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Price Rs. 10/-

**North Maharashtra University,  
Jalgaon - 425 001**

**Revised Syllabus for  
M.B.A. (Master of Business Administration)  
Semester III to IV  
*(With effect from July, 1999)***

**Department of Management Studies**  
North Maharashtra University,  
P.O. Box No. 80 Umavinagar, Jalgaon - 425 001

## NORTH MAHARASHTRA UNIVERSITY

### Revised Syllabus for

[Master in Business Administration (M.B.A) Part I (First Year) revised from June 1998. M.B.A. Part II (Second Year) revised from June 1999]

#### I] INTRODUCTION

The name of the Programme shall be Master's Degree Course in Business Administration (M.B.A)

#### II] THE FRAMEWORK OF THE NEW CURRICULUM OF M.B.A. COURSE

1. The basic objective of the MBA programme is to provide to the country a steady stream of competent young men and women with the necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business, industry, public systems and the government.
2. The course structure of a given MBA programme should be designed keeping in view the basic objective stated above. Consequently certain essential features of such a model Course Structure would be :
  - a] Imparting to the students latest and relevant knowledge in the field of management theory and practice.
  - b] Providing opportunities to the participants, within and outside the institutions, for developing necessary managerial skills, and
  - c] Inculcating the right kind of values and attitudes to function effectively in managerial/administrative positions.
3. Certain other essential considerations :
  - a] The knowledge inputs and opportunities for skills development are to be offered in an evenly distributed and logically sequenced manner.
  - b] The design must be simple and logical.
  - c] There must be a particular major focus of attention on an area in each semester/term.
4. Developing suitable attitudes understandably is a very difficult and delicate task, and is to be done by the faculty as inconspicuously as possible.
5. The relative importance of skills development and attitudinal orientation in management education suggest that an institution offering MBA programme should have some freedom on course development, in choosing methods of instruction and internal assessment within a broad framework of objectives and curriculum structure.
6. It is suggested that a minimum weightage of 40 percent be given to internal, continuous and sessional assessment, consisting of assignment class room exercises, tests, seminar presentations quizzes, group tasks, term papers etc. The external semester/terminal University examination should only have a maximum weightage of 60 percent.
7. It is suggested that a full time two-year programme in management may have 4 semesters. A semester is expected to have a total of 14-16 work-weeks.

### III NEW CURRICULUM

1. The Curriculum is presented in the accompanying chart alongwith Appendices containing list of functional elective subjects and outlines of required courses.
2. Specific elective courses to be offered in functional areas and sectors have to depend on student preferences, faculty availability and needs of the user systems in the region in which the educational institution is located. It is also envisaged that an institution can include additional and autonomous short-term courses to provide a special focus to the Curriculum and even marginally modify the required course structure to effectively accommodate such additional courses.
3. While care and attention should be given to the basic objective of the curriculum and its academic rigour, we are not in a favour of strict strait-jacketing of management curriculum which would shut out the much needed experimentation and innovation in the field of management education.
4. [a] The suggested curriculum indicates a total of 28 courses. Of these, 22 are required courses and 6 are functional electives.  
[b] There is a provision for a project study and viva-voce in the fourth semester which together carry a marks value of 100. Internal marks for Project Work shall be 40 and for viva-voce 60. Viva to be conducted by two External Examiners. There shall be Separate Panels for each functional elective.  
[c] Semester work-load is balanced with seven full courses of 100 marks each per semester 350 Lecture periods plus 70 periods for Tutorials.
5. Appendix I : Outlines of the structure of MBA course.  
Appendix II : Detailed syllabus.

### IV ELIGIBILITY FOR ADMISSION

Graduates possessing 50 % marks at Degree in any faculty of any Statutory University shall be eligible for admission to the M.B.A. Course, after written test, interview and other tests as may be prescribed by the State Government.

### V NUMBER OF LECTURERS

There shall be at least 50 lecturer hours per semester, per course and 10 periods for Tutorial/Seminars/Assignments per course for the internal assessment work. The duration of the Lecture/Tutorial period shall be of 60 minutes each.

### VI. Guidelines for teaching methods

1. So as to prepare competent business executives, the teaching methods will comprise a mix of lecturing, Seminars, group-discussions, case-analysis, brain storming, Game-Playing, Plant Visits, executive interaction, etc.
2. Extensive use of audio-Visual aids and field visits should form a major source of acquiring knowledge.

3. It shall be desirable if students undertake minimum two industrial tours inside the University areas and one industrial tour outside University areas during their training period of 4 Semester & must organise the one National Seminars. The cost of National seminar borne by institute out of its own funds.
4. Self-study will be a natural requirement besides the timetable. The faculty will exerts little extra to cultivate reading habits and preparing notes among students. Book reviews and 'presentations' should form a part of regular teaching programmes.
5. Each institute or Department shall issue annual Sovinuer as well as Placement broucher separatly copy must be submitted to university by a its officers before the end of semesters.

#### VI PRACTICAL TRAINING AND PROJECT WORK

Each candidate, shall have to undergo a practical training for a period of not less than 50 days during vacation at the end of the First Year.

He shall write a project report on a topic to be selected under the guidance of an internal teacher and on the basis of actual training obtained in vacation and submit the same to the Principal/Director befor the end of the Semester III. The project report will be assessed by the internal teacher. It is only on the basis of a certificate of the teacher concerned that the project report has been satisfactorily completed, that the candidate would be allowed to appear for the examination of the Second Year. The project work will carry 40 marks and on the basis of the report submitted by the student, there will be a viva at the end of the Second Year carrying 60 marks.

The Deptt/Institute shall submit the detailed list of candidates with Project Titles, Name of the Organisation, Internal guide & functional elective to the University on or before 30th November of the Second year

The project report is to be prepared by the student and three typed copies to be submitted to the Principal/Director by end of IIIrd Semester. The report will be duly assessed by the internal teacher of the subject and marks will be communicated by the Principal/Director to the University before 31 st December along with the Internal Marks.

No student will be permitted to appear for Semester IV unless he submits the project as required.

#### VII MARKS

Under each semester there will be seven full courses carrying 100 marks each. Each course shall carry 60 marks for written test and 40 marks shall be reserved for internal credit.

## VIII SPECIALISATION

Under Part II, the candidate shall be examined for a special subject consisting of six unit courses belonging to any one of the different areas of management, to be selected by the candidate from amongst the following groups:

- Group A : Marketing
- B : Human Resources & Development
- C : Financial Management
- D : Materials Management
- E : Operation Management
- F : Systems Management
- G : Agricultural Management
- H : Services Management

## IX REGULATIONS

Candidates for the special course under 305A, 306A, 307A, shall offer 405A, 406A only.  
Candidates for the special course under 305B, 306B, 307B shall offer 405B, 406B only.  
Candidates for the special course under 305C, 306C, 307C shall offer 405C, 406C only.  
Candidates for the special course under 305D, 306D, 307D shall offer 405D, 406D only.  
Candidates for the special course under 305E, 306E, 307E shall offer 405E, 406E only.  
Candidates for the special course under 305F, 306F, 307F shall offer 405F, 406F only.  
Candidates for the special course under 305G, 306G, 307G shall offer 405G, 406G only.  
Candidates for the special course under 305H, 306H, 307H shall offer 405H, 406H only.

## X ASSESSMENT

The final total assessment of the candidates shall be made in terms of an internal assessment and an external assessment, for each course,

- [i] The internal and external assessment will constitute separate heads of passing and theory will be shown separately in the transcripts. The project report Internal & External and viva shall constitute one head of passing.
- [ii] For each course, the ratio of marks of External assessment in relation to the Internal assessment shall be 40:60.
- [iii] The division of the 40 marks allotted to internal assessment shall be :

20 marks minimum for 2<sup>nd</sup> tutorial Practical (Computer Course) work and

20 marks for mid-semester test

If candidate fails due to his internal credit he is allowed to improve his internal Credit marks within same Sem. & revised result shall be communicated to University before the commencement of regular examination.

- [iv] The external assessment shall be based on the external written examination to be held at the end of each semester
- [v] The marks awarded by a teacher in the internal assessment shall be immediately communicated to the candidate. The Student shall be given one opportunity to improve his performance
- [vi] A candidate shall not allowed to appear for the semester examination unless Head of the Institution or University Department in consultation with the concerned teacher certifies the completion of the practical work/Sessional work. Head of the Institute shall submit the internal marks to the controller of examination of the University

[vii] Reassessment of Internal Marks :

In case of those students who have secured less than passing percentage of marks in internal i.e. less than 16 the concerned institute should conduct a separate internal test of 40 marks.

In case the result of the internal test as above, results in the lower marks than the original, the original figure of the marks should be prevailed. In short, the rule is higher of the two figures of the marks, shall be taken into consideration & submitted a final Internal Marksheet to University.

