 Margins and Market Making, Settlement

References

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 401: International Business Management

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

Required Lectures: 45+15 hour

Unit 1- Laying Foundation

- Globalizing Business
- Theories of International Trade
- Understanding politics Law & Economics
- Emphasizing Cultures, Ethics & Norms
- Leveraging Capacity Globally

Unit 2- Acquiring Tools

- Trading across borders
- Investing abroad directly –FDI
- Dealing with Foreign Exchange
- Global & Regional Integration

Unit 3- Strategizing around the globe.

- Entering Foreign market
- Entrepreneurial Firm
- Alliances & acquisition
- Managing Competitive Dynamics
- Multinational Strategy & Structure

Unit 4- Building Functional Excellence

- Human Resources Management
- Marketing and Supply Chain Management
- International Finance
- Global E-business
- Corporate Ethics and Social Responsibility
- Governing the corporations

References:

- 1) International Business- Cengage Learning (Indian Edition) Mike W. Peng
- 2) International Business - Oxford Higher Education, Rakesh Mohan Joshi
- 3) International Business – Environments & Operations, Pearson Education, John Daniels, Lee Radebaugh, Daniel Sullivan
- 4) International Business – Pearson Education, Alan Rugman, Richard Hodgetts.
- 5) International Business cengage Learning(Indian Edition) Michael Czinkota, Ilkka A. Ronkainen, Michael Moffett
- 6) International Business Text & Cases Himalaya Publishinh House, P. Subba Rao.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June-2014)

Paper: 402 Business Law -II

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

Required Lectures: 45+15 hour

Unit-1: The Negotiable Instrument Act, 1881

- Negotiable Instrument: Meaning and Definition.
- Kinds of Negotiable Instruments.
- Payment in due course.
- Payment of Interest.
- Negotiable Instrument: Special Rules of Evidence.
- Negotiable Instrument: Rules of International Law.

Competence and Liability of parties to Negotiable Instrument:

- Parties to Negotiable Instrument, Competence of Parties,
- Incapacity of Parties and Liability of Parties.
- Holder and Holder-in-Due-Course.
- Presentation of Negotiable Instrument
- Dishonour and Discharge of Negotiable Instrument: Notice of Dishonour.

Unit-2: Sales of Goods Act 1930

- Sales of Goods Act: Definition and essential ingredients
- Sale Vs Agreement to Sale
- Meaning and classification of Goods
- Conditions & Warranties
- Doctrine of Caveat Emptor
- Transfer of Property in Goods
- Meaning of property in Goods
- Passing of property in goods
- Performance of Contract of Sale
- Unpaid Seller: Rights and Duties
- Buyers Rights against Seller
- The Auction Sale

Unit-3: The Intellectual Property Rights

- Intellectual Property Legislations in India.
- Definition and scope of Intellectual Property.
- Types of Patent application
- Procedure after receipts of an application.
- Opposition proceedings to grant of Patent.
- Remedy for Infringement of patents

Unit-4: Information Technology Act- 2000 and Cyber Law

- Rationale, Objective & Scheme of IT Act 2000
- Digital Signature
- Authentication of Electronic Records & Digital Signature
- Use of Electronic Records & Digital Signature in Government & its Agencies
- Retention of Electronic Records
- Powers to make rules By Central Government in respect of Digital Signature
- Meaning of Certifying Authority under the Act
- The Cyber Regulations Appellate tribunal, Offences,
- Network Service Providers not to be liable in certain cases
- Miscellaneous Provisions.

Unit-5: Environment Protection Act 1986

- Environment Vs Environmental Law.
- General (Environmental Protection) Legislations
- Forest and Wildlife Protection Legislations.
- Water Pollution Protection Legislation.
- Air Pollution Protection Legislation.

