

NORTH MAHARASHTRA UNIVERSITY, JALGOAN

M.B.A.-SEMESTER-III

301 - COMPUTER APPLICATIONS - II

(W.e.f. June, 2005)

Concepts of networking, LAN, MAN, and WAN. (08)
Intranet, Extranet and Internet.
Basic requirement for Internet Modems, Browser, Gateways, Bandwidth, leased lines, ISP, Voice mail Domain address types.
TCP/ IP setting for Internet
Internet security: Firewalls
Mail services

UNIT 1-WHAT IS ELECTRONIC COMMERCE? (12)

1. Fundamental of electronic commerce
2. Traditional commerce an overview
3. Issues related with E-commerce
4. Benefits of E-commerce
5. Comparison between traditional and E-commerce
6. Types of E-commerce

UNIT 2-SECURITY OF E-COMMERCE (15)

1. Introduction & objectives
2. Security threats and solution
3. Techniques and solutions for e-commerce
4. Message security
5. Methods of Encryption
6. Fast Cryptography
7. Certificate Authority
8. Enterprise Authentication using digital certificate
9. Few security standards for the internet
10. Shielding the network using "firewall"
11. Role of virtual private Network (VPN)
12. Network security

UNIT 3-ELECTRONIC PAYMENT SCHEME (15)

1. Introduction & objective
2. The traditional payment method
3. Layered protocol model for electronic payment
4. A view of Internet payment process
5. An understanding of credit card payment schemes on the internet
6. SET and JEPI
7. Digital cash, Smart cards and debit cards

UNIT 4-ELECTRONIC DATA INTERCHANGE (10)

- 1 Introduction and objective
- 2 History of EDI
- 3 Implementation Difficulties of EDI
- 4 EDI working concepts
- 5 Financial EDI
- 6 FDI and Internet

REFERENCE

- E-commerce C S V Murthy
- Business Ravi Kalkota

M.B.A.-SEMESTER-III

302- MANAGEMENT INFORMATION SYSTEM AND ESSENTIALS OF ERP
(W.e.f.June,2005)

Unit 1-Introduction to information System & Business. (06)

- 1 Study of Information System
- 2 Need Of Information Technology In Business

Unit 2-Fundamental Of Information System. (06)

1. Fundamental of Information System
- 2 Overview information system

Unit 3-Solving Business problem in Information system. (06)

- 1 System approach to problem solving.
- 2 Developing Information system solution.

Unit 4-The Internet & Electronic Commerce. (06)

- 1 The Internet & Business.
- 2 Fundamental & Electronic Commerce.

Unit 5-Information System for Business Application. (06)

- 1 Business Information System
- 2 Transaction Processing System

Unit 6-Information System for Strategic Advantages. (06)

- 1 Fundamental of Strategic Advantages

<u>Unit 7-Managing IT, Enterprise & Global Management.</u>	(06)
1 Managing Information Resource & technology	
2 Global Information Technologies Management	
<u>Unit 8 Managing IT: Planning & Implementing Change.</u>	(06)
1 Planning Of Business Change	
2 Implementing Business Change with IT	
<u>Unit 9 Introduction to Enterprise Resource Planning.</u>	(12)
• Evolution of ERP	
• MRPI, MRP II and MRP III.	
• Need of system integration.	
• Characteristics, features and components of ERP	
• ERP vendors/ Consultants.	
• ERP Implementation Approach.	
• ERP client Server Architecture.	
• Supply Chain Mgt. & ERP.	
• Business process Reengineering & ERP.	
• Customer Relationship Management	

M.B.A.-SEMESTER-III

303 - BUSINESS REGULATORY SYSTEM-I

(W.e.f.June,2005)

1. <u>The Contract Act, 1872 :</u>	(12)
1.1 Introduction, Meaning, Definition & Essentials of Contract	
1.2 Classification of Contracts	
1.3 Terms in Contracts viz. Consideration, Capacity to Contract & Free Consent	
1.4 Wagering agreement & Contingent Contracts-Introduction & difference between Wagering Agreement & Contingent Contract	
1.5 Provisions of Quasi-Contracts	
1.6 Various provisions regarding Discharge of Contracts	
2. <u>Contracts of Indemnity & Guarantee :</u>	(12)
2.1 Indemnity (Meaning, Definition, Rights of Indemnity holder & Indemnifier)	
2.2 <u>Guarantee (Meaning & Definition)</u>	
a) Surety's right	
b) Discharge of Surety	

2.3 Distinction between Indemnity & Guarantee

3. The Law of Agency : (12)

- 3.1 Meaning, Definition & Nature of Agency
 - a) Rules & Test of Agency
 - b) Distinction between Agent & Servant
- 3.2 Creation of Agency
- 3.3 Kinds of Agents
- 3.4 Meaning of Sub agent, Substituted agent & Pretended Agent
- 3.5 Delegation of authority by an Agent
- 3.6 Rights & Duties of an Agent
- 3.7 Rights & Duties of Principal
- 3.8 Termination of an Agency

4. The Sales of Goods Act, 1930 : (12)

- 4.1 Introduction & Essentials of "Contract of Sale"
 - a) Definition, comparison of "Sale" & "Agreement to Sale"
 - b) Various kinds of Goods
 - c) Comparison between "Sale" & "Hire Purchase"
- 4.2 Conditions & Warranties
 - a) Introduction to Conditions & Warranties
 - b) Doctrine of "Caveat Emptor"
- 4.3 Transfer of Property & its significance
- 4.4 Transfer of Title & its exceptions
- 4.5 Performance of Contract of Sale
- 4.6 Remedial measures
 - a) Buyer's breach = Seller's right (Unpaid seller & its right)
 - b) Seller's breach = Buyer's right
 - c) Auction sell (Meaning & Rules)

5. The Negotiable Instrument Act, 1881 : (12)

- 5.1 Introduction, Definition & Characteristics
- 5.2 Main Negotiable Instrument-(Introduction & Definition) - viz., Hundi, Promissory Note, Bill of Exchange & Cheque.
- 5.3 Parties of Negotiable Instrument-Holder & Holder in due course
- 5.4 Discharge & Dis-honour of Negotiable Instrument

Books Recommended :

- 1. Introduction to Business Law - N. D. Kapoor
- 2. Business Law - Rohini Goel, Tulsian
- 3. Legal Systems in Business - P. Saravanavel & S. Sumathi
- 4. Mercantile Law - M. C. Kuchhal

M.B.A.-SEMESTER-III
304 - HUMAN RESOURCE MANAGEMENT
(W.e.f. June, 2005)

Unit 1 Human resource Management (10)

1. Nature of Human resource Management
2. Functions of HRM.
3. HRM and Personnel Management
4. HRM & HRD

Unit 2 Human Resource Planning (10)

1. Forecasting Human Resources
2. Process of Human Resource Planning
3. Strategic Human Resource Planning
4. Need and Importance

Unit 3 Recruitment And Selection (10)

1. Purpose and importance
2. Sources of recruitment
3. Selection process
4. Problems and barrier
5. Placement and induction

Unit 4 Training And Development (10)

1. Need and importance
2. Methods
3. Evaluation and feedback

Unit 5 Performance appraisal (10)

1. Need and importance
2. Methods
3. Problems

Unit 6 Human Resource Accounting & Auditing (10)

1. Need and importance
2. Nature of Human resource Audit
3. Scope and Approaches to Human Resources Audit
4. Human Resource Information System

REFERENC BOOKS

1. Human Resource and personnel management Text and Cases, 3rd Edition K Ashwathappa Tata McGraw Hill

- 3. Human Resource Management Concepts and Issues T. N. Chhabra Dharmraaj and Co
- 4. Personnel Management Text and cases C. H. Memoria S. V. Ghemlkar Himalaya Publishing House
- 5. Human Resource Development and Management A. M. Shukla & Choud
- 6. Essentials Of Human Resource Management and Industrial Relations Text Cases & games P. Subba Rao Himalaya Publishing House

M.B.A.-SEMESTER-III

305(A) - ADVANCED MARKETING RESEARCH & CONSUMER BEHAVIOR

(W.e.f. June, 2005)

Unit No :- 1. Data Analysis (12)

- 1.1 Regression Analysis
- 1.2 Discriminate analysis
- 1.3 Factor analysis
- 1.4 Cluster Analysis
- 1.5 Conjoint Analysis
- 1.6 Multidimensional Scaling

Unit No:- 2 Specific Research Application (12)

- 2.1 Continuous Marketing Research
- 2.2 Test Marketing
- 2.3 Advertisement Research
- 2.4 Industrial Marketing Research
- 2.5 Overseas Marketing research
- 2.6 Marketing Research for Service
- 2.7 Market Segmentation & brand Positioning

Unit No:- 3 The Consumer Culture (12)

- 3.1 Regional, Ethnic & Religious influences on Consumer Behavior
- 3.2 Social Class Influences on Consumer Behavior
- 3.3 Age, Gender & Household Influences on Consumer Behavior
- 3.4 References Group & Social Influence
- 3.5 Psychographic: Value, Personality, Life Style

Unit No:- 4 Consumer as a Decision-Maker (12)

- 4.1 Individual Decision-Making
- 4.2 Buying & Disposing
- 4.3 Organizational & Household Decision-Making

Unit No:- 5 Consumer Behavior Outcomes

(12)