#### XI EXAMINATIONS

The M.B.A. Examination will be held in four semester:

(i) The candidate will be allowed to carry maximum backlog of seven (7) heads of passing from any one or more semesters.

(ii) The project report is to prepared by the student and two (2) typed copies to be submitted to the Principal/Director by the end of III Semester. The report will be duly assessed by the Internal teacher of the subject and the marks will be communicated by the Principal/Director to the University before 31st December.

#### XII STRUCTURE OF THE QUESTION PAPER

1. Each question paper shall be of 60 marks and of 3 hours duration
2. For Theory Papers : There will be 2 Sections. In section I a candidate shall be required to answer 3 questions out of any 5 question & in Section II he shall be required to answer 2 question out of 3 question. All question shall carry equal marks i.e. 12 marks. Section I & II written in same answerbook.

3. For Composite papers (theory & practicals / problems) There will be 2 sections. In Section I (Practical) a candidate shall be required to answer 3 questions out of 5 questions & in Section II (Theory) he shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks.
4. For Purely Practicals Papers : (without theory)  
For Composite papers (theory & practicals / problems) There will be 2 sections. In Section I (Practical) a candidate shall be required to answer 3 questions out of 5 questions & in Section II (Theory) he shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks.
5. For O.B. & Mgt. Science Papers - (including case studies)  
There shall be 2 Sections :  
Section I (Theory) - 3 Questions out of 5 questions & Section II (case studies) 2 case studies out of 3 case studies. to be attempted by the candidates.
6. For case studies (Specialisation only) : out of 5 cases 3 case should be solved. Each case shall carry 20 marks

#### XIII STANDARD OF PASSING

Every candidate must secure 50% marks in aggregate and for external examination 24 out of 60 marks and for internal examination 16 out of 40 marks. For Passing in the semester examination a candidate must secured minimum 40% marks in each individual paper & internal marks separately perscribed for the semester.

#### XV CLASS AWARDED

1. Aggregate 70% and above .. First Class with Distinction.
2. Aggregate 60% and above.. First Class
3. Aggregate 50% and above.. Second Class
4. Below 50% Fail

#### XVI ADDITIONAL SPECIAL SUBJECT

A candidate who has passed the M.B.A. Examination of this University, may be allowed to appear for the M.B.A. examination, again, in any other special group only, by keeping terms for the third and fourth semesters for that special group only the Exemption shall be given to him for all other papers.

REVISED STRUCTURE : Appendix - I

DETAILED SYLLABUS : Appendix-II

**NORTH MAHARASHTRA UNIVERSITY, JALGAON**  
**REVISED STRUCTURE FOR M.B.A. COURSE**

**WITH EFFECT FROM JULY, 1998.**

**SEMESTER - I**

- 101. : Management Science - I
- 102. : Management Accounting - I
- 103. : Basic Economics Concepts.
- 104. : Communication Skills
- 105. : Computer Applications - I
- 106. : Managerial Mathematics & Statistics.
- 107. : Organisational Behaviour - I

**SEMESTER - II**

- 201. : Management Science - II
- 202. : Management Accounting - II
- 203. : Managerial Economics & Econometrics
- 204. : Research Methodology
- 205. : Operation Management
- 206. : Marketing Management
- 207. : Organisational Behaviour - II

( With effect from July, 1999 )

**SEMESTER - III**

- 301. : Quantitative Techniques and Decision Making
- 302. : Management Information System and Computer Application
- 303. : Business Law - I
- 304. : Human Resource Management & Industrial Relation
- 305. : Functional Elective Paper - I.
- 306. : Functional Elective Paper - II.
- 307. : Functional Elective Paper - III.

**SEMESTER - IV**

- 401. : Entrepreneurship Development and Business Ethich.
- 402. : Strategic Management
- 403. : Business Law - II
- 404. : Current Business Scenario.
- 405. : Functional Elective paper - IV.
- 406. : Functional Elective paper - V.
- 407. : Project Report and Viva-Voce.

- Group A : Marketing  
B : Human Resources & Development  
C : Financial Management  
D : Materials Management  
E : Operation Management  
F : Systems Management  
G : Agricultural management  
H : Services management



## ( 301 ) QUANTITATIVE TECHNIQUES AND DECISION MAKING

1. Linear Programming Problem : (L.P.P)  
Introduction, assumptions and advantages of L.P.P. General L.P.P. formulation, graphical method, simplex method and Big-M method. concept of dual and its interpretation.
2. Transportation problem (T.P.)  
Definition and applications of transportation problems. Balanced and unbalanced T.P. Basic feasible solution using N-W corner Rule, Matrix minima method & VAM. optimal solution using MODI method. Degenerate T.P. and maximization in T.P.
3. Assignment Problem (A.P.)  
Assignment problem definition and optimal solution by Hungarian method. Maximization in A.P. and multiple optimal solutions. Unbalanced A.P. and prohibited assignments
4. Decision Theory :  
Decision making problems. Decision under risk. Expected monetary value, Expected opportunity loss and Expected value of perfect information. Decision under uncertainty. Maximin, Maximax, Minimax and Laplace criteria. Decision trees.
5. Sequencing problems :  
n jobs processed on two machines and three machines. Optimal sequence, total elapsed time and idle times.
6. Replacement Theory :  
Replacement of items whose efficiency deteriorates with time. Replacement of items whose maintenance cost increases with time. Replacement of items when the value of money changes.
7. PERT & CPM :  
Network diagram representations. Determination of critical path and the floats. Probability and cost considerations in project scheduling. Advantages and limitations of PERT & CPM
8. Investment Analysis :  
Project appraisal in investment Decision analysis using payback method, Net present value method, Internal rate of return method, Risk adjusted discount rate, certainty-equivalent approach and Helker's and Hertz models.

### REFERENCE BOOKS

1. Operations Research - by H.A. Taha
2. Operations Research - by Kanti Swarup, Manmohan & Gupta.
3. Principles of O.R. for Management - by F.S. Budrick, Dennis Mcleavy & Richard Majena

## (302) MIS & COMPUTER APPLICATION

1. System Concepts integrated system sub-system coupling
2. Role of systems analyst and others in system Development
3. General phases of system Development life cycle, Feasibility study. Requirement capture, Detailed systems Analysis, Design, Testing on-site implementation and Maintenance.
4. Fact finding methods
5. Different approaches to software development.  
\* Classic methods : Waterfall model  
\* Prototyping  
\* Spiral model  
\* 4 GL or Data oriented approach.

6. Structured systems Analysis and charting Techniques.
  - Entity Relationship method
  - Data flow Diagram
  - Grid chart
  - System flow chart
  - Decision Table
7. Code Designing
8. Input / Output form Designing.
9. MIS and organisation chart
  - MIS pyramid
  - System approach to organisation
  - Transaction processing system
  - DBS
  - Decision Making concepts
  - Control / Feedback loops
  - Information system concepts
  - Communication
  - Developing a long - range information system

#### REFERENCE BOOK

1. Management Information System - by G.R.Davis
2. Systems Analysis & Design - by Awad Elias
3. Software Engineering - by Roger S. Pressman

#### 303. Business Law :

1. The Contract Act, 1872 : Sections 1 to 75
  - 1.1 Nature and Classification of contracts Essential elements of a valid contracts.
  - 1.2 Offer and Acceptance, Consideration, valid consideration, capacities of parties.
  - 1.3 Provisions relating to free consent, valid agreements.
  - 1.4 Provisions relating to performance and discharge of contract.
  - 1.5 Contingent contracts, Quasi-contracts, wagering agreements.
2. Contract Act, 1872 :
  - 2.1 (A) Contracts of Indemnity and Guarantee (Sections 124 to 147) contract of Indemnity Meaning, nature, Right of Indemnity holder and Indemnifier.
  - 2.2 (B) Contract of Guarantee-Meaning, nature, features etc. of contract of Guarantee. Types of Guarantee and Provisions relating to various types of guarantee.
  - 2.3 Surety, co-sureties, rights, liability, Discharge of surety from his liability.
  - 2.4 (C) Provisions relating to Agency: (Sections 182 to 238) Agent and principal, creation of agency, Ratification, Classification of agents; Relationship between principle, agent and subagent. Agent's Authority-Revocation, renunciation etc. Rights, duties and Liabilities of agent and principal. Termination of agency.
3. The Sale of Goods Act, 1930
  - 3.1 Contract of sale of Goods, meaning, sale of goods and agreement to sell, essentials of a contract of sale, formalities of a contract of sale, sale and hire-agreement.

- 3.2 Provisions relating to conditions and Warranties.
- 3.3 Provisions relating to transfer of property or ownership
- 3.4 Provision relating to performance of contract of sale, rights of unpaid seller, remedial measures.
- 3.5 Provisions relating to auction sale.
- 4. The Negotiable Instruments Act, 1881
- 4.1 Negotiable Instrument : Meaning, characteristics types, parties, Holder and Holder in due course.
- 4.2 Negotiation and types of endorsement.
- 4.3 Disenfranchisement of negotiable instrument, Noting and protest.