Unit-7: Case Studies in Indian Business Law

References:

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 403: Management Information System & E-Commerce

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

Required Lectures: 45+15 hour

Unit-1: Management Information Systems

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

Unit-2: Information, Management and Decision Making –

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

Unit-3: Information Technology

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

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

Unit-5: Decision Support Systems

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

Unit-6: Introduction to E-Commerce –

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

Unit-7: E-Commerce Models:

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

Unit-8: Security & Encryption

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

Reference Books

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 404(A): Security Analysis & Portfolio Management

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

Required Lectures: 45+15 hour

Unit-1: Introduction to Securities

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

Unit-2: Risk and Return – Concepts and Analysis

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

Unit-3: Economic and Industry Analysis

Economic Analysis

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

Industry Analysis

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

Unit-4: Basis for Company Analyses

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

Unit-5: Bond Analysis

Macro- Level

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

Rates-Reforms-Yields-Shape Of Yield Curve.

Micro- Level

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

Unit-6: Fundamental and Technical Analysis

Fundamental Analysis

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

Technical Analysis

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

Unit-7: Introduction to Portfolio Theory

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

Portfolio Analysis

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

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

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

Reference Books

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 404(B): Sales & Distribution Management

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

Required Lectures: 45+15 hour

Unit-1: Introduction to Sales Management

- 1.1 Concept of Marketing and Sales Management
- 1.2 Macro to Micro Issues in Selling
- 1.3 Sales Service & sales strategy
- 1.4 Sales departments and importance of sales organisation
- 1.5 Role of sales management in marketing

Unit-2: Concept of Sales Management and Sales Planning

- 2.1 Basic functions of sales management
- 2.2 An Optimal compatibility
- 2.4 Relevance of Sales Planning
- 2.5 Annual Business Plan
- 2.6 Annual Marketing Plan
- 2.7 Annual Sales Plan
- 2.7 Target Fixation for Field Level Sales Personnel

Unit-3: Sales Forecasting & selling process

- 2.1 Sales forecasting, nature & purpose of forecasting
- 2.2 Usage of forecasting technique
- 2.3 Determining annual sales potential
- 2.4 Selling process
- 2.5 Effective selling process
- 2.6 Training and Supervising Sales Representative

Unit-4: Communication system & art of selling

- 3.1 Role of effective communication & marketing communication system
- 3.2 AIDA'S theory of selling
- 3.3 Art of Effective Selling
- 3.4 Role of Salesmanship
- 3.5 Selling as a Profession
- 3.6 Synergy and Salesmanship
- 3.7 Selection & recruitment of sales staff
- 3.8 Sales training & development

Unit-5: Managing the Distribution Function

- 5.1 Objective of distribution activity
- 5.2 Marketing channels & types of channel flow system
- 5.3 Total distribution concept
- 5.4 Role & importance of distribution channel
- 5.5 Channel design & channel selection
- 5.6 Task & responsibilities of Channel members
- 5.7 Types of intermediaries
- 5.8 Distribution network such as Bajaj Auto Ltd, Nestle India Ltd, Pharma Company

Unit 6 Physical distribution

- 6.1 Objective of physical distribution
- 6.2 Planning distribution system & cost of distribution
- 6.3 Transporting function
- 6.4 Major alternatives in physical distribution strategy
- 6.5 Speedy distribution system
- 6.6 Distribution logistics viz. Asian Paints

Unit-7: Case studies on various issues of sales and distribution management

References:

1. Marketing Management By Rajan Saxena 3rd Edition ,By Tata McGraw Hill
2. Sales Management Text and Cases By P.K.Ghosh, H.H.House
3. Sales Management By Tanner, Honeycutt, Erffmeyer By Pearson's Education
4. Sales Management, 5th Edition , Richard R Still Edward W Cundift By Eastern , Economy , 5. Marketing management, Biplab S. Bose by Himalaya Publishing House
6. Sales management with Personal selling-Salesmanship, S. A. Chunawalla, Himalaya Publishing House
7. Marketing management, S. A. Sherlekar by Himalaya Publishing House



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

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

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

Required Lectures: 45+15 hour

Unit-1: Dynamics of Change in modern H.R. Management

- 1.1 Managing HR in Globalization, Managing Change & Leading the Change, Types of change & its impact on HR.
- 1.2 Challenges of Sustainability with reference to Retention and Talent Management
- 1.3 HR Management for Competitive Advantages
- 1.4 Organizational Learning, Collective Learning

Unit-2: Re-Engineering process for H.R.