5.1 Symbolic Consumer Behavior

5.2 Adoption Resistance & Diffusion of Innovation

REFERENCES BOOKS-

- 1) **Marketing Research** - Luck & Rubbin- Prentice Hall India
- 2) **Marketing Research** - Tull & Hawkins- Prentice Hall India
- 3) **Marketing Research** - Peter Chismal- Mc Graw Hill
- 4) **Marketing Research** - Rajendra Nargudkar- McGraw Hill
- 5) **Marketing Research** - G. C. Beri- Tata Mc Graw Hill
- 6) **Marketing Research** - Text & Cases, Boyd, Westfall & Stasch,
- 7) **Consumer Behavior** - Schiffman & Kanuk- Prentice Hall India
- 8) **Consumer Behavior** - Michael Solomon-Prentice Hall India
- 9) **Consumer Behavior** - Hoyer- Macinnis Houghton Mifflin Co. & All India Publisher & Distributor Regd
- 10) **Consumer Behavior** - Enges- Blackwell & Miniard, The Dryden Press
- 11) **Consumer Behavior & Marketing Action**-Henaery Assael- South western College Publishing

M.B.A.-SEMESTER-III

302 (2) -PERSONNEL ADMINISTRATION & LABOUR WELFARE

(W.e.f.June,2005)

Expected Lectures

(12)

1. Personnel Administration-

- 1.1 Meaning ,nature, objectives & scope
- 1.2 Historical perspective of Personnel Administration
- 1.3 Functions of Personnel Administration
- 1.4 Personnel Policy- Objectives of Personnel Policy, Essentials of a sound Personnel Policy
- 1.5 Personnel Administration in India

2. Labour Welfare-

(11)

- 2.1 Objectives & Scope
- 2.2 Role of Welfare Officer
- 2.3 Welfare Administration in India
- 2.4 Duties of Welfare Officer: Statutory and Non-statutory

3. Career Planning and Development-

(10)

- 3.1 Career Planning- Concept, Key terms; need, process
- 3.2 Career Development
- 3.3 Career Management

4. **Internal Mobility & Separations-** (12)
- 4.1 Promotion- Types, Purpose, Policy
 - 4.2 Transfer- Need, Policy, Types
 - 4.3 Demotion- Causes, Policy
 - 4.4 Separation – Retirement, Resignation, Layoff, Retrenchment, Dismissal.
5. **Maintenance & Retention-** (15)
- 5.1 Job Evaluation – Objectives , procedure, methods, advantages & drawbacks.
 - 5.2 Objectives of wage and salary administration, principles of wage and salary administration, components of wage and salary
 - 5.3 Incentives & Benefits- Rationale and types of incentives, rationale and types of benefits.
 - 5.4 Empowerment- Approaches, forms, overview of employee empowerment in India.
 - 5.5 Workers' Participation in Management- Rationale, objectives, forms, review of workers participation in management in India.
 - 5.6 Social Security- concept, scope, types, social security measure in India.

Reference Books-

- 1) Human Resource Management by S.S.Khanka: S.Chand & Co. Ltd., New Delhi.
- (2) Human Resource Management by Gary Dessler, Prentice Hall of India Ltd., New Delhi.
- (3) Personnel & Human Resource Management by A.M.Sarma, Himalaya Publishing House, Mumbai.
- (4) Personnel Management by C.B.Mamona, Himalaya Publishing House, Mumbai.

M.B.A.-SEMESTER-III
305(C) - FINANCIAL MANAGEMENT
(W.e.f. June, 2005)

1. **Environment of Business Finance-** (06)
- 1.1 - Modern Approach to Financial Management- Investment decisions, Finance decisions and dividend decisions.
 - 1.2 - Financial Management vs. Accounting function
 - 1.3 - Financial objectives of a firm.
 - 1.4 - Financial forecasting techniques.

2. **Cost of capital-** (10)
Cost of Equity, retained earnings, preference shares debt, foreign currency bonds, weighted average cost of capital, opportunity cost of capital and Marginal cost of capital.

3. **Project Management-** (12)
- 3.1- Types of project: New concepts in financing and execution of projects.
 - 3.2- Feasibility study report ; Selection of project location and project site ; tax consideration in project investment decisions.
 - 3.3 - Contents of project report.
 - 3.4 - Broad aspects of Appraisal- Financial, Technical, economic and management competence.
 - 3.5 - Social cost benefit analysis of project.
 - 3.6 - Capital rationing.
 - 3.7 - Impact of price level changes on financial decisions.
 - 3.8 - Risk analysis in capital budgeting.

4. **Sources of company Finance-** (10)
- 4.1- Shares, Right shares, Bonus Shares, Debentures, Deposits, Commercial papers, Certificate of Deposits (CDS), Euro Issues GRD, ADR & FCCB, Relevant SEBI guidelines.
 - 4.2- Leasing, Hire purchase and consumer finance- Type of lease; Tax Considerations ; Setting lease rates ; Evaluation of financial lease ; Difference between leasing and Hire purchase.
 - 4.3- Venture Capital Financing- Stages in venture in financing ; Development of venture capital in India ; venture capital Investment process ; Methods of venture financing.
 - 4.4- Working capital Finance

5. **Derivative Securities-** (12)
- 5.1- Forward Market- forward contracts on constant dividend yield, interest paying assets and commodities.
 - 5.2- Future contract- Types ; Determination of future price ; Participants in future markets ; features of future contract ; Stock index futures- pricing of stock , index futures, Hedging with stock index futures ; Derivative Market in India ; Future vs. Forward Markets.
 - 5.3- Options- Types ; features ; how option works ; factors determining Option price ; Black- scholes option pricing model ; index options Exotic options.

- 5.4- Swaps- Currency swaps, Interest rate swaps, Commodity swaps, Equity swaps, their valuation.
- 5.5- Factoring, forfeiting, margin trading.

6. Corporate Governance as regards to financial Management.

(08)

Books Recommended

1. Essentials of Financial Management by George E. Pinches, Harper Collins Publisher.
2. Financial Management by Ravi M. Kishore, Tax mann Publications, New Delhi.
3. Options, Futurs & other Derivatives- John. C. Hull
4. Financial Management by Dr. I.M.Pandey, Vikas Publishing House (p) Ltd., New Delhi.
5. Financial Management by Prasanna chandra, Tata Mc-Graw Hill (p) Ltd., New Delhi.
6. Derivative Securities by Jarrow & Turnbull ; South- Western College Publishing.
7. Investment Management by V.K.Bhalla , S. Chand & Co., New Delhi

M.B.A.-SEMESTER-III
305 (D) -PROGRAMMING IN C++
(W.e.f.June,2005)

Object oriented Programming and Design

(15)

Elements of object oriented programming, Classes & objects, designing class hierarchies, Techniques of object oriented programming, Concept of Encapsulation, Data Abstraction, inheritance, Polymorphism, Dynamic binding, reusability, extensibility, information hiding, Genera city, abstract data types & message communication, merits & Demerits OO Methodology, steps in OO analysis & design, Prototyping Paradigm.

Programming in C++

(15)

Introduction to C++, Features of C++ programs, Class, objects, interface & implementation, members, method, member's functions, outside members function as inline, data hiding

Data Types, Operators, Expressions & control Structures:

(30)

Character set, keywords, tokens, identifiers, variable & constants, data types,

operators (Arithmetic's, relational, logical, bitwise, compound, assignment, increment & decrement, conditional special operators like scope resolution, members differencing, memory management, type cast operators), operator precedence and associatively manipulators operator overloading, expressions & qualifiers different control structures.

Array & String

Function: simple function, Passing arguments to function, returning values from functions.

Reference arguments, Overload function, Address of Overload function passing an Address of overload functions as an argument to another function, Inline function, default arguments, Variables and storage classes.

Pointer:

The delete and new operators, Pointers to object, An Array of pointer object, Pointer to Pointers, Debugging the pointer, difference between pointer and reference.

Virtual function and other Subtleties:

Virtual function, pure virtual function, Friend function, Static's function, Assignments & copy initialization, The copy constructor, the 'this' pointer, Abstract classes.

M.B.A.-SEMESTER-III

305(E) -INTERNATIONAL STRATEGIC MANAGEMENT

(W.e.f. June, 2005)

1. Introduction to international strategic management, difference between International strategic management and domestic strategic management, phases of International strategic management elements, functions & significance of strategic management system, current millennium challenges & role of corporate managers. (12)
2. Scanning of global environment- corporate appraisal and assessment of corporate capabilities – synergistic analysis- value- chain analysis – core competence – process of strategic planning. (12)
3. Selection of product & developing strategy - selecting the foreign market – choosing the mode of entry – acquisitions across the country – ethical & social issues in strategic decision making. (12)
4. Functional areas of strategic formulation- International operations strategy- International marketing strategy- International technological strategy- (11)

International financial strategy-International Human Resource strategy.

5. Strategy Implementation- Management of change- Planning organisational structure- Implementation of strategy & leadership- Controlling overseas operations.