#### Books Recommended

- 1. Business Law - Balchandani.
- 2. Business Law - S. D. Goot and M.S.Patil
- 3. Business Law - Gulshan Kapoor.
- 4. Business and Commercial Law - Sen and Mitra.
- 5. An Introduction to Mercantile law - N.D.Kapoor.
- 6. Business law - Vachalekar.
- 7. Business Law - M. D. Mulia.

(304) H.R.D

#### HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS

- 1. Human Resource Management
  - 1.1 Nature of H.R.M.
  - 1.2 Function of H.R.M.
  - 1.3 H.R.M. and Personnel Management
  - 1.4 H.R.M. and Human Resource Development
  - 1.5 Forecasting Human Resources
  - 1.6 Innovative Human Resources options
  - 1.7 Strategic Human Resources Planning
  - 1.8 Human Resources Management Process
  - 1.9 H.R.M. Interventions and Human Values
  - 1.10 Role of Government & H.R.M.
  - 1.11 The environment affecting HRM at enterprise level.
  - 1.12 Human Resources plan of an enterprise
  - 1.13 Role of Human Resources Management in Productivity and quality.
- 2. Manpower Planning
  - 2.1 The pre-requisites of manpower planning
  - 2.2 Manpower requirement planning
  - 2.3 Organisational Planning & Productivity planning.
  - 2.4 Setting manpower standards, ratio, trend
  - 2.5 Manpower forecasting, statistical forecasting techniques for managerial technical, supervisory, skilled & unskilled labour.
  - 2.6 MBO Approach.
  - 2.7 Manpower Research - aspect of cost-benefit analysis in manpower management.
  - 2.8 Systems approach to theory of manpower management
  - 2.9 Integrates budget for manpower planning
  - 2.10 Assessment of manpower planning
  - 2.11 Controlling manpower costs.

3. Human Resource Audit
  - 3.1 Audit of Human Resource for optimum utilisation, productivity, growth and profitability.
  - 3.2 Audit of business goals & plans
  - 3.3 Audit of business Assumptions
  - 3.4 Audit of business personnel practices.
  - 3.5 Audit of Human resources utilisation
  - 3.6 Audit of Enterprise productivity
  - 3.7 Audit of industrial relations.
4. Industrial Relations.
  - 4.1 Labour Management Relations
  - 4.2 Industrial Relations
  - 4.3 Grievance settlement, approach, machinery
  - 4.4 Employees psychology & Industrial Relations.
  - 4.5 Conciliation, Mediation, Arbitration and Adjudication.
  - 4.6 Collective Bargaining.
- 5.1 Industrial Disputes
  - 5.21 Causes
  - 5.22 Duration
  - 5.23 Result
  - 5.24 Cost of dispute
  - 5.25 Cures
  - 5.26 Methods of settlement
- 5.2 Preventive Measures
  - 5.31 Social Security policies & measures
  - 5.32 Work culture
  - 5.33 Alternate Union
  - 5.34 Works committees
  - 5.35 Role of Trade Union.

(305) A. TITLE - MARKETING RESEARCH & CONSUMER BEHAVIOUR PAPER I

- 1] Marketing Research - Criticism, ethical issues in marketing Research. Developing Research design, Data Collection, Sampling technique and designs Questionnaire planning and execution
- 2] Presentation of Research finding - Role of report, Types of Report, contents of reports for executives, principles of report presentation, Principles of reportwriting, Principles of tabular presentation, Personal Presentation.
- 3] Specialised techniques in market Research readership surveys, opinion polls, marketing and its, shop audit, advertising effectiveness studies, consumer panels, test marketing, overseas market Research, Sales analysis and forecasting.
- 4] Consumer Behaviour - Nature, Scope, applications consumer behaviour and life style marketing  
Information Research - types of information search marketers influence on information search, Purchase process and post purchase behaviour - Theories of post purchase.
- 5] Influences on consumer behaviour  
Personality and psychographics - its nature.  
Theories of personality - the psychological theory of freud, social - Psychological theory, Trait theory, Self concept theory. Its application and relevance.

#### REFERENCE BOOKS -

1. Marketing Research - David J. Luck, Hugh G. Wales, Donald A. Taylor, Ronald S. Rubin  
Publisher - Prentice Hall of India Pvt. Ltd New Delhi.1
2. Marketing Research (Measurement & method) - By Doland S.Tull,  
Del I. Hawkins, Publisher - Maxwell Macmillan,  
International Edition.
3. Marketing Research - Text, Applications and case studies --  
By Ramanuj Majumdar, Publisher - New Age International(p)Ltd  
New Delhi
4. Consumer Behaviour- By Bennelt, Peter D. and Kassargian,  
Harold H  
Publisher - Prentice Hall of India.
5. Experiment in consumer Behaviour - By Britt, Stuart Handerson  
Publisher - John Wiley and sons.
6. Marketing A Behavioural Analysis - Chisnali, Peter  
Publisher - McGraw Hill and co.
7. Consumer Behaviour - Engel James 7, Kollat, David T and Miniard  
paul W. Publisher - Hillsade, Dryden Press 1986.
8. Consumer Behaviour - Schiffman, Leon G and Kanuk, Leslie Lazar  
1987. Publisher - Prentice Hall Inc. Englewood Cliffs.
9. Consumer Behaviour - Engel, James F. Black Well, Rager D and  
Kollatt D. 1986. Publisher - C.B.S.College Publishing,  
New York.
- 10.Consumer Behaviour : concept and application - by Loudon D.L.  
and Dalla Bitta,A.J. 1984, Mc Graw Hill.
- 11.Consumer Behaviour and Practice of Marketing - by Runyon, K.E.  
and Stewart D.W 1987 Publisher - Merrill Publishing co.
- 12.For Topic No. 3, 4 and 5th - Indira Gandhi National Open  
University school of Mgt. studies.  
MS-61 Book No. 1, 2 and 3.
- 13.Marketing Research - G. C. Beri. Tata McGraw Hill.

#### 305 B HUMAN RESOURCES DEVELOPMENT PERSONNEL ADMINISTRATION

1. PERSONNEL ADMINISTRATION
  - 1.1 Personnel Administration in India.
  - 1.2 Historical perspective
  - 1.3 Role of welfare officer
  - 1.4 Welfare Administration in India.
  - 1.5 Duties of Welfare officers: Statutory & non-satutory
  - 1.6 Functions of personnel Administration
  - 1.7 Personnel policy
2. Selection, Induction & Training
  - 2.1 Employment, Selection, Living
  - 2.2 Designing application blank
  - 2.3 Screening, interviewing & testing
    - 2.31 Requirements from different categories of  
personnel, Trades, skills; supervisory, Executive,  
Sales, research and technical, accountancy &  
Computer & skilled workers.
    - 2.32 Designing & administering tests for such categories  
for measuring aptitude, attitude, dexterity, social  
skills, intelligence, personality & communicative  
abilities.
    - 2.33 Measurement & evaluation & past achievements &  
experience.
    - 2.34 Different interview techniques & scoring patterns.

- 2.4 Testing abilities
  - 2.41 Techniques & Testing
  - 2.42 Multiability Test
  - 2.43 Differential Aptitude Test
  - 2.44 Test & special Intelligence Ability
  - 2.45 Psychometer
  - 4.46 Physical ability test
  - 4.47 Using Test score in evaluation.
- 2.5 Testing Personality
  - 2.51 Techniques
  - 2.52 Self report technique
  - 2.53 Work sample procedures
  - 2.54 Achievement Tests
- 2.6 Objectivity in Testing, assessment and interview-approaches.
- 2.7 Induction socialisation placement and Job Orientation
- 2.8 Training : establishing training needs.
  - 2.81 Methods & Approaches in Training
  - 2.82 On Job Training
  - 2.83 Vestibule Training
  - 2.84 Orientation
  - 2.85 Apprenticeship
  - 2.86 Individual & Team Simulation
  - 2.87 Training & Development
- 3. Job Studies
  - 3.1 Job Analysis, task, position, job, occupation
  - 3.2 Job Description
  - 3.3 Job Title, work Activities, Physical environment & social environment & a job
  - 3.4 Job Satisfaction
  - 3.5 Job Enrichment.....
  - 3.6 Job Enlargement
  - 3.7 Job design & job redesign
  - 3.8 Job Evaluation
- 4. Compensation Facets.
  - 4.1 Bases & criteria of compensation
  - 4.2 Comparable Values, Job Evaluation
  - 4.3 Pay Range, Pay Satisfaction
  - 4.4 Fringe Benefits
  - 4.5 Supplementary compensation
  - 4.6 Variable Compensation
  - 4.7 Performance Related Compensation
- 5. Grievance & Discipline.
  - 5.1 Grievance, discipline, conflict
  - 5.2 Management of conflict
  - 5.3 Disciplinary Action
  - 5.4 Rewards, Appreciation, promotion
  - 5.5 Promotion policy
  - 5.6 Transfer, Separation
  - 5.7 Misconduct : Inquiry, procedure of inquiry
  - 5.8 Punishment, demotion, suspension, dismissal

6. Dispute studies
  - 6.1 Strikes, types of strikes, illegal strikes.
  - 6.2 Lock outs, illegal lockouts
  - 6.3 Forms & Preventions of strikes & lockouts
  - 6.4 Role of management, Union, government, Media and public opinion.
  - 6.5 code of Discipline
  - 6.6 Code of Inter Union Conduct
  - 6.7 State Intervention
  - 6.8 Tripartite conference
  - 6.9 Industrial Truce Resolution
  - 6.10 Implementation & Evaluation Machinery
  - 6.11 Ways of Industrial Peace
  - 6.12 Causes of dispute
  - 6.13 Cost of dispute, essentials of dispute, Impact of dispute.