- 2.1 Changing Functions and Processes to suit Organizational Needs
- 2.2 Implementing and Re-engineering Changes
- 2.3 Designing and Redesigning of Jobs.
- 2.4 Employee engagement strategies.

Unit-3: H.R.D. Accounting and Audit

- 3.1 H.R.A - Introduction, Need, Significance and Objectives
- 3.2 H.R.A - Methods and Valuation Models, Benefits of H.R.A
- 3.3 H.R.D Audit – Meaning, Methodology, Issues, Audit Instruments, HRD Scorecard, Reports.

Unit-4: Organization Development

- 4.1 Define the concept of OD, Process, Values, Assumptions, Importance,
- 4.2 Theories by: Robert Tanenbaum Kurt Lewin, MC Gregor, Herbert Shepard, Robert Blake.
- 4.3 Foundation of OD- Action Research, Survey Feedback, System Theory, Teams and Teamwork, Participation and Empowerment, Applied Behavioural Science, Parallel Learning Structures.

Unit-5: Process of Organization Development

- 5.1 Change model, Burke and Litwin, Porras and Robertson
- 5.2 OD Intervention-Importance and meaning
 - i. Team Intervention-Role Analysis, Role Negotiation, Appreciation and concern, Interdependency
 - ii. Intergroup Intervention- Walton's Principal of Negotiation
 - iii. Structural -Sts, work redesign, QWL, self managed teams.
 - iv. Individual Intervention-T-group, behaviour modelling

Unit-6: Human relations

- 6.1 Employer and Employee Relations, Theories and strategies to build sound Relations
- 6.2 Client Consultant Relationship, Business relations and negotiations, relations Management in alliances.
- 6.3 Metamorphosis of Human behaviour: Social Quotient, Emotional Quotient, Happiness Quotient, spiritual Quotient.

Unit-7: Case study**References:**

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 404(D): Total Quality Management

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

Required Lectures: 45+15 hour

Unit-1: Total quality management

- 1.1 Definition
- 1.2 Basic approach
- 1.3 Historical Review-Defining Quality – Benefit and Obstacles
- 1.4 The Deming Philosophy

Unit-2: Leadership

- 2.1 Leadership concepts-Role of senior Management
- 2.2 Quality council
- 2.3 Core values and concepts-Shared values-Ethics
- 2.4 Quality statements

Unit-3: Continuous process Improvement

- 3.1 Introduction
- 3.2 Process, Juran Trilogy,
- 3.3 Improvement strategies-
- 3.4 Types of problem
- 3.5 The PDSA cycle, kaizen, and Reengineering

Unit-4: Tools and Techniques of TQM

- 4.1 Bench marking –Introduction –Reason- process
- 4.2 QFD quality function development introduction –benefits
- 4.3 Experimental design-Introduction-Basic Statistics-Hypothesis-t Test and f Test
- 4.4 Statistical Process Control-Pareto Diagram
- 4.5 Matrix diagram, nominal group technique

Unit-5: Quality Management Systems

- 5.1 Introduction – benefits of ISO
- 5.2 ISO 9000 series of standard
- 5.3 ISO 14000 series standard
- 5.4 Concept of ISO-14001
- 5.5 Requirement of ISO 14001 series standard
- 5.6 Benefits of EMS

Unit-6: Performance Measures

- 6.1 Introduction
- 6.2 Basic concepts
- 6.3 Strategy
- 6.4 Performance measure presentation

Unit-7: Total productive Maintenance

- 7.1 Introduction
- 7.2 The plan
- 7.3 Learning the New Philosophy
- 7.4 Promoting the philosophy
- 7.5 Training
- 7.6 Improvement needs