Books-

1. International Business by Francis Cherunilam
2. International Business by J. N. Dewan & K.N. Sudarshan.

M.B.A.-SEMESTER-III
305(F) - OPERATION AND MATERIAL MANAGEMENT
(W.e.f. June, 2005)

1. (a) **Material Management.** (12)
Function of material management. Importance of material management. Concept of integrated materials management. Definition and scope of integrated materials concept. Advantage of integrated materials management concept.
- (b) **Organizational structure for materials management-**
conventional and modern approach. Organization based on commodities, location & function. Relation of material management with other department of the organization.
2. (a) **Materials Research** (12)
Definition, scope, need and importance of materials research. Organization for materials research. Techniques and reporting.
- (b) **Materials planning & budgeting**
Definition & importance of materials research. Factors which affect materials planning. Techniques of material planning. Guidelines for effective and reliable materials planning. Preparation of materials budget, purpose of preparing materials budget & budgetary control.
3. (a) **Evaluation of materials management** (12)
The need and organization for evaluation-mere reporting. Questionnaire, Policy decisions, various ratios pertaining to materials management.
- (b) **Materials management in India, vendor and vendor selection**
training, development and rating of vendor, different methods of vendor rating.

4. **Nature and scope of production and operation mgmt.** (08)
Nature of production: production as a system, production as an organization function, decision making in production, importance of production function, scope of production and operation management. Responsibilities of production manager.
5. **Role and importance of p.p.c. in various manufacturing systems:** (08)
Function of p.p.c. capacity planning, factors affecting capacity planning, capacity planning procedure. Aggregate planning, Aggregate planning methods.
6. **Plant Maintenance meaning and definition; Scope, importance;** (08)
Objective of maintenance management; area of maintenance; models of maintenance management.

Books Recommended

- 1) Materials management an integrated approach by P. Gopalkrishnan and M. Sundersen (PHI).
- 2) Materials management by M.M. Varma, Sultan Chand and Sons.
- 3) Production and operations management by K. Aswathappa and K. Shridharan Bhat, Himalaya, a publishing, House.
- 4) Production and operation management by Chunawala & patel (Himalaya publishing house.)

M.B.A.-SEMESTER-III

305(G) -RURAL DEVELOPMENT MANAGEMENT

(W.e.f. June, 2005)

1. **Rural Development-** (06)
 - 1.1- Nature & Scope of Rural Development
 - 1.2- Importance of Rural Development
 - 1.3- Objectives of Rural Development
2. **Approaches to Rural Development-** (08)
 - 2.1- Community Development Programme
 - 2.2- Intensive Agricultural District Programme
 - 2.3- Growth Center Strategy
 - 2.4- Concept of Integration
 - 2.5- Micro level planning
3. **Gandhian Approach to Rural Development-** (08)
 - 3.1- Labour and Mechanisation

(13)

- 3.2- Village Economy
- 3.3- Rural Industrialisation
- 3.4- Decentralisation

4. **Rural unemployment in India-** (08)
 - 4.1- Characteristics of Rural employment
 - 4.2- Incidence of Rural unemployment
 - 4.3- Measures needed to remove the unemployment
5. **Rural Migration-** (06)
 - 5.1- Nature of Rural Migration
 - 5.2- Adverse effects of rural migration
 - 5.3- Measures needed to stop the rural migration
6. **Rural Development in the plan period-** (08)
 - 6.1- Plan outlay on Rural Development
 - 6.2- Employment generation
 - 6.3- Rural Development Programmes
7. **Rural Industrialisation in India-** (08)
 - 7.1- Progress and Problems
 - 7.2- A rational approach to rural industrialisation
 - 7.3- Institutional Support
8. **Technology for Rural Development-** (08)
 - 8.1- Importance of Rural Technology
 - 8.2- Biogas Technology
 - 8.3- Technology for rural women
 - 8.4- Problems in Rural Technology

Books Recommended

1. Rural Development by Dr. I. Satya Sundarata.
2. Rural Development and planning in India by Devendra Thakur. Deep & Deep publications. New Delhi
3. Rural Industrialisation in India by Shrinivas Thakur ; Sterling publishers. New Delhi.
4. Rural Development in India: Current perspectives by Mohinder Singh Intellectual publishing House, Delhi.
5. Rural Development: Retrospect and prospect by G.C.Mandal concept publishing company, New Delhi

M.B.A-SEMESTER-III
306 (A)-PROMOTION MANAGEMENT
(W.e.f. June, 2005)

- Unit No:-1:** **Introduction to Promotion** (09)
- 1.1 Basic Concept of Promotion & Communication
 - 1.2 Fundamentals of Advertising
 - 1.3 Advertising Planning and Decision Making
 - 1.4 Market Analysis- Segmentation & Targeting
- Unit No:-2:** **Creating Advertisements & Commercials** (09)
- 2.1 Creative Copywriting
 - 2.2 Creative Art Direction
 - 2.3 Creative Production: Print media
 - 2.4 Creative Production: electronic media
- Unit No:-3:** **Advertising Media** (09)
- 3.1 Media Planning and Selection
 - 3.2 Print media
 - 3.3 Electronic media
 - 3.4 Direct Mail, outdoor, transit and supplementary media
 - 3.5 Internet media
- Unit No:-4:** **Direct Marketing** (09)
- 4.1 The growth of direct marketing
 - 4.2 The benefits of direct marketing
 - 4.3 Integrated direct marketing
 - 4.4 Major channels of direct marketing
 - 4.5 Other media for direct response marketing
- Unit No:-5:** **Sales Promotion** (09)
- 5.1 Purpose of Sales Promotion
 - 5.2 Levels of Sales Promotion
 - 5.3 Sales Promotion tools
 - 5.4 Evaluation of Sales Promotion Campaign
 - 5.5 Major Discussion in Sales Promotion
- Unit No:-6:** **Public Relation** (06)
- 6.1 Corporate Identity
 - 6.2 Public relation tools
 - 6.3 Major decision in marketing public relations

Unit No:-7:Personal Selling**(09)**

- 7.1 Theories of Selling
- 7.2 Personal selling process
- 7.3 Principles of Personal selling

Reference Books

- 1) Contemporary Advertising 5th Edition -Arens Bovee-CRWIN
- 2) Advertising, Sales & Promotion Management 1st edition-S.A.Chunawala. Himalaya Publishing House
- 3) Advertising Management 5th edition -Batra, Myers,Aaker- Prentice Hall India
- 4) Marketing Communication Theory & Practices- Neeraj Kumar- Himalaya Publishing House
- 5) Sales Promotion & Advertising Management - M.N.Mishra. Himalaya Publishing House
- 6) Sales Management -Decision Strategy & cases-Saill, Cundiff Govoni
- 7) Marketing Management 11th edition -Philips kotlar- Prentice Hall India.

M.B.A.-SEMESTER-III**306 (B) - INDUSTRIAL RELATIONS & TRADE UNION****(W.e.f.June,2005)****Expected Lectures**

1. **Industrial Relations**- Concept, scope objectives, importance; developing sound industrial relations; industrial relations in India;New Economic Policy and Industrial Relations; International Labour Organization (ILO) and Industrial Relations in India **(12)**
2. **Industrial Disputes** **(08)**
 - 2.1 Forms of Industrial Dispute
 - 2.2 Causes of Industrial Dispute
 - 2.3 Industrial Disputes in India
 - 2.4 Consequences of Industrial Disputes
 - 2.5 Prevention of Industrial Disputes
3. **Grievance Procedure** **(14)**
 - 3.1 Steps in grievance settlement; grievance machinery
 - 3.2 Mediation- Types and essentials of mediation
 - 3.2 Conciliation- Types; preliminary steps towards conciliation; Conciliation Officer- Qualities of a conciliator, role of conciliator Conciliation procedure.

- 3.4 Arbitration- Types, Procedure.
 3.5 Adjudication- Types, three tire system of adjudication.
4. **Collective Bargaining-** (08)
 4.1 Objectives & importance
 4.2 Bargaining Strategies
 4.3 Bargaining Process
 4.4 Essentials of Collective Bargaining.
5. **Negotiation Process-** (10)
 5.1 Preparation for negotiation
 5.2 importance of negotiation
 5.3 Negotiation Strategies
 5.4 Qualities of a good negotiator.
6. **Trade Unionism-** (08)
 6.1 Types, role & importance
 6.2 Recognition of Trade Union
 6.3 Trade Union Movement in India
 6.4 Problem of trade unions in India.

Reference Books-

- (1) Dynamics of Industrial Relations by C.B.Mamoria;
 Himalaya Publishing House, Mumbai.
 (2) Personnel Management by C.B.Mamoria;
 Himalaya Publishing House, Mumbai.
 (3) Human Resource Management by S.S.Khanka; S. Chand & Co. Ltd. New Delhi.

M.B.A.-SEMESTER-III
306 (C) - FINANCIAL MANAGEMENT
(W.e.f. June, 2005)

1. **Capital Market-** (12)
 1.1- Growth of Indian Capital Market.
 1.1- Stock Exchanges in India- over the counter Exchange of India (OTCEI) : National stock Exchange of India (NSE) : working of India stock exchanges : stock exchange terminology.
 1.2- Credit rating analysis.
 1.3- Mutual Funds
 1.4- Merchant Bankers.
 1.5- Depositories and Scripless trading.
 1.6- Book Building process.