(305) C. FINANCIAL MANAGEMENT - I

1. The nature of financial management
  - 1.1 Scope - objectives
  - 1.2 functions of financial controller
  - 1.3 Organisation of finance department & its relationship with other departments.
  - 1.4 Finance in relation to other allied disciplines-
    - Finance & Economics
    - Finance & Accounting
    - Finance & Corporate Laws.
2. Capital Budgeting Process
  - 2.1 Project generation - evaluation [appraisal] - selection - execution.
  - 2.2 Investment Criteria - Payback period- Discounted cash flow method - Net present value method - Profitability index - Internal Rate of Return - ROI
  - 2.3 Capital Rationing
  - 2.4 Capital investment & inflation - impact of price level charges on financial decisions.
  - 2.5 Risk analysis in capital budgeting
  - 2.6 Cost of capital
  - 2.7 Social cost benefit analysis of project
3. Sources of company finance
  - 3.1 Comparative evaluation of various instruments of fund raising. Equity shares, Preference
  - 3.2 Shares Right-shares - Debentures - Deposits - commercial papers - Global Depository receipt - Euro issues - New instruments
  - 3.3 Negotiating term loan proposals
4. Internal funds as a source of finance
  - 4.1 Dividend policy - Dividend Theories
  - 4.2 Bonus issue.

### 305 (D) Materials Management:

1. Growing importance of materials management-Objective, functions and scope of materials management-Organising for materials management.
2. Legal aspects of materials management-Forecasting for Materials management-Materials management planning.
3. Production and inventory control basics-Order point and periodic control systems-Analytical inventory control techniques.
4. Sourcing, make buy or lease-buying Processing-Problems in supplier relations-Purchase price analysis-Cost reduction techniques.

#### Books Recommended

- 1)Ammer Dens S.-Materials Management.
- 2)Brady C. S.- Materials Handbook.
- 3)Moore Russel F.-Management Handbook.
- 4)P. G. Merion-Material Management.

### 305 (E) Operation Management :

1. Design or organization structure-Human factor in production-Communication within a management team-Automation and computers for production organisation.
2. Product-Lined testing-Manufacturing cost control techniques-Methods, motion and time study-Work sampling-Production process-Process design and layout-Product development and production operations.
3. Production systems and manufacturing operations-Production control and quality control.
4. Economic order quantities-Production control in mass production plants-Multi plant integration-Production control problems.

#### Books Recommended

- 1) Broom H.N.- Production Management.
- 2) Buffa, E.S.-Modern Production Management.
- 3) Walter, J. E.-Modern Management.
- 4) Vandemark R. i.-Production Management and Control.

### 305 (F) System Management

#### 305. 'COMPUTER PROGRAMMING IN C/C++

C Language programming : data types, expression evaluation, precedence rules, type conversion, sequential structure, selective structures, repetitive structure (including recursion), array, pointers, structure and unions, operation on bits, file processing, preprocessor.

Object oriented concepts : Objects, classes, messages, inheritance, dynamic binding, polymorphism, paradigm, reusability and extensibility, abstract data types, encapsulation, information hiding generativity.



Data abstraction in C++ : classes, ADT implementations, interface and implementation, member, methods, static members, member functions, public and private, initialization, constructors and destructors, operators and function over loading, I/O operators, parameter passing by value and reference, function returning a reference, function signatures and name mangling, dynamic memory allocation and new and delete, assignment operator overloading, shallow and deep copies, copy constructor, encapsulation and friend function and classes, genericity and template functions and classes container classes, iterators, I/O stream class library, error handling and exception in C++.

Inheritance in C++ : base and derived classes, public private and protected derivations, control of access and visibility using public/private/protected keywords, type compatibility among super and sub-types value/pointers/reference assignment semantics, virtual functions and polymorphism, multiple inheritance, virtual derived classes. Object oriented design and programming using classes and inheritance.

#### REFERENCE BOOKS

1. The C++ programming language by Bjarne Stroustrup, Addison Wesley.
2. Object oriented programming with c++ by W. Balgurusamy, TMH.
3. An introduction to object oriented programming by Timothy Budd, Addison Wesley
4. C programming by Kernighan and Ritchie.

#### 305 (B) \* Agricultural Management :

(Agricultural Planning and Development )

1. Agricultural Planning and its importance—Role of agriculture in economic development—Place of agriculture in Indian planning—Appraisal of agricultural planning—Social change through agriculture—Agricultural Management training programmes.
2. Organisational factors—Land reforms—Agricultural research—Agricultural education—Extension services—Problems of co-operative—Community forests and forestry management.
3. Land resource utilization—Population pressure—Resources in agriculture—Irrigation—Improving agricultural practices—Corporate growth and rural development.
4. Agro-based industries—Role of central co-operative banks—Co-operative land development banks—Nationalised banks and agricultural finance—Evaluation of Agricultural co-operative farming and farm management.

#### Books Recommended

- 1) Jha D. N.—Planning and Agricultural Development.
- 2) Tewari R. N.—Agricultural Development and Population Growth.
- 3) Rahman Mahfozur—Co-operative Credit and Agricultural Development.
- 4) Goel and Goel—Principles, Problems and Prospects of Co-operative Administration.
- 5) Mamoria B.—Agricultural Problems in India.

### 305 (H) Services Management (I)

1. Concept of services, characteristics of services, classification of services; origin and growth of services sector, services sector and economic development interrelationship.
2. Role of public sector in services - Private sector in services - Privatisation of services - reasons, scope and challenges.
3. Characteristics of demand and supply of services. Factors affecting demand and supply - Impact of factors such as Income level, urbanisation, education, technological development on demand for and supply of services.
4. Problems of unemployment - Employment generation - Self Employment and services sector. Role of entrepreneurship in services sector.

### MARKETING MANAGEMENT (SPECIALISATION) SEM III (306)A.TITLE-ADVERTISING AND SALES PROMOTIONAL MANAGEMENT PAPER II

- 1] Advertising - Meaning Definition uses and Limitation, Types of Advertising, criticism of advertising, Ethics in Advertising, Role of Advertising, Future of Advertising in India, Advertising and Publicity, Advertising Agency.
- 2] Promotional Management Decision - Media - Introduction, Types, Media selection, media use and uses - Introduction, co-relation between promotion expenditure and sales Generation. Advertising expenditures. Promotional sense for service and financial product.
- 3] Marketing communication process- The Role of Marketing communication, concept of Marketing communication, Sources of misunderstanding in communication, Elements of the promotion mix.
- 4] Planning, Managing and Evaluating promotional strategy - The concept of promotional strategy and Tactics. A planning frame work of promotional strategy. Decision sequence, Analysis for promotional planning.
- 5] Managing Sales Promotion - Managing consumer promotion Managing Trade promotion, Managing sales force promotion managing sales promotion service marketing. Measuring the performance of sales promotion.

### BOOKS FOR REFERENCE

1. Advertising Theory and Practice - By Sandage C.H. and Fryburger Vernon. Publisher - Richard D.Irwin Inc.Homewood Illinois.
2. Advertising - By W.H.Bolen (1981) Publisher - John Willey and sons. New York.
3. The contemporary Advertising - By C.L.Bovee and W.F.Alens(1981). Publisher- IRWIN INC. Home wood Illinois
4. Foundation of Advertising Theory and Practice - S.A.Chunawala and K.C.Sethia. Himalaya Publishing House.
5. Marketing Management - Philip Kotler.
6. Marketing Management - Zha and Singha
7. Promotional strategy - Managing the Marketing communication Process - By Engel, Martin R. Warshaw and Thomas C kinnear. 6th Edition Iywon Home wood.
8. The Marketing Communication process - By M.W.Delozier Mc Graw Hill Book Co. 1976.
9. The Promotional Behaviour - By Sidney J.Lewvy 1971. Publisher - Blenviour III, Scott fovesma.
10. Trade Deals in India - By Singh J.D.April 1984 (Trends,Practices and problems decision)
11. Sales Promotion Management - By Quelch, John A 1989 Prentice Hall.
12. Promotion Management Strategy Approach - Burnett John J 1984. West Publishing Co.
13. Advertising Management (Concept & cases) By Manendra Mohan, Tata McGraw Hill
14. Advertising Management - By David Aaker, Rajeev Batra, John Myers,- Prentice Hall of India Pvt.Ltd.