Reference:

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 404(E): International Strategic Management

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

Required Lectures: 45+15 hour

Unit-1: International Strategic Management

1.1 Nature of International Strategic Management

- a) Developing Brand
- b) Reaping Experience of curve benefits
- c) Location Economies
- d) Core Competence

1.2 International Strategic Management Process

- a) Strategic Orientation
- b) Step in Strategic Management Process
- c) Environmental Scanning
- d) Strategy formulation and Implantation
- e) Evaluation and Control

Unit-2: International Organisation Structure

- 2.1 Nature of International organisation design
- 2.2 Factor influencing organization structure
- 2.3 Basic organisation Structure
- 2.4 Related issues in Global Organisation Design

Unit- 3: International Strategic Alliances

- 3.1 Nature of Strategic Alliances
- 3.2 Scope and Benefits of Strategic Alliances
- 3.3 Pitfalls of Strategic Alliances
- 3.4 Steps in forming an Alliances
- 3.5 Alliance Development Process

Unit-4: Technological Environment

- 4.1 Features of Technology
- 4.2 Management of Technology
- 4.3 Impact of Technology
- 4.4 International Technology Transfer
- 4.5 Parties in the transfer process
- 4.6 Stages in the transfer process
- 4.7 International Technology Issues

Unit-5: Developing Competitive Strategy and Strategic Alternative

- 5.1 Competitive Strategy
- 5.2 Forces influencing choice of competitive strategy
- 5.3 Generic Competitive Strategy
- 5.4 Risk in generic Competitive
- 5.5 Forces Influencing Generic Strategy
- 5.6 Stability Strategy, Growth Strategy, Retrenchment Strategy

Unit-6: International Strategic Decision Making

- 6.1 Product Option and Factor Influencing choice of product Strategy
- 6.2 Assessment of Firm's Needs & Capabilities
- 6.3 Assessing Business Climate of Foreign Countries
- 6.4 Choice of Investment Country
- 6.5 Entry Modes- Decisions & Planning, Various Modes of Entries
- 6.6 Ethical Responsibility Of MNC's.

Unit-7: Controlling Offshore Operation

- 7.1 Concept of control in context of an International Business
- 7.2 Significance of control of offshore operation
- 7.3 Problem involve in control of offshore operation
- 7.4 Designing an International Control System
- 7.5 Factor Influencing the Degree of control over Offshore Operation
- 7.6 Area of Offshore control

References :

- 1 International Business; K. Ashwathappa:Mcgraw-Hill
2. International Strategic Management- R.M. Srivastava-; Third Revised Edition, 2004, Himalaya Publication House
3. International Strategic Management- Mike W. Peng, 1st India Edition 2010, South Western Publication
4. Global Strategic Management –Mike W. Peng, 2nd International Edition 2009, Thomson Learning



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

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

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

Required Lectures: 45+15 hour

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

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

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

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

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

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

Unit-7: Capital Gain: Meaning of Capital Assets; types of capital assets, transfer, cost of acquisition, cost of improvement, selling expenses, treatment of advance money received; exemptions, computation of capital gain

Reference Books

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

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

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

Required Lectures: 45+15 hour

Unit-1: Market – Led Strategies

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

Unit-2: Market leader's Strategies for Stake Holder

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

Unit-3: Competing Through Strategy

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

Unit-4: Specific Competitive Strategies

4.1 Rural Markets

4.2 Services Markets

4.3 International Markets

4.4 Agro-Business Markets

4.5 Total Relationship Marketing in Industrial Products & services Industry

4.6 Emotion Marketing in Automobile, Real Estate & Social Marketing

Unit-5: Case Study

References:

1. Marketing Strategies & Management, Michael J Baker, 3rd Edition, 4th Edition, By Macmilan Business
2. Marketing Strategy & Competitive Positioning 4th Edition Graham Hodey, Nigel, Brigiffe, By Pearson Publications.
3. Rural Marketing – KrishnamaCharyulu, Ramkrishnama Pearson 1st Edition
4. Total Relationship Marketing – GverGumnesson 2nd Edition ByButterwoth Heinemann
5. Services Marketing, S.M.Jha, 3rd Edition Himalaya Publication. New Delhi.
6. Nurturing Service Sector for Economic Development, Dr. Seema Joshi, Dr. Anil P. Dongre, Mr. R. R. Chavan, Himalaya publishing House (Edition 2010),



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 405(C):HR In Service Management

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

Required Lectures: 45+15 hour

Unit-1: Modern HR practices in service sector

- 1.1 Meaning, Scope, Importance, 3 dimensional role of HR in service sector.
- 1.2 Intangibility and inseparability issues in services and its relevance to HR
- 1.3 The implementation areas of HR strategies in services
 - i. KPO & BPO
 - ii. Banking & investment
 - iii. I.T
 - iv. Education

Unit-2: Development of HR for competitive advantage

- 2.1 Introduction , concept, activities of HR Involvement
- 2.2 Training & Development Strategies, Objectives & Importance of training
- 2.3 Assessment of Training needs, areas of training, Training Methods in competitive Environment
- 2.4 Advantages of training, training procedures & final evaluation
- 2.5. Executive development strategies and competency mapping for high profiles in corporate

Unit-3: Employee Mobility & Career Development strategies of service sector

- 3.1 Internal Mobility strategies: Introduction, Meaning, different types
- 3.2 Promotion: Benefits, Problems, Promotion policy
- 3.3 Transfer: Meaning, Purpose, Type, Reason, Benefits
- 3.4 Demotion: Meaning, Need for demotion Policy
- 3.5 Meaning, need of career development programs for specific jobs/ activities.

Unit-4: Issues of Services sector employees

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

Unit- 5: Monetary Issues in Services Employment

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

Unit- 6: Case studies**References:**

1. HRM Text& Cases- USP Rao Excel Books 4th Edition
2. HRM Text& Cases – K Aswathappa Himalaya publications 5th edition.
3. HRM Case Studies in Services Management-ICFAI Books, 2003,ICFAI Publications
4. IHRM Chris Brewster, Universities press, New Delhi.
5. Dynamics of IR- Mamoria & Gankar, Himalaya Publishing House, New Delhi.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 405(D): Strategic Sourcing For Operations

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

Required Lectures: 45+15 hour

Unit-1: Evolution of Sourcing

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

Unit-2: Sourcing

- 2.1 The Strategic Sourcing Plan
- 2.2 Discovering Potential Suppliers
- 2.3 Evaluating Potential Suppliers
- 2.4 Selecting Suppliers
- 2.5 Developing Suppliers
- 2.6 Managing Suppliers

Unit-3: Outsourcing: To Make or Buy

- 3.1 Outsourcing: A Growth Industry
- 3.2 Strategic Issues
- 3.3 Horizontal Integration
- 3.4 Tactical Decisions
- 3.5 Factors Influencing Make or Buy decisions
- 3.6 Netsourcing

Unit-4: Buyer Supplier Relationship

- 4.1 Transformation of Buyer –Supplier Relationship
- 4.2 Three Types of Buyer-Supplier Relationships
- 4.3 Suppliers Perspective
- 4.4 Developing and managing Collaborative and Alliance relationships
- 4.5 Portfolio Approach in Supply Management

Unit-5: Supplier Development

- 5.1 Strategic Importance of supplier Development
- 5.2 Best Practices in Supplier Development
- 5.3 Supplier Development Process
- 5.4 Barriers to Supplier Development

Unit-6: Supply Management

- 6.1 Supply Management's role in Business
- 6.2 Supply Management's relations with other Departments
- 6.3 Supply Management in Non-manufacturing Organization
- 6.4 Supply Management in Government

References:

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

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

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

Required Lectures: 45+15 hour

Unit-1: Introduction To Logistics And Supply Chain Management

Definition, Meaning, Scope and Importance of Logistics Management, the Role of Logistics in the Supply Chain Management.