2. **Dividend Policies and Decisions** (10)
- 2.1- Types of dividends
 - 2.2- Short term and long term dividend policy.
 - 2.3- Factors affecting dividend decisions.
 - 2.4- Legal and procedural considerations.
 - 2.5- Dividend theories.
3. **Security Valuation** (12)
- 3.1- Equity Valuation- Dividend Discount Model (DDM)- Zero growth model, constant Growth Models based on price- earning ratios- Analyst's Best Estimate (ABE), Random Valuation Model, Relative Strength Model, Group Rotation Model, Multifactor Model, Market Anomaly Model, capital Asset Pricing Model (CAPM).
 - 3.2- Bond Valuation- Bond price, yields and Interest rate ; Bonds With a maturity period and perpetuity ; price change and Bond Maturity; Bond immunization.
 - 3.3- Preference share valuation- Preference share yield , planning or Holding period return, yield to the call date
4. **Portfolio Management-** (10)
- 4.1- Factors influencing selection of investment.
 - 4.2- Risk and Uncertainty- Types ; Diversification and risk ; Measurement of portfolio risk ; Benefits of diversification.
 - 4.3- Investment Strategies ; Matrix Approach in investment decisions.
 - 4.4- SEBI (Portfolio Managers) Rules 1993 & SEBI (Portfolio managers) Regulations 1993.
5. **Mergers & Acquisitions** (08)
- 5.1- Types ; Methods of Payment in Mergers & Acquisitions.
 - 5.2- Steps in mergers ; Tax benefits.
 - 5.3- Relevant SEBI guidelines.
6. **Corporate Restructuring** (08)
- 6.1- Techniques of corporation restructuring.
 - 6.2- Strategies for restructuring.
 - 6.3- Financial reorganisation & Leveraged buy out

Books Recommended

1. Financial Management by Ravi M. Kishore, Taxmann publications, New Delhi.
2. Financial Management by R.P.Rustagi, Galgotia Publishing Company, New Delhi.

3. Investment Management by V.K.Bhalla :
S. Chand & Co. Ltd. New Delhi.
4. Investment Management by Preeti Singh :
Himalaya publishing House, Mumbai.
5. Indian Financial System by H.R.Machiraju :
Vikas publishing House (p) Ltd., New Delhi.
6. Financial Management by Prasanna Chandra :
Tata Mc- Graw Hill. New Delhi.

M.B.A.-SEMESTER-III

306 (D) - OPERATING SYSTEM AND NETWORKING CONCEPTS

(W.e.f.June,2005)

Introduction

(15)

Need of OS, evolution of OS, type of OS like Batch, Time sharing, Multiprogramming, Multitasking, Distributed and Real time.

OS views and concepts, system calls, User view, Functional requirement and structure, Monolithic, Layered model.

Process and Processor Management

(10)

Process concept, Interleaved I/O, CPU burst, Process state, OS services and process management, threading.

Scheduling

(15)

Process scheduling long term and short term scheduler, Scheduler Algorithm and performance evaluation, Inter process communication and synchronization needs, Mutual exclusion, semaphores, Critical regions, Monitors, Messages for inter process communication and synchronization, Dead-lock principle, detection, prevention, avoidance and recovery, Banker's Algorithm.

1) Computer Networks

2) Introduction to Computer Network

Basic concepts, Data communication, Networks, Protocols & standard & Organizations, The uses of Computer network structure, Architecture

3) Networking Reference Models

The OSI Reference Model, TCP / IP Reference model, comparison of OSI Model & TCP Reference Model.

4) Introduction of difference Layers in Networking

Physical layer, data link layer, network layer, transport layer, session layer, presentation layer, application layer

(19)

M.B.A.-SEMESTER-III
306(E) - INTERNATIONAL FINANCIAL MANAGEMENT
(W.e.f.June,2005)

- 1) Introduction to International finance, significance Prishipment and port shipment finance- sources and objectives of finance, Role of banks in financing this Export and import commercial banks I.D.B.I & Exim Bank. (12)
- 2) International terms of payment: modes of payments in international market documentary bills of exchange and Letters of credit and its operation. (12)
- 3) International pricing practices: procedure objectives and Methods of pricing.(12)
- 4) Exchange Rate.- Meaning, types & determination of exchange rate, Fluctuations in exchange rate and their adjustments international Capital markets & foreign exchange market. (12)
- 5) International monetary Systems :- Introduction, gold standard, Briton wood, floating Exchange Rates, IMF- Sources & Function. (12)

Books Recommended

- 1) International finance by V.A.Ayadhani.
- 2) International Financial Management by Apte.
- 3) International Financial Management by V.K.Bhalla.

M.B.A.-SEMESTER-III
306 (F) - OPERATIONS AND MATERIALS MANAGEMENT
(W.e.f.June,2005)

1. **Purchasing Organization** (10)
What is purchasing? Purchasing as a basic function, importance of purchasing objectives and organization of purchasing, functions of purchase executive, Purchasing Principle, Procedure and systems. The principles of right purchasing, price forecasting, Techniques of price forecasting, A purchase budget, purchasing methods.
2. (a) **International Purchasing** (12)
Need for international purchasing, procedure, nature of documents for international purchasing.

(b) Import Substitution

Meaning of import substitution. role of government in import substitution. Role of R&D in import substitution. Problems in import substitution.

3. Negotiation (10)
Objectives of negotiation, when to negotiate. The buyers role in negotiation, negotiation process, preparation. four phases of face to face negotiation, universally applicable negotiating techniques.
4. Product design and process design (06)
Product design, product life cycle, process design, evaluation of process design.
5. Plant Location (08)
Location Theories, freedom of location, errors in selection, steps in location, relative importance of location factors. Rural Vs Urban location mode.
6. Plant Layout (10)
Principles of layout. Layout tools and techniques. Material Handling scope, importance, objectives of material handling and material handling principles. material handling equipment, factors affecting selection of material handling equipment.
7. Use of computer in production and operations management (04)

Books Recommended :

1. Purchasing and supply management by Donald W. Dobler & David N. Burt
Taxal McGraw- Hill Publishing Co. Ltd.
2. Material Management - An integrated approach By
P. Gopalkrushnam & M. Sundersen.
3. Production & Operation Management y K. A. & K.
4. Materials Management by M.M. Verma by Sultan Chand & Sons.
5. Production & Operation Management by P. Rama Murthy.

M.B.A.-SEMESTER-III
306(G) -RURAL DEVELOPMENT MANAGEMENT
(W.e.f. June, 2005)

1. **Agriculture and Indian Economy-** (04)
 - 1.1- Problems facing Indian Agriculture
 - 1.2- Strengthening Agricultural Sector

2. **Green Revolution-** (12)
 - 2.1- Aspects of Green Revolution
 - 2.2- Negative aspects of Mechanisation
 - 2.3- Strengthening new Agriculture Technology
 - 2.4- Use of genetically improved seeds, bio diversity
 - 2.5- Use of fertilizers pesticides, natural farming use of eco-friendly products, sustainable development

3. **Irrigation and Indian Agriculture-** (10)
 - 3.1- Importance of irrigation
 - 3.2- Progress of irrigation
 - 3.3- Financing irrigation
 - 3.4- Strengthening Irrigation Schemes
 - 3.5- Project to connecting Indian rivers

4. **Agricultural Price policy of India-** (10)
 - 4.1- Importance of Agricultural price policy
 - 4.2- Trends in Agricultural price
 - 4.3- Public Distribution System
 - 4.4- Policy issues in Agricultural pricing
 - 4.5- Increasing International competitiveness

5. **Land reforms in India-** (12)
 - 5.1- Importance of Land Reforms
 - 5.2- Ceilings on Land holdings & Effects on Production
 - 5.3- Tenancy Reforms- Aspects of Tenancy Reforms
 - 5.4- Limitations of Tenancy Legislation
 - 5.5- Consolidation of Holdings
 - 5.6- Cooperative farming
 - 5.7- Contract farming
 - 5.8- Corporate farmers tie up

6. **Plight of Agricultural Labourers** (08)
 - 6.1- Conditions of Agricultural Labourers

- 6.2- Measures to improve status of Agricultural Labourers-Minimum Wage Legislation Abolition of bonded labour system organising the rural poor

7. Conditions of Rural Artisans- (04)

- 7.1- Problems of Rural Artisans
7.2- Suggestions to improve Artisans' Conditions

Books Recommended

1. Rural Development by Dr. J. Satya Sundarama, Himalaya Publishing House, Mumbai.
2. Integrated Rural Development by R. C. Arora, S. Chand & Sons, New Delhi
3. Dynamics of Rural Power Structure by S. N. Chaudhary, Anand Prakashan, Delhi.
4. Land Reforms in India by P.C. Joshi, Allied Publishers, Mumbai.
5. Impact of Land Reforms on Rural Development by S.K. Lamba and J.S. Fomara, Agricol Publishing Academy, New Delhi.

M.B.A.-SEMESTER-III

307 (A) - STRATEGIC MARKETING

(W.e.f. June, 2005)

Unit No:-1: Service Marketing (08)

- 1.1 Foundation of Management of Services Marketing
- 1.2 Application of services marketing e.g. tourism, Hotel Consultancy marketing etc.