## 306 (B) LABOUR MANAGEMENT AND WELFARE

1. Management of Social Diversity
  - 1.1 Son of the Soil, employment of local people
  - 1.2 Employment of displaced people
  - 1.3 Employment of Women Employees, problems of Women employees.
  - 1.4 Employment of dependent of existing employees.
  - 1.5 Problems of unorganised labour
  - 1.6 Managing diversity
  - 1.7 Problems of child labour & statutory provisions
  - 1.8 Problems of contract labour and statutory provisions
  - 1.9 Problems of Bonded labour and statutory provisions
  - 1.10 Problems of casual and badly workers
  - 1.11 Absenteeism
  - 1.12 Labour Turnover
  - 1.13 Problems of female workers.
  - 1.14 Problems of Racial, linguistic, religious, casteist nature, and Human Rights; Role of management in such situations.
2. Technology & Personnel Management
  - 2.1 Labour & Technological changes
  - 2.2 Renovation, Automation, computerisation; need and role of management vis-a-vis labour
  - 2.3 Absolute technologies, technological revolution, Outdated technology & cost affect/survival
3. Performance Appraisal
  - 3.1 Performance Appraisal & potential abilities
  - 3.2 Merit Rating
  - 3.3 Methods of performance appraisal
  - 3.4 Job Performance & Performance measurement
  - 3.5 Validity, reliability and openness in appraisal
  - 3.6 Performance Reviews;
  - 3.7 Potential Appraisal
  - 3.8 Career Development
  - 3.9 Prediction of individual progression
  - 3.10 Measurement of creativity
5. Negotiations
  - 1 Negotiation skill, traditional approaches, newly emerging negotiations skills,
  2. Negotiations in decision making process
  3. Understanding signals of behaviour in negotiations, giving signals acknowledging signals
  4. Lost of disagreeing
  5. Preparing for negotiations.
  6. Arguing, Listening, Agreeing, interrupting, blaming, talking too much, summarizing issues neutrally, challenging, being non-committal, Testing commitments, seeking, giving and exchanging information, deadlock. conciliators & mediators,
  7. Proposing, receiving proposals, scrutinising proposals, Adjournments, Padeaging, bargaining, customs & pratices, Gambits & tactics, continuing relationship
  8. Models of Negotiations
    - 8.1 Priveipled Negotiations
    - 8.2 The no fault bargaing model
    - 8.3 Nierenber's Approach
    - 8.4 Cohen's Approach
    - 8.5 Walton & mackersiels approach
    - 8.6 Leritz's Approach
    - 8.7 Hall's Matrix/Kennedy's profiles.
  9. Review, objectives of managing negotiations; concept, context and process based on objectives.

(306) C. FINANCIAL MANAGEMENT PAPER II

1. Working capital management
  - 1.1 Concept of working capital & operating cycle
  - 1.2 Determinants of working capital
  - 1.3 Sources of working capital - both permanent & variable working capital.
  - 1.4 Reports of various committees - like Tandon, Deheja, Chore etc.
2. Management of receivables
  - 2.1 Goals of credit management
  - 2.2 Optimum credit policy
3. Management of inventories
  - 3.1 Objectives of inventory Management
  - 3.2 Techniques of inventory Management
  - 3.3 Zero inventory concept.
4. Management of cash & Bank balances
  - 4.1 Various facets of cash management
  - 4.2 Techniques optimising cash & Bank balances
5. Operational & Financial leverages
  - 5.1 Meaning & its effect on shareholders earnings.
  - 5.2 EBIT - EPS analysis
  - 5.3 Measures of financial leverage.
  - 5.4 Capital structure theories
  - 5.5 Capital structure Planning.
6. Leasing & mix purchases
  - 6.1 Meaning - Utilising to concerned parties
  - 6.2 Tax implications

306 (D) Materials Management

1. Integrated Materials Management-Corporate Policy and Materials Management-Organisation and control-Materials Research.
2. Materials Planning and Budgeting-ABC Analysis -Co-dification and Standardisation source Selection.
3. Creative Purchasing-Purchase Systems Price Forecasting-Buying Seasonal Commodities-Purchasing under Uncertainty-Purchasing of Capital Equipment.
4. International Buying-Import Substitution-Problem of Technology-Transfer Public Buying-Legal Aspects of Buying-Insurance Buying-Buyer-Seller Relationship and Ethics.
5. a) Stores codification - Need, requirements of good coding system-types of coding, codes for physical identification.  
b) Standardisation and variety Reduction - concept of standardisation- forms of specification, valuation-variety - savings.

Books Recommended

- 1) Lamar Lee and Dobler Donald-Purchasing and Material Management.
- 2) Gopal Krishnan and Sundersan-Materials Management and Integrated Approach.
- 3) Ammer Dean S.-Materials Management.
- 4) Palit A. R. - Materials Management.

### 306 (E) Operation Management :

1. Scheduling of production-Grant charts-CFM and PERT Line balance technology-Production forecasting.
2. Production inventories-Economic lot size-Product designing-Standardization-Specification-Diversification-Problems of production development.
3. Concept of present value- Various criteria for comparing investment and replacement alternatives-Control charts-Statistical basis of control charts.
4. Linear programming-Graphic method-Simplex Method-Transportation problem-Optimality test-Break-even point-Break-even analysis.

#### Books Recommended

- 1) Buffa E. S.- Modern Production Management.
- 2) Goel B. S. and Gupta D. P.-Production Management.
- 3) Moore Russell F.-Management Hand-Book.
- 4) Farnote-Productions and Material Control.

### Systems Management 306 (F) FOXPRO 2.6 FOR WINDOWS

1. What is a Database  
Simple & Relational Database  
Introduction to Foxpro menu structure A quick Tour of the Menu system, Dialog box controls, Working with Foxpro's Windows, Working with Foxpro's Windows , How to use the Editor.
  2. Creating a Database structure
    - Defining structure of a Data base file
    - Entering the field names and Types
    - Opening, closing and saving a Database
    - Copying and modifying structure of a database file.
  3. Adding Editing and viewing Data
    - Appending Data
    - Changing or Editing Data
    - Browsing through the Data
    - Resizing or changing the order of fields
    - Deleting Record, Moving Pointer
  4. Understanding Indexes & Expression
    - Types of Indexes  
(Single, Compound, Structural compound Index, compact)
    - Overview of Index Dialog Box
    - Understanding expression
    - Selecting and controlling Index file
- Using Queries and Logical Expressions  
Logical function , operators  
Relational operators  
For and while clause  
Rushmore Technology
- Making Queries for single and multiple Records
    - Scope
    - Fields

5. Generating Reports
    - Designing the Report Form
    - Working with Report Objects
    - Object Dialog Boxes
    - Page Layout, Layout Tools
    - Data grouping
    - Variables
    - Quick Report
    - Selecting, Copying and pasting Report objects.
  6. Managing numbers and Dates
  7. Managing multiple Data Files
    - Opening Multiple Database
    - Specifying Relationship
    - Joining two files
    - Updation
  8. Understanding Memory variables
  9. Creating Command files
    - Setting up loops with Do while ..... Enddo
    - Making Decisions with IF.....Endif
    - Case ..... Endcase
    - Procedures and Parameters
  10. Commands to be covered
    - Accept, Input, Activate / Deactivate popup/Menu, Define Menu, Define pad, Define popup, Define Bar, Menu prompt, Define window, Activate screen, Append At (e), Row, Col, Browse, Delete, Recall, Pack Create, Edit, Display list, Go Top / Bottom, Skip, Insert, Zap, Find seek, Locate, continue, Modify, quit, copy Rename, Replace, Run(!), Select, Say ... get, If ... Endif, Scan ..... Endscan, for ... End for sort, Index, Index Tag, Sum, total, Save, Screen valid clause, procedures.
    - Functions to be covered
    - All string functions
    - All Mathematical functions (Nemeric)
    - All Date Functions
    - Str(), Calculate (), Trim (), Altrim (), Len (), Lower (), Upper, Min, Max, Mod, between, Transform, Replicate, Right, substrabs, Round, Int, sqrt, space, Left, CTOD, DTCO etc.
    - SQL Queries
    - Screen Designing
- Practicals (Internal Assessment)  
 8 programs based on the above topics, which should include atleast one complete Menu driven program.