Supply chain management: meaning , Nature and scope of Supply Chain Management, Managing Supply Chain, Model Of Supply chain Management, Focus areas in Supply Chain Management.

Unit-2: Supply Chain Planning And Strategies

Supply chain Strategies, Strategy Classification, Corporate strategy, ,Supply chain integration, Supply chain strategy framework, Demand driven strategies, Distribution strategies, Centralised control strategy versus decentralised control strategy.

Unit-3: Global Logistics And Supply Chain Management

Globalisation of Business, Global Business strategy, Concept of Global Logistics and Global Supply Chains, Global Supply chain management versus domestic supply chain management, Managing Global logistics, Components of global logistics management, Guidelines for developing a global logistics strategy,Global logistics strategy,global supply chain strategy, Global sourcing.

Unit-4: Designing Supply Chain Network

Supply chain Networks, Logistics/Supply chain network design,Integrated supply chain Planning, Strategic importance of logistics/supply chain network design, logistics/Supply chain Network design, Factors influencing network design decisions.

Unit-5: Logistics Planning and Strategy

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

Unit-6: Logistics System Design And Administration

Logistics system design, Approaches to analysis of logistics systems, Systems approach to logistics techniques of logistics system analysis, Logistics positioning, Logistics re-engineering, Logistics Environment assessment, Time based logistics, Alternative logistics strategy.

Unit-7: Current Issues and Challenges in Supply Chain Management

Benchmarking the supply chain, Reengineering supply chain ,Virtual supply chain,Lean supply chains, Agile supply chain, Green supply chain,World class supply chain, New business models for New supply chains, The imperative of new operating model for Next generation supply chains, Living supply chains, Managing inherent complexity in Supply chains.

References:

1. Prof. K. Shridhara Bhat ,Logistics Management, Himalaya Publishing House, Second Revise Edition2011
2. Douglas Long ,International Logistics: Global Supply Chain Management Springer- Verlag New York, LLC;2004
3. Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender; Global Operations and Logistics: Text and Cases Wiley, John & Sons, Incorporated 1998
4. Alan Branch Global Supply Chain Management in International Logistics Routledge 2007
5. Kent N. Gourdin Global Logistics Management: A Competitive Advantage for the New Millennium Blackwell Publishing 2006
6. Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor)Quantitative Models for Supply Chain Management Kluwer Academic Publishers 1998
7. Sunil Chopra, Peter Meindl, Supply Chain Managemnt:, Third Edition-,Pearson Education



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 406(A): International Financial Management

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

Required Lectures: 45+15 hour

Unit-1: Basics of International Financial management

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

Unit-2: International Monetary System

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

Unit-3: Foreign Exchange Markets

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

Unit-4: Exchange Rate Determination

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

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

Unit-5: Foreign Exchange Exposure & Risk

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

Unit-6: Currency Forward & Future

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

Unit-7: Short & long term Financial Markets

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

Reference Books

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

Paper: 406(B): Retail Marketing

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

Required Lectures: 45+15 hour

Unit 1- An overview of strategic Retail Management.

- An Introduction to retailing
- Building and sustaining relationships in retailing
- Strategic planning in retailing
- Diversity and trends in retailing

Unit 2- Retail structures

- Retail Institution by ownership
- Retail Institution by store based strategy mix
- Web , Non-store based, and other forms of non-traditional retailing

Unit 3-Targeting Customers and Gathering Information

- Identifying and Understanding retail customers
- Information Gathering and processing in retailing

Unit 4-Choosing A Store Location

- Trading Area Analysis
- Site Selection

Unit 5- Managing a Retail Business

- Retail Organization and Human Resource Management
- operations Management :Financial Dimension
- Operations Management : Operational Dimension.