Unit No:-2: Rural Marketing (06)

- 2.1 Profile of rural Marketing
- 2.2 Profile of rural consumers
- 2.3 Rural Marketing strategies

Unit No:-3: Agriculture Marketing (08)

- 3.1 Agriculture Marketing
- 3.2 New trends in Indian Agriculture
- 3.3 Globalization & Agriculture

Unit No:-4: Social Marketing (08)

- 4.1 Foundation Social Marketing
- 4.2 Application of Social Marketing e.g. Social Advertising Marketing education, Marketing family planning etc

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<u>Unit No:-5:</u>	<u>Strategic Brand Management</u>	(08)
	5.1 Brand equity	
	5.2 Brand extension	
	5.3 Brand personality	
	5.4 Brand repositioning	
	5.5 Brand Building tools	
	5.6 Major Branding decisions	
<u>Unit No:-6:</u>	<u>Modern Retailing</u>	(06)
	6.1 International retailing	
	6.2 Future of retailing	
<u>Unit No:-7:</u>	<u>Supply Chain Management</u>	(08)
	7.1 Understanding Supply chain	
	7.2 Supply chain performance: Achieving Strategic fit & Scope-	
	7.3 Information Technology in supply chain	
	7.4 E-Business & Supply chain	
<u>Unit No:-8:</u>	<u>Internet Marketing & E-Commerce</u>	(08)
	8.1 Introduction to Internet Marketing	
	8.2 Introduction to E-Commerce	

Reference Books

- 1) Service Marketing -S.M.Jha-Himalaya Publishing House
- 2) New Perspective in Rural & Agriculture Marketing -Ramkishan Y.-Jaico Publishing House
- 3) Social Marketing -S.M.Jha- Himalaya Publishing House
- 4) Marketing Management 11 th edition -Philip Kotler-Prentice Hall India
- 4) Brand Management-in the India Context-YRL Moorthy-Vikas Publishing House Pvt.Ltd
- 5) Supply Chain Management-Sunil Chopra & Peter maindl - Pearson Education Asia
- 7) Internet Marketing E-Commerce & Cyber Law-Asit Naayan & L K Thakur-Authors Press
- 8) Retail Marketing Management -David Gillen-Prentice Hall India

M.B.A.-SEMESTER-III
307 (B) - LABOUR ECONOMICS AND COSTING
(W.e.f. June, 2005)

1. **Labour Economics** - (10)
 - 1.1 Nature, Scope and Importance
 - 1.2 Labour Market, Mobility of labour supply and demand
 - 1.3 Role of workers in developing economy

2. **Wages** (14)
 - 2.1 Theories of Wages - Subsistence Theory, Standard of living theory, Residual claimant theory, Wage Fund Theory, Marginal Productivity Theory, Exploitation Theory, Demand & Supply Theory, Bargaining Theory.
 - 2.2 Methods of Wage Payment - Time & Piece Systems of Wage Payment, Their merits and demerits
 - 2.3 Minimum Wages, Fair wages & living wages
 - 2.4 Determinants of rational wage policy
 - 2.5 Wage Policy & Principles, Wage analysis

3. **Labour Costing** - (20)
 - 3.1 Labour cost, Computation and Control
 - 3.2 Cost and causes of labour turnover
 - 3.3 Cost of training labour
 - 3.4 Work study, time study, labour productivity
 - 3.5 Time keeping, time booking, documentation of wages
 - 3.6 Treatment of overtime, idle time, night shift allowance, leave pay
 - 3.7 Computation of labour cost per production hour / machine hour
 - 3.8 Preparation of pay rolls

4. **Exit Policy & Impact of Globalisation on** - (08)
 - 4.1 Employment
 - 4.2 Industrial relations
 - 4.3 Trade Union
 - 4.4 Necessity of learning new skills & technologies

5. **Industrial Hygiene** - (08)
 - 5.1 Working environment, Effect on job performance
 - 5.2 Factors in work environment, Lighting, Temperature, Humidity, Noise, Dust, Fumes & Radiation.

Recommended Books -

- 1 Labour Economics Principles, Problems & Practices by Givitesh K. Singh
Deep & Deep Publications (P) Ltd. New Delhi
- 2 Industrial & Labour Relations by R.A. Lester
- 3 Introduction to Labour Economics by O.W. Phelps

M.B.A.-SEMESTER-III
307 (C) - FINANCIAL MANAGEMENT
(W.e.f. June, 2005)

1. **Direct Taxes** (40)
 - 1.1 Income Tax Act, 1961
 - 1.2 Concepts Of Assessee, Previous Year, Assessment Year, Residential Status Of company, income person incidence of tax
 - 1.3 Heads of income
 - 1.4 Income from salary
 - 1.5 Income from house property
 - 1.6 Computation of income from business and profession
 - 1.7 Capital Gains
 - 1.8 Set off and carry forward of losses (Sec 70-79)
 - 1.9 Deductions from Gross total income- computation of Tax
 - 1.10 Taxation of companies - Minimum Alternative Tax.

2. **Indirect Taxes** (20)
 - 2.1 Central sale tax act, 1956
 - 2.2 Conceptual study of Broad provisions of central excise and sales act, 1944, Central excise tariff Act, 1985. In-depth study is not expected concept of duty drawback, MODVAT,
 - 2.3 Conceptual study of Broad provisions of customs Act 1962 & Customs Tariff Act '75

Books -

1. Students Guide to Income Tax by Dr. Vinod K. Singhania.

M.B.A.-SEMESTER-III
307(D) - SOFTWARE ENGINEERING AND PROJECT MANAGEMENT
(W.e.f.June,2005)

1. **Introduction:-** (08)
Definition, Software process, Software life cycle modules, Waterfall model, prototyping Model, Spiral Model, Capability Maturity Model, Win-Win Model.
2. **Software Project Planning:-** (06)
Cost Estimation, Constructive cost model, Putnam Resource Allocation model, Software risk Management.
3. **Software requirement analysis Specification:-** (10)
Requirement Engineering, Problem Analysis, Approaches to problem Analysis, Software Requirement Specification, Specifying Behavioral Requirements, specifying Non-behavioral Requirements.
4. **Software Design:-** (08)
What is Design, Modularity, Dependence matrix, Strategy of Design, Function Oriented Design, Object Oriented Design.
5. **Software Testing:-** (08)
Importance, Software and Hardware Reliability, Failure and faults, Reliability Models, Reliability allocations.
6. **Software Testing:-** (06)
Testing process, Functional Testing, Structural Testing, Debugging, Testing Tools.
7. **Software Maintenance:-** (06)
Maintenance Process, Maintenance Models, Reverse Engineering, Software Reengineering, Estimation of Maintenance Cost.
8. **Software Work Products & Documentation:-** (08)
Like SRS, Design sheet, Test plans, Project Management Documents, Release management & Version Control document, Software Quality plan, sample Deployment plans.

Reference Book

- Software Engineering:- Pressman
- Software Engineering:- K.K. Agrawal

M.B.A-SEMESTER-III

307 (E) -INTERNATIONAL MARKETING MANAGEMENT

(W.e.f. June, 2005)

- 1) Meaning and definition of international marketing nature, importance and scope of international marketing (08)
- 2) Researching and analyzing overseas market :-
 - a) Role of marketing research, marketing research process, information source, some problem in Marketing research. (08)
- 3) Entry into international marketing:-mode of entry. Criterion for selecting mode of entry. exporting direct And indirect export. (08)
- 4) Product decision in international market :- what is a Product, international marketing product strategies, Standardization Vs Adaptation, product life cycle and International marketing mix decisions international branding decisions. (08)
- 5) Communications decisions in international marketing: International promotion mix, problem in promotion mix, planning the international promotional campaign. (08)
- 6) pricing decisions in international marketing:- Role of pricing Approaches to pricing, factors influencing international marketing pricing decision, Export pricing, marginal cost pricing Transfer pricing. (08)
- 7) International Marketing, Planning, Organising & Control Introduction to planning, elements of International marketing plans, three levels of international marketing planning, Alternative planning cycles, difficulties of international planning, Strategy formation for international marketing (Intended and deliberate Strategies, emergent Strategies) Guidelines to organising, factors affecting international marketing organization, Organization by region, product, function and project, matrix organization, Centralization and Decentralization. (12)

Books -

- International Marketing by R. Shrinivas.
International Business Management by J.N. Diwan & K.N. Sudarshan.

M.B.A.-SEMESTER-III
307(F) - OPERATION & MATERIAL MANAGEMENT
(W.e.f. June, 2005)

1. **Stores Managements-** (12)
Purpose of stores, location and layout, stores systems and procedures, continuous stock verification, stores accounting, costing of receipt of materials, costing of issue to production, stock verification, periodic verification, continues verification.
2. **Obsolete, Surplus & Scrap Management;-** (12)
Identification control of obsolete, surplus, & scrap, disposal of these items,
3. **Value Analysis & Value Engineering :-** (12)
Origin, definition and scope, objectives & uses of value analysis value analysis procedure, phases of value analysis.
4. **Quality Control:-** (12)
Nature of origination for quality control, quality control techniques, acceptance sampling, advantages of Q.C. type of quality control charts, construction of control charts for variables & attributes, \bar{X} , R, P, & OC curves, types of sampling plan. Total quality management, quality circles
5. **Ergonomics definition, machine system, types of displays.** (12)
types of control manual material handling, of work place and working conditions.

Books Recommended

1. Purchasing and supply management by Donald. & Dobler and David N.Burt, Tata McGraw-hill publishing comp.
2. Material management : by M.M. Varma, Sultan Chand & Sons.
3. Material management an integrated approach by P. Gopalkrishna & M.Sudershan, PHI
4. Production and operation management: by P.Rama Murthy, New Age International publishers.
5. Statistical Quality Control by Juran.