#### BOOKS

FoxPro 2.6 for Windows - Siegel

306 (G) Agricultural Management 1 ( Co-operative Management ):

1. Co-operation-Principles of Co-operative Sector and Economic Development-Co-operativel Management-Professionalised Management of Co-operatives.
2. State and Co-operative Movement-Effect of Co-operative Law on Management-Co-operativel Mergers-Taxation of Co-operative-Need for Cost Audit in Co-operative Business Organisations.
3. Industrial Relations in Co-operatives-Public Relations-Integrated Approach to Co-operative Development-Co-operatives Marketing-Supply of Agricultural Inputs-Financial Structure and Problems of Marketing Co-operatives.

4. Co-operative Credit-Shore-term and Long-term Credit Structures- Urban Co-operative Banking-Public Distribution and Role of Co-operatives-Management of Sugar Co-operatives-Consumer's Co-operative Management-Modernising Administration in Co-operatives.

#### Books Recommended

- 1) Kamat, G. S. - New Dimensions of Co-operative Management.
- 2) Goel and Goel-Principles, Problems and Prospects of Co-operative Administration.
- 3) Mahfoozur Rahman-Co-operative Credit and Agriculture Development.
- 4) Raghunath Rao I.-Rural Co-operatives.
- 5) Gupta, K. R.- Indian Issues in Agriculture.

#### 306 (H) Services Sector (II)

1. Marketing of Services - concept, need and importance of m Marketing mix-product, price, place, promotion, people, physical evidence in services sector. Concept of relationship marketing.
2. Market segmentation for services - concept of relevant market. Positioning of services, differentiation and focussing.
3. Moments of truth - service experience - customer orientation - continuous improvement - efficiency and effectiveness of service unite.
4. Concept of Total quality management in service sector-Survuction model-process-delivery and quality of service.
5. Social obligations of service unit-service sector and Customer protection.

#### MARKETING MANAGEMENT (SPECIALISATION) SEM III

#### (307) A. TITLE : SALES AND DISTRIBUTION MANAGEMENT PAPER III

- 1) Personal selling and Marketing strategy -  
Personal selling - Meaning, importance, selling process, Types of personal selling objectives. Diversity of personal selling situations.  
Theories of Selling - A.I.D.S.Theory of selling  
"Right set of circumstances" theory of selling  
'Buying formula' theory of selling  
'behavioural equation' theory.  
Sales forecasting - Meaning, sales forecasting methods,
- 2) Organising the sale Effort -  
Nature of sales Management positions.  
Sales Executive - Role and functions, Qualities, Relation with manager of other marketing activities.  
Sales Organisation - Nature, Purpose, Setting up sale organisation, Basic types of sales organisation structure.
- 3) Sales force Management -(Introductory Knowledge) -  
Recruitment and selection, Training, Motivation, compensation of sales force.  
Sales Territory sales quota, sales force performance evaluation method.
- 4) Marketing channels - The nature of marketing channels, why are marketing Intermediaries used ? Marketing channels functions and flows. Number of channel levels channel in service sector, Channel design decision. Channel Management decision - Selecting channel, motivating channel members.
- 5) Physical Distribution system - The Physical distribution an objective, order processing Ware housing Inventory Transportation - Nature and Importance of these activities in marketing. Public Distributio system in India.

## BOOKS FOR REFERENCE

1. Sales Management (Decisions, strategies, and cases) Richard R. Still Edward W. CUNDIFF, Norman A.P. Bovan. (forth edition) Prentice Hall of India Pvt.Ltd New Delhi 1995.
2. Marketing Management (Analysis, Planning - Implementation and control) (8th edition) Philip Kotler - Prentice Hall of India New Delhi (1994)
3. Sales Management - By David Hughes and Charles H. Singler. 1983 Mass addison Wesley.
4. Strategic sales Management - By David Hughes and Charles H. Singler 1983 Mass addison Wesley.
5. Sales Management - By Eugene M. Johnson David Kurtz and Elurand Scheuberg, 1986 McGraw Hill.
6. Management in Marketing Channels - By David J. Bowersox, M. Bixby cooper, Douglas M. Lambert, Donald A. Taylor 1987 McGraw Hill.
7. Marketing Channels - By Louise W. Stern and Adel El Ansary. 1988. Prentice Hall International.
8. Sales Management concept, Practices and Cases - by Eugene M. Johnson David L. Kurtz Eberhard E. Scheuing 1986 McGraw Hill, Inc. USA.
9. Selling Principles and Practice - By Frederic A. Russell Frank H. Beach, Richard H. Buskrit. 1985 McGraw Hill Book Co. Singapore.
10. Marketing A Managerial Introduction - By J.C. Gandhi, Tata MacGraw Hill Publishing House Pvt.Ltd. New Delhi.
11. Marketing In India Cases and Reading - By Neelamegham Vikas Publishing House Pvt.Ltd. New Delhi.
12. Sales Management Decision, Strategies and Cases - By Richard R. Still.
13. Managing your sales Team - By Albert H. Dunn and Eugene M. Johnson, 1980 Prentice Hall Englewood Cliffs N.J.
14. Marketing Channels System and Strategies - By Taylor Sims, J Robert Foster, Arch G Woodside. Harper and Row New York.
15. Management in Marketing Channels - By Donald Bowersox, M. Bixby, Cooper Douglas M. Lambert and Donald A. Taylor. McGraw Hill International edition 1987 Singapore.
16. Marketing Channels - By Louise W. Stern and Adel I. El. Ansary. Prentice Hall international Inc. 1988. Englewood, cliff N.J.

H.R.D. III

307 B (LABOUR : ECONOMICS & COSTING )

1. Labour Economics
  - 1.1 Labour market, mobility of labour supply and demand of labour
  - 1.2 Role of worker in developing economy
  - 1.3 Wages,
    - 1.31 concepts
    - 1.32 Theories
    - 1.33 Principles
    - 1.34 determination
  - 1.4 Types of wages
  - 1.5 Wage components
  - 1.6 Determinant of Rational wage policy
  - 1.7 Wage policy for developing economy
  - 1.8 Labour problems in India
  - 1.9 Renabilitation
  - 1.10 Employment policy of Government
  - 1.11 Decausalisation schemes



2. Labour Costing
  - 2.1 Labour cost, computation & control
  - 2.2 Cost & causes of labour Turnover & ways to reduce the cost.
  - 2.3 Cost of Training Labour
  - 2.4 Work study, Time study
  - 2.5 Labour Productivity
  - 2.6 Time Keeping
  - 2.7 Time booking
  - 2.8 Documentation of wages
  - 2.9 Treatment of Overtime, idle time, night shift allowance, leave pay
  - 2.10 Computation of labour cost per production hour/machine hour.
3. Compensation Management
  - 3.1 Preparation of payroll
  - 3.2 Wage policy & principles
  - 3.2 Preparation of wage packet
  - 3.3 Wages Analysis.
  - 3.4 Wage levels, Justification of incentives.
  - 3.5 Principles applicable to all incentive schemes
  - 3.6 Remuneration system
    - 3.61 Time Rate, ordinary level
    - 3.62 Time Rate, high wage level
    - 3.63 Guaranteed Time Rate
    - 3.64 Graduated Time Rate
    - 3.65 Straight Piece Rate
    - 3.66 Individual Bonus schemes
    - 3.67 Group Bonus Schemes
    - 3.68 Bonus systems for indirect workers.
    - 3.69 Incentives; productivity related
4. Labour Unions
  - 4.1 Trade Unions, philosophy, origin, types
  - 4.2 Development & necessity of Trade Unions
  - 4.3 Character & culture of Trade Unions
  - 4.4 Process & Unionism
  - 4.5 Leadership
    - 4.51 Study of Behaviour
    - 4.52 study of Preferences
    - 4.53 Leadership within organisation
    - 4.54 Leadership commitment
    - 4.55 Ideological commitment
    - 4.56 Opportunist Leadership
    - 4.57 Political Affiliation
    - 4.58 Social background /background of leadership
    - 4.59 Affiliation with underworld/mafia
    - 4.60 Trade Union & Productivity
  - 4.6 Exit policy & Impact of Globalisation on
    - 4.61 Employment
    - 4.62 Industrial Relations
    - 4.63 Trade Union
    - 4.64 Necessity of learning new skills & technologies

5. Industrial hygiene

- 5.1 Working Environment, effect on job performance
- 5.2 Factors in work environment, Lighting, Temperature, humidity, noise, vibration, dust, vapour, fumes, radiation, crowding, ventilation.