Unit 6- Merchandise Management and Pricing

- Developing Merchandise plans
- Implementing Merchandise Plans
- Financial Merchandise Management
- Pricing in Retailing

Unit 7- Communicating with the Customers

- Establishing and maintaining a Retail image
- Promotional Strategy

Unit 8- Exercising Control on Retail Operations

- Integrating and controlling the retail strategy Laws and Ethics in Retailing

References:

- 1) Retail Management- A Strategic approach Pearson Education- Barry Berman, Joel R. Evans
- 2) Integrated Retail Management- Biztantra ,James R. Ogden, Denise T. Ogden
- 3) Retail Management Text and Cases The Mc Graw Hill, Swapna Pradhan
- 4) Retail Management Himalaya- Publishing House, Suja Nair
- 5) Retail Marketing Management- Pearson Education, David Gilbert.
- 6) Managing Retailing - Oxford Higher Education Piyushkumar Sinha ,Dwarika Prasad Uniyas
- 7) Retail Management -Himalaya Publication House Arif Sheikh, Kaneez Fatima.
- 8) Contours of Retailing Management- Himalaya Publishing House, S.A Chunawala.
- 9) Retail Marketing Excel Book - A sivakumar
- 10) Retail Management, Functional Principles & Practices- A Jaico Book , Gioson g. Vedamani.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

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

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

Required Lectures: 45+15 hour

Unit-1: Industrial & Labour Economics

- 1.1 Meaning, Definition, Scope and Importance of industrial economics
- 1.2 Indian Industrial System
 - i. Small-scale, Cottage & Village Industries
 - ii. Manufacturing & Service industries
 - iii. Government intervention, regulation & control
 - iv. Challenges and Problems of Industries
- 1.3 Meaning, Definition and Nature of Labour Economics
- 1.4 Features of labour market, Demand & Supply Analysis of Labour Markets.
- 1.5 Role of Employment Exchanges, Essentials of an Employment Policy.

Unit-2: HR in Economic Environment and Labour Costing

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

Unit-3: Industrial issues of Indian Economy

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

Unit-4 International HRM

- 4.1 Definition, Domestic Vs International HRM
- 4.2 Internationalization & HRM
- 4.3 Functioning position of IHRM
- 4.4 Role of economic development in IHRM
- 4.5 Concept & Role of 'Expatriate' in IHRM

Unit:- 5 Global HR Contexts

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

Unit:-6-Case studies Based on all units

References

- 1) Labour Economics- Ansari Maheno Manzoor, South western Cengage publication .
- 2) Industrial Economics – R.R.Barthwal, New Age Interantional Publications
- 3) Industrial Economy of India – S.S.M.Desai & K.Bhalerao, Sage publications
- 4) Indian Economy – Mishra Puri, 2nd edition Himalaya Publications.
- 5) Indian Economy- A. N. Agrawal, New Age International Publication
- 6) International Human resource Management- Tony Edwards & Chris Rees, Pearson Education.
- 7) International Business Management: K. Ashwathappa, Himalaya publications
- 8) International Human resource Management: Peter Dowling & Denise Weolch, Cengage Learning
- 9) International Human resource Management: Sen Gupta. Bhattacharya,Excel Books
- 10) International Human resource Management: P Subba Rao, Himalaya Publication
- 11) International Human resource Management: P.L. Rao, Excel Books



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

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

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

Required Lectures: 45+15 hour

Unit-1: Inventory Control

- 1.1 Inventory significance, techniques, objectives, Benefits of inventory control.
- 1.2 Inventory control terminology
- 1.3 Economic Order Quantity
- 1.4 Quantity discounts, price breaks
- 1.5 Inventory control systems

Unit-2: Inventory Models & safety Stock

- 2.1 Production inventory model
- 2.2 Back order inventory models
- 2.3 Probabilistic inventory model
- 2.4 Selective inventory control