M.B.A.-SEMESTER-III
307(G) -RURAL DEVELOPMENT MANAGEMENT
(W.e.f.June,2005)

1. **Special Schemes for Rural Development-** (08)
 - 1.1- Stress on special schemes
 - 1.2- Limitations of special schemes
 - 1.3- Strengthening special schemes

2. **Employment Generation Programs-** (12)
 - 2.1- Crash scheme for Rural Development
 - 2.2- Pilot Intensive Rural Employment projects
 - 2.3- Antyodaya
 - 2.4- Employment Guarantee scheme
 - 2.5- Food for work programme
 - 2.6- National Rural Employment programme
 - 2.7- Rural Landless Employment Guarantee programme
 - 2.8- Jawahar Rojgar yojana
 - 2.9- Jawahar Gram samridhi yojana

3. **Integrated Rural Development programme-** (08)
 - 3.1- Salient features of IRDP
 - 3.2- Targets & Achievements of IRDP
 - 3.3- Major problems in IRDP
 - 3.4- Strengthening IRDP
 - 3.5- Swarnajayanti Gram swarojgar yojana (SHSY)

4. **Training Rural youth for self-employment (TRYSEM)** (08)
 - 4.1- Nature and Scope
 - 4.2- Targets & Achievements
 - 4.3- Basic problems in TRYSEM
 - 4.4- Strengthening TRYSEM

5. **Tribal Development Programs-** (08)
 - 5.1- Major problems in Tribal Development Programme
 - 5.2- Measures needed for the improvement of Tribal Development Programme.

6. **Development of Women and children in Rural Areas (DWCRA)-** (08)
 - 6.1- Nature and scope
 - 6.2- Targets & achievements
 - 6.3- Basic problems in DWCRA
 - 6.4- Strengthening DWCRA

7. Implementation, monitoring and evaluation of Rural development Programmes. (08)

Books Recommended

1. Rural Development by Dr. Satya Sundaram; Himalaya publishing House, Mumbai.
2. Integrated Rural Development programme in India: policy and Administration . A.K.Srivastava, Deep & Deep publications, Delhi.

NORTH MAHARASHTRA UNIVERSITY, JALGOAN

M.B.A.-SEMESTER-IV

401- BUSINESS & GOVERNMENT

(W.e.f. June, 2005)

1. New Industrial policy- Critical evaluation. (06)
2. New Exim policy – Critical evaluation (06)
3. Privatisation of public Sector Enterprises. (06)
 - 3.1- Rationale of privatisation
 - 3.2- Methods of privatisation
 - 3.3- disinvestment programme in India.
4. Infrastructure Industries- (08)
 - 4.1- Development of infrastructure industries in the post liberalization period.
 - 4.2- Problems of infrastructure industries in India.
 - 4.3 Govt. measures for the development of infrastructure industries in India
5. Information Technology- (08)
 - 5.1- Growth of software and hardware industries in India.
 - 5.2- Govt. policy for the development of information technology.
 - 5.3- Problems faced by core industries in post- liberalization period.
 - 5.4- Measures taken by the government for the development of core Sector.
6. Indian Capital Market Reforms- (10)
 - 6.1- Structure of capital market.
 - 6.2- Role of capital market in India's Industrial growth.
 - 6.4- Problems of capital market in post reform phase.
 - 6.4- SEBI guidelines for the protection of investors.
 - 6.5- Critical Evaluation of Role of SEBI.
 - 6.6- Demat Accounts.

7. Role of planning commission and RBI in globalized era. (08)
8. Tax policy of government- direct and indirect taxes. (08)

Books Recommended

- 1) Indian Economy by R. Dutt & K.P.Sundaram.
 2) Indian Economy by S.K.Mishra & V.K.Puri
 Himalya Publishing House Mumbai.
 3) Investment Management by Avadhani ;
 Himalaya publishing House Mumbai

M.B.A.-SEMESTER-IV

402-CORPORATE PLANNING & STRATEGIC MANAGEMENT

(W.e.f.June,2005)

1. Corporate planning- Concept, Objectives, Significance & Hardies in corporate planning, Factors guiding formulation of corporate plans. (06)
2. Strategic Management- (06)
 2.1- Meaning & Features of Strategic Management.
 2.2- Levels of Strategies- Corporate level, Business level, Operational level.
 2.3- Defining the vision, business mission, purpose & broad Objectives
3. Techniques of Corporate planning- (06)
 Forecasting techniques- (a) Qualitative Techniques- intuitionmethod, collective opinion methods (b) Quantitative Techniques- Extrapolation, regression analysis, input output analysis, econometric model
4. Environmental Appraisal- (06)
 4.1- Internal and External Environment
 4.2- Environmental Scanning- Approaches to Environmental Scanning methods & techniques for Environmental Scanning.
 4.3- Organizational Appraisal- Organizational Capability factors, Factors affecting organizational appraisal, Methods & Techniques used for Organizational Appraisal, Port folio Analysis, BCG maytix.
5. Strategic Alternatives- Grand Strategies, Modernization Strategies, Diversification & Integration Strategies, Merger, Takeover & Joint Venture Strategies, Turnaround, Divestment & Liquidation Strategies, Combination Strategies. (06)

6. **Strategic choice-** (06)
- 6.1- Process of Strategic choice
 - 6.2- Corporate portfolio Analysis
 - 6.3- Industry, competitor & SWOT Analysis
 - 6.4- Subjective factors in strategic choice
7. Implementation of Strategy – Project Implementation; Structural Implementation; Functional Implementation; Behavioural Implementation (06)
8. **Evaluation & Control of Strategy.** (06)
- 8.1- Nature & Importance of Strategic Evaluation
 - 8.2- Strategic & Operational Control
 - 8.3- Techniques of Strategic Evaluation & Control

BOOKS RECOMMENDED

- 1.) Strategic Management by Alex Millar & Gregory G. Dess; Mc Graw Hill Co. International Edition.
- 2.) Exploring Corporate Strategy by Gerry Johnson & Kevin Scholes Prentice Hall of India (p) Ltd., New Delhi.
- 3.) Business policy Strategic Management by Azhar Kazmi; Tata Mc Graw Hill Co. Ltd., New Delhi.
- 4.) Business policy & Strategic Management by Sukal Lomash & P.K.Mishra; Vikas Publishing House (p) Ltd.
- 5.) Corporate Planning & Policy by G.B.Gupta; Sultan Chand & Sons; New Delhi.

M.B.A.-SEMESTER-IV
403 -BUSINESS REGULATORY SYSTEM-II
(W.e.f.June,2005)

1. **The Partnership Act, 1932 :** (14)
- 1.1 **Introduction-**
 - a) Definition
 - b) Essential elements of partnership
 - c) Test of partnership
 - d) Partnership Vs Joint stock company
 - 1.2 **Formation of partnership-**
 - a) Contents of partnership deed.
 - b) Registration of firms
 - c) Kinds of partnerships
 - d) Types of Partners
 - e) Rights of Partners

- f) Duties of Partners
- g) Various provisions of Minor as a Partner
- h) Liability of a firm & its partners to Third party

1.3 Dissolution of Partnership firm

- a) Various modes of dissolution
- b) Settlement of accounts upon dissolution
- c) Public notice

2. The Companies Act, 1956 : (14)

2.1 Nature of Company-

- a) Definition & Characteristic of Company
- b) Kinds of Company

2.2 Formation of Company-

- a) Promotion (Promoters, Preliminary contracts)
- b) Registration
- c) Capital subscription
- d) Commencement of business
- e) Memorandum of Association (MoA)- (Meaning, Contents & Doctrine of Ultra-Vires)
- f) Articles of Association (AoA)- (Meaning & Contents)
- g) Distinction between MoA & AoA
- h) Doctrine of Indoor Management

2.3 Management of Company-

- a) Director- (No. of Director, Appointment, Removal & Legal provision of Directors)
- b) Managing Director (MD)- (Meaning, Statutory provisions for the appointment of MD)
- c) Manager- (Meaning, Statutory provisions for the appointment of Manager)
- d) Distinction between MD & Manager

3. The Consumer Protection Act, 1986 : (12)

3.1 Definitions of- (A consumer, a person, Goods, Service, Trader & Manufacturer)

3.2 Meaning of Consumer disputes, consumer complaints, Unfair & Restrictive trade practices

3.3 Consumer protection-

- a) Meaning, Necessity & Objects
- a) Consumer rights
- b) Consumer Protection Councils

- d) Consumer Guidance & Education
- 3.4 Consumer Disputes & redressal systems- (Emergence, Meaning & Various agencies)
4. **Environment (Protection) Act, 1986 :** (12)
- 4.1 Meaning & Importance
- 4.2 Introduction of existing Acts-Water, Air, Environment
- 4.3 Environment Audit (introduction & Audit methodology)
5. **Information Technology Act.2000- Features of the Act.** (08)

BOOKS RECOMMENDED :

1. Introduction to Business Law- N. D. Kapoor
2. Business Law- Rohini Goel, Tulsian
3. Legal Systems in Business- P.Saravanavel & S.Sumathi
4. Principles of B.Law & Management- Manmohan Prasad
5. Mercantile Law- M. C. Kuchhal
6. Elements of Company Law- N. D. Kapoor
7. Company Law- Ashok Bagrial
8. Consumer Protection in India- Nishij Kumar
9. Environment Protection & Laws- H.V.Jadhav & V.M.Bhosale

M.B.A. SEMESTER-IV

404-INTERNATIONAL BUSINESS ENVIRONMENT

(W.e.f.June,2005)