(307) C. FINANCIAL MANAGEMENT PAPER III

1. Capital Market

- 1.1 Meaning - Classification
- 1.2 Growth of Indian capital market
- 1.3 Stock exchanges in India & abroad
- 1.4 Working of Indian stock exchanges
- 1.5 stock exchange terminology
- 1.6 Mutual funds
- 1.7 Merchant Bankers
- 1.8 SEBI Guidelines

2. Money Market

- 2.1 Characteristics & types
- 2.2 Bullion market
- 2.3 Bill market
- 2.4 Market of foreign exchange

3. Expansion & Diversification

- 3.1 Take overs - mergers - amalgamation
- 3.2 Relevant SEBI Guidelines
- 3.3 Developing conglomerates & expanding subsidiaries
- 3.4 Limitations of expansion strategy

4. Disinvestment strategy

- 4.1 Meaning - need
- 4.2 Disinvestment in public sector understanding in India.

5. Non Banking Finance for companies

- 5.1 Growth - Reasons for deback
- 5.2 Concerned controlling Guidelines.

6. Venture Capital

- 6.1 Meaning - New .
- 6.2 Indian Position

7. Industrial Sickness

- 7.1 Meaning - Causes - effects
- 7.2 Remedies for its removal & revival

8. Management of investment portfolio

9. Management of foreign exchange & foreign collaborations

10. Preparation of financial statement analysis & reports.

307(D) Material Management :

- 1. Stores Management-Stores systems and Procedures-Incoming Materials Control-Stores Accounting and Stock Verification-Obsolete, Surplus and Scrap Management-Ware-housing and Stores Management.
- 2. Value Analysis-Materials Handling-Transportation and Traffic Management-Traffic and Physical Distribution Management.
- 3. Inventory Management in India-Economic Ordering, Quantity-Practical Inventory Systems-Future of Materials Management.
- 4. OR Techniques in Materials Management-Role of PERT in Materials Management-Computers in Materials Management-Evaluation of Materials Management-Index Ratio in Materials Management.

### Books Recommended

- 1) Gopal Krishnan and Sudersan-Materials Management.
- 2) Materials Handling Institute-Handling MODern Methods and Integrated Approach.
- 3) Brady, G. S. Materials Handbook.
- 4) Gokarna, P. R.-Materials Management.
- 5) Amar Deen, S.-Materials Management.

### 307 (E) Operation Management

1. Procurement-Purchasing Policies Problems Procurement Functions- Budgets and Improvement of Stores-Keeping and Stores Control-Kinds of Stores Inventory-Stores Inventory Control-Physical Inventory.
2. Plant Safety and Employee Welfare-The Problems of Industrials Accidents-The Safety-Control Procedures.
3. Industrial Waste Control-Plant Correspondence- Preentive Manintenance-Impact of Automation-Maintenance Management.
4. Management Development and Product Manager-Communication Information and System Control-Management Information Systems-Recent Trends in Production Management-Top Management Responsibility.

### Books Recommended

- 1) Bromm H. N.-Production Managment.
- 2) Goel, B. S. and Gupta, D. P.-Production Management.
- 3) Tatraporwalla Publications-New Products, New Profits.

### 307 (F). DATABASE MANAGEMENT SYSTEMS III

Data independence, data models; network model, DBTS proposal data definition and manipulation language; hierarchical and relational models; storage organisation for relations, relation algebra and calculus; relational query language, query processor and optimizer; functional dependencies; normal forms, multivalued dependencies; decomposition, integrity, protection, security, concurrence, recovery, distributed data bases, available data base system.

### REFERENCE BOOK

1. Date, C.J; An Introduction to database systems volumes I & II, Addison- Wesley.
2. Ullman, Jeffrey MD.; Principal of Database, 2nd Ed, Galgotia Publ. Pvt. Ltd. 1972
3. Simpson A ; Understanding dBase-III, B.P.B,Publications,
4. Whittington, R.P. ; Data Base system Engineering, Clavendon Press, Vendon Press.
5. Pratt P ; Data Base system Managemetn and Design, Bod and Fraser Publ. Comp. 1987.

307 (G) Agricultural Management : - III  
(Integrated Rural Development)

1. Integrated Rural Development-Agricultural Efficiency and Management of Agricultural Inputs-Irrigation and Economic Change-Cropping pattern for Rural Development-Dimension : Rural Poverty in India-Employment Planning for the Rural Poor-Role of Co-operative Industrial Estates.
2. Urbanism and Rural Development-Decentralised Approach to Rural development-Problems of Tribal Development, Rural Development and Small Scale Industries-Rural Entrepreneurship and management Development.
3. Management of Consumer's co-operative-Co-operative Department Stores in Rural areas-Purchase Policies-Organisation and Purchasers for co-operative Products.
4. Co-operative Dairy for Small People-Horticulture-Management-Nursery management of Labour Contract and Construction Co-operative Cattle Management-Recent Trends in Agricultural Management.

307 (H) Services Management (III)

Financial Services - Scope and nature of financial Services, Banking Services - nature and Scope. Venture capital services, Underwriting services, Merchant banking services, Portfolio services, Mutual funds, Factoring services.  
Insurance Services - nature, Scope, characteristics, importance for economy, customer, society at large. Classification of insurance services. New trends in life insurance and general insurance services.

Investment services -

Need of investment services - avenues of investment-assessment of avenues-consultancy services in finance and investment-Brokerage services - Agency service for UTI and other financial institutes.

RECOMMENDED BOOKS

1. Marketing of services - Ed. Bidhi chand Rawat publications 1994.
2. Essence of services - Adrian Payne, Prentice Hall - 1996
3. Services marketing - Ed. Ravi Shankar Wouth Asia Publication 1997.
4. Managing services marketing (Text & Readings) John E. G. Bateson, Dryden Press 1991.
5. Total quality service - D. H. Statatis.
6. Quality service Pays - Harry L. Lefevry, Vanity Books

401. Entrepreneurial Development & Business Ethics

Entrepreneurial Development

1. Definition-scope and importance of entrepreneurship. Its relevance to Indian Economy-Entrepreneurial values-cultural and social environment-characteristics of a successful entrepreneur-Entrepreneurship Development Cycle.
2. Role of Financial Institutions and Commercial Banks in promoting entrepreneurship-financing schemes offered-venture capital schemes.
3. Economic Theories of Entrepreneurship-Introduction to theories of economic development and the role played by entrepreneurs in economic development.

Business Ethics

1. Moral issues in business-justice and economic system environmental protection and consumer safety-whistle blowing-social responsibility and social responsiveness-arguments for and against involvement in social actions-role of government-social audit.
2. Introduction to important socioethical systems operating in India and the world with special reference to Gandhian, Jain, Islamic and Marxist approach to business behaviour.
3. Ethics in functional areas-Marketing and Advertising-Trade secrets, corporate disclosure and insider trading-Accounting, Finance and corporate Takeover - computers - Employment, wages and unions-Discriminatory action including the gender factor-copyrights and intellectual property rights.
4. Institutionalising ethics-Professional ethical codes-corporate codes-formal committees-control and audit systems for enforcing behaviour.

Books Recommended

1. Business Ethics - Richard De George
2. Essentials of Management - Koontz and Weihrich
3. Management Ethics - William Evans.
4. Management by values - S. K. Chakraborty.
5. Seven Spiritual Laws of Success - Deepak Chopra.

## 402. Business Policy and Strategic Management

1. Business Policy and General Management-Conceptual Foundation-Strategic Framework of an organisation.
2. Mission, purpose and objectives- Defining a business-Environmental Appraisal-Organisational Appraisal. SWOT Analysis-Strategic Choice.
3. Implementation of strategy - Structural Implementation functional Implementation Behavioural Implementation Establishment of Standards and Measurement of Performance-Feedback and Review.
4. Role played by personal values and social responsibility in evolution of a strategy.

### Books Recommended

1. Business Policy, Text and Cases - Christenses, Andrewe, Bower, Hammeermesh and Porter.
2. Business Policy - Azhar Kazmi.
3. Strategic Management - John Penrice and Richard Robinson, Jr.
4. Strategic Management - Samuel Cerco.
5. Competing for the future - C. K. Prahalad.

## 403. Business Law II

1. The Companies Act, 1956
  - 1.1. A Company definition, meaning features and types of companies.
  - 1.2 Provisions relating to incorporation and a company Memorandum of Association and Articles of Association.
  - 1.03 Provisions relating to capital structure, dividends and directors.
2. The Partnership Act, 1932
  - 2.2 Nature of Partnership, Essential elements constituting a partnership, test of partnership types of partnership and partners.
  - 2.3 Mutual relations of partners-rights, duties and liabilities of partners, Relations of partners to third parties.
  - 2.4 Provisions relating to minor partners
  - 2.5 Provisions relating to incoming and outgoing partners.
  - 2.6 Dissolution of a firm modes of dissolution of a firm
3. Introduction of the consumer Protection Act, 1986.
  - 3.1 Definitions of consumer, a person, goods, service, trader, manufacturer, meaning of consumer dispute, complaint, unfair trade practice, restrictive trade practice.
  - 3.2 Consumer protection councils.
  - 3.3 Consumer Disputes Redressal Agencies.