Unit-3: Material Requirement Planning

- 3.1 Meaning and Scope of MRP in Manufacturing
- 3.2 Master Production Schedule
- 3.3 Product Structure / bill of materials (BOM)
- 3.4 MRP Concepts (MRP I) & Objectives
- 3.5 Lot Sizing in MRP (Methods)
- 3.6 Lead time, re-order level, safety stock

Unit-4: Aggregate Planning

- 4.1 Meaning, Concept of Aggregate Planning
- 4.2 Nature of Aggregate planning decisions
- 4.3 Aggregate planning strategies
- 4.4 Aggregate planning methods

Unit-5: Project Management

- 5.1 Meaning, Elements
- 5.2 Project management In India
- 5.3 Elements of feasibility Analysis
- 5.4 Social Cost Benefit Analysis
- 5.5 Project Formulation

Unit:6 Recent Trends in Managing Materials Flow

- 6.1 Inventory control systems for Independent & dependant Demand Items
- 6.2 Manufacturing Resource Planning (MRP II)
- 6.3 Just In Time Systems (JIT)
- 6.4 Distribution Requirement Planning (DRP-I),(DRP II)
- 6.5 Total Quality Management (Continuous Improvement & Reengineering)

Reference:

1. Production & operations Management -2nd edition by R. Pannerselvam- Prentice Hall India
2. Global management solutions by DR. Dinesh Seth & Dr. Subhash.C Rastogi-Thomson
3. Production & operations management-by S.N.Chary- 3rd edition-Tata McGraw-hill Publishing Company Ltd.
4. Logistics Management by K. Sridhar Bhat
5. Production & operations management by P. Rama Murthy-NEW AGE International Publishers
6. Operation Research by V.K.Kapoor-Sultan Chand And Sons



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A. (W.E.F. June -2014)

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

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

Required Lectures: 45+15 hour

Unit-1: Services Management:

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

Unit-2: Services Environment

- 2.1 The general or external or Macro environment for service firms
- 2.2 Growth drivers for service in the world
- 2.3 Cascading effects of such changes
- 2.4 Task or internal or Micro environment for service firms
- 2.5 Environment scanning

Unit-3: Services Quality Models

- 3.1 Introduction
- 3.2 The Gronroos service quality model
- 3.3 The SERVQUAL model- Measuring service quality: Problem with SERVQUAL
- 3.4 Moore's service quality model
- 3.5 Behavioural model
- 3.6 Service delivery model

Unit-4: Quality in International Services

- 4.1 Incorporation of Quality in Service Package
- 4.2 Service Benchmarking
- 4.3 Service Process Control
- 4.4 Unconditional Service Guarantee
- 4.5 Service Recovery & Service Recovery Framework
- 4.6 Service Quality Ladder

Unit-5: Globalization of Services

5.1 Global Growth & Expansion of Services

5.2 Franchising of Services

i. Nature of Franchising

ii. Benefits to the Franchisee

iii. Issues of the Franchiser

5.3 Globalization of Services

i. Generic International Strategies

ii. Nature of Borderless World

iii. Planning transnational service operations

Unit-6: ISO 9000 Application

6.1 Introduction

6.2 Service quality

6.3 ISO 9000 series of Standard

6.4 Elements in ISO 9000 quality system

Unit-7: Case studies

References:

1. Service Management –Operations, Strategy, Information Technology: James A. Fitzsimmons & Mona J. Fitzsimmons, 5th Edition Tata Mc Graw Hill Pub.
2. Quality management by Howard Gitlow, Alan, Rosa O, David Levine, McGraw-Hill, 3rd Edition
3. Total Quality Management: Poornima Charantinmath, Pearson Education
4. Total Quality Management in the service sector: R.P Mohanty & R.R. Lakhe, Jaico publishing house
5. Total Quality Management: B.Esterfield, Pearson Education
6. Total Quality Management: S.D. Bagade, Himalaya Publishing House
7. Total Quality Management: Shailendra Nigam-Excel Books
8. Total Quality Management: Shidhar Bhat– Himalaya Publishing House
9. Services marketing: C Bhattacharjee-Excel books