1. **International Business and its environment** (08)
 - 1.1 Significance, nature and scope of international business.
 - 1.2 Levels of Environment – Internal environment and external environment.
 - 1.3 Environment in International Business – domestic environment, foreign environment, global environment.
2. **International Economic cooperation and Agreement** (12)
 - 2.1 Regional Economic Integration (Trade Blocs) – Rational Types of economic integration free trade area, Customs union, common market, economic union.
 - 2.2 European union, Indo-EU Trade, The Euro, Implications of Euro for India.
 - 2.3 North American Free Trade Agreement (NAFTA)

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- 2.4 Association of South East Asian Nations (ASEAN)
- 2.5 South Asian Cooperation - rational, functional areas of cooperation.
- 2.6 South Asian Association for Regional Cooperation (SAARC) Objectives; SAARC Preferential Trading Agreement (SAPTA) Basic principles of SAPTA
- 2.7 Indo- Lanka Free Trade Agreement
- 2.8 International Commodity Agreements- Quota Agreements, Buffer stock Agreement, Bilateral/Multilateral contracts, Generalized System of Preferences (GSP) and Global System of Trade Preferences (GSTP)

3. International Economic Institutions (10)

- 3.1 International Monetary Fund- Organization and Management of IMF; Resources of IMF- Subscription by members and borrowings; Financing facilities & policies- Regular lending facilities, special lending facilities; Technical Assistance; Special Drawing Rights (SDRs)
- 3.2 World Bank - policies of World Bank: lending programmes.
- 3.3 Asian Development Bank - Objectives, functions.
- 3.4 World Trade Organization - Functions; Principles; Salient feature.

4. International Trade and Payments (10)

- 4.1 Government Influence on Trade - Protectionism; Tariff barriers; non-tariff barriers; State trading; regulation of foreign trade.
- 4.2 Trade in merchandise - growth of international trade; counter trade-forms of counter trade, growth of counter trade; Trade in services- restrictions in trade in services.
- 4.3 Balance of payments- Components; BOP disequilibrium, reasons of disequilibrium in BOP; Trade and BOP of India, major problems of India's export sector.

5. International Investment (07)

- 5.1 Types of foreign Investment- Foreign Direct Investment (FDI), Foreign Portfolio Investment (FPI)
- 5.2 Factors affecting international investment
- 5.3 Growth and Dispersion of FDI

6. Multinational Corporations (06)

- 6.1 Characteristics, importance and benefits of MNCs
- 6.2 Code of conduct to guide and regulate the MNCs

6.3 Transfer of Technology- Methods and Issues in transfer of technology.

7. **Global Competitiveness** (07)
- 7.1 Factors of competitiveness
 - 7.2 Technology and global competitiveness
 - 7.3 Role of Innovation in competitive advantage
 - 7.4 Sources of Technological Dynamics
 - 7.5 Growth, significance and barriers of E-commerce.

BOOKS REFERENCE

1. International Business Environment by Francis Chrunilam, Himalaya Publishing House, Mumbai.
2. International Business by Alan M. Rugman & Richard M. Hodgetts, Pearson Education, Delhi.
3. Business Environment- Ashwathappa, Himalaya Publishing House.

M.B.A.-SEMESTER-IV
405(A)-GLOBAL MARKETING MANAGEMENT
(W.e.f.June,2005)

- Unit No:- 1** **Introduction to Marketing Management** (15)
- 1.1 Concept of Global Marketing
 - 1.2 The Importance of Global Marketing
 - 1.3 Management Orientation
 - 1.4 Driving & restraining forces affecting global integration & global marketing
 - 1.5 The Global Marketing Environment
- Unit No:- 2** **Global Market Opportunity and entry** (15)
- 2.1 Global Marketing Information system & Global Marketing research
 - 2.2 Multinational Market Regions & Market groups
 - 2.3 Global Market Entry & Expansion Strategies
- Unit No:- 3** **Creating Global Marketing Programmers** (15)
- 3.1 Product Decision
 - 3.2 Pricing Decision
 - 3.3 Global Marketing Channel & Physical Distribution
 - 3.4 Global Advertising
 - 3.5 Global Promotion
 - 3.6 Global E marketing

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Unit No:- 4 International Marketing: Indian perspective

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- 4.1 Export Import procedure
- 4.2 Documentation in Export Import Trade
- 4.3 Indian institution for Export Promotion
- 4.4 Exam Policy

REFERENCE BOOKS

- 1) Global Marketing Management 7th edition- Warren J K- Prentice Hall India
- 2) International Marketing 9th Edition- Philips Cateora- Mc Graw Hill International editions
- 3) Global Marketing Management -Sherlekar & Sherlekar- Himalaya Publishing House
- 4) International Marketing- R Shrinivas- Prentice Hall India
- 5) Export Import Procedure & Documentation- Acharya & Jain- Himalaya Publishing House
- 6) International trade & Export Management - Francis cheruailam- Himalaya Publishing House
- 7) International marketing- R. R. Jani & Rathor - Himalaya Publishing House

M.B.A.-SEMESTER-IV

405(B) - H.R.D. LEGAL ASPECT IN HRD

(W.e.f.June,2005)

1. **Factories Act, 1948.-** (06)
Section
4,3,9,11,12,13,14,15,16,17,18,19,20,42,43,44,45,46,47,51,52,66,67,68,69,
71,73,79 87A 90
Exempting orders u/s 65,67,68,69
2. **Trade Unions Act,1936** (06)
Objectives, applicability, definitions, registration, Right & privileges.
3. **Apprentice Act, 1961** (06)
Applicability, Appointment, training, termination obligation of employers, Obligations of apprentices.
4. **Minimum Wages Act, 1948** (06)
Applicability, definitions, Appropriate Government, fixation of minimum rate of wages procedure for fixing and revising minimum wage, payment, overtime.

5. **Contract Labour (Regulation & Abolition) Act, 1970.** (06)
Applicability, definitions, registration, effects of non registration, relocation of registration, Licensing of contractors, canteen, rest room, first aid & other facilities. Liability of principal employer.
6. **Employees State Insurance Act, 1948** (06)
Applicability, employees, covered under the act, Contribution, wage, benefits to employees, procedural Aspects.
7. **Payment of Bonus Act 1965** (06)
Applicability, employees eligible, salary, bonus amount of bonus calculation of allocable surplus, set off, exemption to new establishments, productivity bonus, Timelimit for payment & banks, Deductions from bonus.
8. **Workmen's Compensation Act, 1923, Applicability,** (06)
compensation, Liability of employers occupational diseases entitled employees, national extension, Amount of compensation.
9. **Industrial Employment (Standing orders) Act, 1946** (06)
Coverage, Approval of standing orders, model standing order, Disciplinary Actions.
10. **Payment of wages Act, 1936** (06)
Applicability, wages, Responsibility & Time of payment, deductions from wages.

M.B.A.-SEMESTER-IV

405 (C) INTERNATIONAL FINANCIAL MANAGEMENT

(W.e.f. June, 2005)

1. Introduction- Need for foreign currency finance, and broad sources for international financing. (06)
2. International financial Markets- Domestic & foreign Eurocurrency, linkages, risks, costs and efficiencies, interactions, conditions, eurobanking, international transfer of funds mechanisms. (09)
3. Foreign Exchange Markets- Participants, value Dates, Quotation Systems, Comparing quotations and their quality and information content, cross spot, forward and swap Rates, Inter-relationship between foreign Exchange and Money Markets, Interest parity, and covered interest arbitrage, swap Transactions and positions. (12)

4. Problems and opportunities in Treasury Management in banking, commercial and industrial businesses in equilibrium and dis equilibrium situations viz. Expected changes in interest rates, rolling over and getting out of an exchange position, forward markets, value of floats- effective yields and costs, cost of foreign currency deposits, central bank intervention in foreign exchange markets and objectives, modus operandi. Management of opposing cash flows, borrowing and investing funds with and without exchange positions etc. (12)
5. Analysis in depth of the various instruments and markets for raising funds in the International financial markets and strategies for shopping for finance in the International capital and Money Markets including parameters for choosing a funding option and their evaluation. (12)
6. Foreign currency Exposure and risk- concepts, Management policies and strategies, classification, hedging instruments for implementing both active internal and external strategies. (09)

Books Recommended-

1. International financial Management by Apte
2. International finance. Theory & practice by V.A. Achdani Himalaya publishing House, Mumbai.
3. Financial Management by Ravi M. Kishore, Taxmann's publication, New Delhi.
4. International Financial Management by V. Sharan, Proutice Hall of India.
5. International Financial Management by V.K. Bhalla

M.B.A.-SEMESTER-IV
405(D)-VISUAL BASIC-6.0
(W.e.f. June, 2005)

UNIT 1: Introduction to Visual Basic (12)
 Introduction, objectives, VB application Development cycle, Types of installation (Emerprises, Learning, Professional) Visual Basic Control.

UNIT 2: Programming Fundamental (12)
 Introduction, objectives, variable, datatype, modules, Procedures, functions, control structures, exit statement, control array.

UNIT 3: Menus MDI, Data Files

(12)

Introduction, objectives, Menu Editor, writing code for menu controls, Dialog Boxes, MDI application Menus in MDI Application, status bar, tool bar, Data Files.

UNIT 4: File Access

(15)

Introduction, Sequential access file, Random access file, Binary access file.

UNIT 5: Accessing Databases

(12)

Introduction, objectives, Database, creating data using Visual Data Manager, accessing database, data control, DAO, ADO, RDO, Visual Basic and Oracle connectivity, Data Environment, Data Report.

References:

- | | |
|--------------------------------|-----------------------|
| 1. Visual Basic 6.0 | Muvach. |
| 2. Visual Basic From Ground Up | Gary Cornel. |
| 3. Mastering Visual Basic | Evangelos Petroussos. |

LIST OF PRACTICES FOR VB PROGRAMMING

1. Create a VB Application, which shows use of all intrinsic controls.
2. Develop a simple event demo of Visual Basic.
3. Develop a Scientific Calculator using control array.
4. Create a Mark sheet using standard module.
5. Create a Paint Brush application.
5. Create a database application using data report.
7. Create Simple Report using Data report.
8. Create Grouping Report using Data report.
9. Create menu on MDI form and Call different forms.

M.B.A.-SEMESTER-IV**405(P)-INTERNATIONAL LOGISTICS MANAGEMENT****(W.e.f.June,2005)**

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| 1. | Export documentation and procedure import procedure and document, role of clearing and forwarding agents in trade procedure, | (12) |
| 2. | Import and Export licences. | (06) |
| 3. | Custom clearance of export and import cargo | (06) |
| 4. | Shipping producers involved in international trade | (06) |
| 5. | Air transportation and documentation involved. | (06) |

(41)

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|----|---|------|
| 6. | Multi-modal transportation and containerization practices. | (06) |
| 7 | International risk management-marine insurance. optioning policy from ECGC. | (06) |
| 8. | Warehousing and inventory control and supply chain management. | (06) |
| 9. | Packing marking and labelling | (06) |

BOOKS-

1. International Marketing by R. Shrinivas

M.B.A.-SEMESTER-IV
405(F) -OPERATION AND MATERIALS MANAGEMENT
(W.e.f.June,2005)

Inventory Control: (10)

Introduction :- Type of inventories, methods of inventory control, quantitative methods of inventory control, necessity of maintaining inventory, causes of poor inventory, control models practicals inventory systems selective approaches to inventory controls. Techniques of inventory control Computerization management.

1. **Project planning and control:-** Project planning and control techniques, project scheduling techniques. (10)
2. **Costing techniques and BEP analysis :-** Elements of cost, labor cost, Expenses Overheads, Allocation of overheads, BEP analysis. (10)
3. **Job evaluation & merit rating:-** Job Evaluation, Definition, Objectives, procedure of job analysis, Job description, Job specification, methods of job evaluation. (10)
4. **Merit rating:-** Objective of merit rating, methods of merit rating (10)
5. **Flexible manufacturing systems. Group technology.** (10)

Books Recommended

1. Quantitative techniques in management by Vohra, Tata Mcgraw Hill
2. Production and operation management by Chughwala & patel, Himalaya publishing house.
3. Production & Operation management by K. Aswathappa & K. Shridharan Bhat . Himalaya publishing house
4. Purchasing & supply management by Donald. W. Dobler & David N. burts Tata Mc' Graw hill publishing house.
5. Material management by A K Datta (PHI)

M.B.A.-SEMESTER-IV
405(G)- RURAL DEVELOPMENT MANAGEMENT
(W.e.f. June, 2005)

1. **Rural Indebtedness and rural credit-** (10)
 - 1.1- Magnitude of Rural Credit
 - 1.2- Institutional credit Gap
 - 1.3- Causes of Rural Indebtedness
 - 1.4- Consequences of Rural Indebtedness
 - 1.5- Multi- Agency Approach to Rural credit
2. **Role of cooperative Banks in the Rural Development** (10)
 - 2.1- Growth of cooperative sector in India
 - 2.2- Growth & progress
 - 2.3- Problems in cooperative Structure
 - 2.4- Strengthening cooperative structure
3. **Role of Commercial Banks in the Rural Development** (10)
 - 3.1- Priority Sector Lending
 - 3.2- Problems in the lending operations
 - 3.3- Measures to strengthen the lending process
4. **National Bank for Agriculture and Rural Development (NABARD)** (10)
 - 4.1- Functions of NABARD
 - 4.2- Schemes and Patterns of NABARD
 - 4.3- Evaluation of NABARD
 - 4.4- Intermediaries between NABARD & borrower
5. **Techniques of Lending for Agriculture** (10)
 - 5.1- Crop Loan Scheme - Essential Features and Drawbacks
 - 5.2- Group Lending - Problems of Group Lending
 - 5.3- Consortium Advances
 - 5.4- Agricultural Credit Pass Book
 - 5.5- Interest Rate of Agriculture credit
 - 5.6- Productivity based on natural factor and its impact on repayment
6. **Rural Development Administration and Panchayati Raj Institutions** (10)
 - 6.1- Functions of Panchayati Raj System
 - 6.2- Merits & demerits of Panchayati Raj System
 - 6.3- Strengthening the Panchayati Raj System
 - 6.4- Rural Development Administration

Book Recommended

Rural Development by Dr. I Satya Sundaram, Himalaya Publishing House, Mumbai

M.B.A.-SEMESTER-IV
406(A)- CASE STUDY IN MARKETING
(W.e.f. June, 2005)

At List 16 Cases should be discuss in the class. In the external Examinations, the question paper will consist of 5 cases, out of which student are expected to solve any 3 cases. The topic covered by the case should relate to the unit course no 206, 305(A), 306(A), 307(A), 405(A).

BOOK REFERENCES

1. Case studies in Marketing -R Shrivastava-Prentice Hall India
2. Marketing in India cases & reading- S Neelamegham- Vikas Publishing House Pvt Ltd
3. Case Studies in Marketing Management-Sherlekar & Sherlekar Himalaya Publishing House
4. All the Other Reference Book in Marketing management, mentioned earlier

M.B.A.-SEMESTER-IV
406 B:-CASES IN HUMAN RESOURCE MANAGEMENT
(W.e.f. June, 2005)

Case studies based on topics covered in 5 papers of HRM and 2 papers of organizational behaviour. In the examination, out of 5 cases, 3 cases should be solved.

M.B.A.-SEMESTER-IV
406 C: - CASES IN FINANCIAL MANAGEMENT
(W.e.f. June, 2005)

Case studies based on topics covered in 4 papers of Financial Management and 2 papers of Management Accounting. In the examination, out of 5 cases, 3 cases should be solved.

- UNIT -1: LANGUAGE FUNDAMENTALS** (10)
Language Features, Application and Strength, Comparison with C++, Data types (basic +aggregated), Operators, Control Structures, Basic OOP's in Java :classes, objects, polymorphism, package, wrapper classes.
- UNIT -2:** installation JDK, Tools and package (basics, scope, organization), Text Editor, compiling and running Java programs. (06)
- UNIT -3: INHERITANCE:** (12)
Basics, super method, dynamic method dispatch, abstract base class, use of final and static statement with inheritance, object class Inheritance: Defining and using interfaces, properties of interfaces, cloneable interface. Inner classes: Uses, local inner classes, anonymous local inner classes, Static Inner classes.
- UNIT -4: EVENT HANDLING:** (08)
Mode view controller architecture (all types of event classes e.g. key event, Mouse event, window event, text etc. should be covered)
- UNIT -5: WORKING WITH WINDOWS ENVIRONMENT AWT CLASS HIERARCHY COMPONENTS:** (12)
Container, panel, window, frame classes. Simple windows program like creating a Frame. Graphics objects: discuss all methods, swing windows Controls : jTextField, jButton, JMenuItem, Dialogue boxes : model, modelss, standards dialogues boxes, Icon And labels, j_scrollbars, tabbed panes, scroll panes.
- UNIT -6: APPLETS:** (06)
Use of applets, incorporating applets in HTML page applet Methods, life cycle of applets, security issues related to applets.
- UNIT -7: FILE HANDLING:** (06)
Java stream hierarchy, objects serialization, introduction to JDBC.

LIST OF PRACTICALS FOR JAVA PROGRAMMING

- 1.. write Java program to print first 50 prime number tabular form.
- 2.. write a Java program to implement income tax calculator.

Design a class to represent customer for an electricity board. Write a Java program to print the bills for customer. Enter data for at least ten customer from keyboard. Assume the charges for units consumed by each customer.
write a Java program to implement employee information system using inheritance, where manager, clerks, executive are employee.
write a Java program to design a data entry form for inventory data.
Create an applet code, which display "HELLO WORLD"
Create an applet code, which display font control
Create an applet code, using paint mode set, whenever a new object is drawn it overwrite the original content of drawing object

M.B.A.-SEMESTER-IV
406(E) -CASE STUDIES IN MARKETING
(W.e.f.June,2005)

Case studies international business and marketing
The cases should be in relation to the above four papers

M.B.A.-SEMESTER-IV
406(F) -CASES IN OPERATIONS & MATERIALS MGT.
(W.e.f.June,2005)

Subject:- Operation and material management case study:-

Cases related to operation and materials management topics covered in (1) (2) (3) (4) unit course. Minimum 12 cases must be covered. Five cases will be asked in the examination out of which, candidates should attempt any three.

M.B.A.-SEMESTER-IV
406(G) - CASES IN RURAL DEVELOPMENT MANAGEMENT
(W.e.f.June,2005)

Case studies based on topics covered in 4 papers of Rural Development Management will be Covered. In the examination, out of 5 cases, 3 cases should be solved

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