### Books Recommended

1. Business Law - Balchandani.
2. Business Law - S. D. Beet and M.S.Patil
3. Business Law - Gulshan Kapoor.
4. Business and Commercial Law - Sen and Mitra
5. An Introduction to Mercantile law - N.D.Kapoor.
6. Business Law - Vechalekar.
7. Business Law - M. D. Mulla.

### 404 CURRENT BUSINESS SCENARIO :

#### A] Govt. Policy :

1. New Economic Policy -- Industrial policy since 1991.
2. Banking Sector Reforms - Measures taken by Govt. for Privatisation of Bank.
3. WTO and Implication for India - Impact and export policy -- Salient Features.
4. Indian Capital Market Reforms - Malegam Committee Report -- on Primary Market -- SEBI Guideline on investor protection & pricing of public issues - Critical Evaluation of Role of SEBI

#### B] Corporate Strategy :

1. Corporate Takeovers - Procedures, Guidelines & Implications -- SEBI guidelines
2. Role of ISO 9000, TQM and Kaizen concept
3. Concept of Globalisation and Management Challenges -- Investment of Foreign Capital in India.
4. Privatisation of Insurance sector near trends -- Tax Avoidance and Tax Evasion -- Extent of Black Money -- Implication of Black Money.

### Reference Books

Indian Economy - Datt & Sundaram

### MARKETING MANAGEMENT (SPECIALISATION) PAPER IV

(405) A. TITLE : INTERNATIONAL MARKETING AND EXPORT PROMOTION.

- 1] International Marketing - Meaning, Definition , Important, Objectives and needs, special difficulties in International Marketing. Scope of export marketing. India's foreign Trade - Value composition and Directions Recent trends in India's Foreign Trade.
- 2] Export Procedure, Import Procedure, Documentation in Export - Import Trade ; New Export - Import policy
- 3] International Marketing Mix - International product policy and planning, Advertising and Promotional Management. International pricing policy, International Distribution and sales policy.
- 4] Conceptual Frame work - Global and Domestic Marketing, International Product life cycle; Multinational Marketing - Meaning, Advantages, Social responsibilities of multinational corporation. Environmental Analysis - Economics political Social cultural etc, EPRG - concept. E=Ethnoc. P=Polycentrism R=Regiocentrism. G= Geocentrism.
- 5] Export Promotion -- Export Promotion measures and evaluation, Export promotion councils, Export Incentives. International Agreements and Agencies for promoting Export - World Trade organisation, G.A.T.T, UNCTAD, S.T.C., I.I.F.T.- Role and functions.

## BOOKS FOR REFERENCE

1. International Marketing - Philip R. Cateora and John M. Hess (3rd Edition) Publisher - Richard D. Irwin, Inc.
2. Multinational Marketing Management - Warven J. Keenan 2nd Edition, Prentice Hall of India.
3. International Marketing Concept, Techniques and cases- By Rajan Saxena and M.C. Kapoor 1984. Tata McGraw Hill Publishing co. Ltd.
4. Export Marketing - R.S. Rathor. J.S. Rathor-Himalaya Publishing House.
5. International Marketing - P. Saravanavel -Himalaya Publishing House.
6. International Business Management - John Fayerweather (A Conceptual frame work) - New York, McGraw Hill 1969.
7. International Trade and Export Management - Francis Cherunilam. Himalaya Publishing House.
8. Management of Export Marketing - Dr. D.J. Mathew Ruhsa Publishers, Jaipur.
9. Export Management - T.A.S. Balgopal- Himalaya Publishing House
10. International Marketing Management - By M.N. Mishra.- Oxford & IBH Publishing Co. Pvt. Ltd.
11. Global Marketing Management - By Brian, Toyne and peter G.P. Walters.- Publisher-Allyn and Bacon 1989.
12. International Marketing - By V.H. Kirpalani Prentice Hall (I)

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

1. Factories Act, 1948.  
Section 4, 8, 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. Industrial Disputes Act, 1947  
Applicability, industrial dispute, General scheme of the Act, Authorities, Lock out, closure, strike, public utility services, Prohibition of strikes & lockouts, lay off, Badku Workman, Retrenchment, Unfair Labour Practices,
3. Trade Unions Act, 1936  
Objectives, applicability, definitions, registration, Rights & Privileges.
4. Apprentice Act, 1961  
Applicability, Appointment, training, termination, obligation of employers, Obligations of apprentices,
5. Minimum wages Act, 1948  
Applicability, definitions, Appropriate Government, fixation of minimum rate of wages procedure for fixing and revising minimum wage, payment, overtime.



- ] Contract Labour (Regulation & Abolition) Act, 1970.  
Applicability, definitions, registration, effects of non registration, revocation of registration, Licensing of contractors, canteen, rest room, first aid & other facilities, Liability of principal employer,
- ] Maternity Benefit Act, 1961.  
Provisions related to applicability and welfare of workers.
- ] Employees state insurance Act, 1948  
Applicability, employees covered under the act, Contribution, wage, benefits to employees, Procedural Aspects.
- ] Payment of Gratuity Act, 1972  
Employers covered, employees eligible, Rate of gratuity, amount of gratuity, maximum Gratuity, combination, Compulsory insurance, payment of Gratuity, forfeiture/ Reduction of gratuity.
- ] Payment of Bonus Act 1965  
Applicability, employees eligible, salary, bonus amount of bonus calculation of allocable surplus, seton & set off, exemption to new establishments, productivity Bonus, Timelimit for payment & banks, Deductions from bonus.
- ] Employees Provident fund Act & Miscellaneous provisions Act, 1972. Applicability, Ineligible employees, Basic wage eligibility, casual worker, contribution, employers liability
- ] Workmen's Compensation Act, 1923. Applicability, compensation, liability of employers occupational diseases entitled employees, national extension, Amount of compensation.
- ] Industrial Employment (Standing orders) Act, 1946  
Coverage, Approval of standing orders, model standing orders, Disciplinary Actions,
- ] Payment of Wages Act, 1936  
Applicability, wages, Responsibility & Time of payment, deductions from wages

#### 405 (C) FINANCIAL MANAGEMENT

- 1. Direct Taxes
  - 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 (Sec. 14 only)
  - 1.4 Computation of income from business & profession (Sec. 28 to 44)
  - 1.5 Capital gains (Sec. 45 to 55)
  - 1.6 Set off & carry forward of losses (sec. 70-79)
  - 1.7 Reductions from Gross total income.
  - 1.8 Taxation of companies - Minimum Alternative Tax.
  - 1.9 Gift Tax Act, 1957 (sec. 2 to 6 only)
  - 1.10 Wealth Tax Act, 1958 (sec. 2 to 7 only)
- 2. Indirect Taxes.
  - 2.1 Central Sale Tax Act, 1956
  - 2.2 Conceptual Study of Broad provisions of central excise & Salts Act, 1944, Central excise tariff Act, 1985. Indepth study is not expected concept of duty drawback, MODVAT,
  - 2.3 Conceptual study of Broad provisions of Customs Act 1962 & Customs Tariff Act, 75.

#### 405 (D) Material Management

Concept of Materials management as a Profit Centre. Role of Materials Management in new product development. Purchase price analysis. Contracts administration. Institutional/Government purchasing. Physical verification of Inventories and Stock valuation. Performance appraisal of Materials and Logistic Management

Cost reduction through materials management price cost analysis, standard costing, Budgetary control - variance analysis - Implementation of cost reduction programmes.

##### Books Recommended

1. Purchasing and Supply Management-Text and Cases - Donald W. Dobler and David N. Puri-Tata McGraw Hill Ltd.
2. Handbook of materials Management - P. GopalKrishnan-Prentice hall of India p.Ltd.
3. Purchasing and Inventory Control - K. S. Menon - Wheller Publishing

#### 405 (E) Operation Management

Current trends and their applications in Operation Management - business process re-engineering (BPR), benchmarking.

Impact of automation.

Importance of training and manpower development.

Relationship with other functional managements like Materials, Finance, Quality, Research and Development and Marketing. Development of competitive advantage.

Effect of Globalisation on Technological Management. Effects of Information Technology on Manufacturing and Technology Management.

Corporate policy and it's relationship with management of technology. Management of Change.

##### Books Recommended

1. Production and Operation Management: Concepts, models and behaviour-Everette E. Adams, Jr. and Ronald J. Ebert-Prentice hall of India Pvt. Ltd., New Delhi.
2. Production and Operation management - Dr. N. G. Nair - Tata Mc-Graw-Hill Pvt.Ltd., New Delhi
3. Production and Operation Management - S. N. Chary-Tata McGraw Hill Ltd., New Delhi.
4. Production and Operation management - E. S. Buffa. Tata McGraw Hill Ltd., Delhi.

#### 405 (F) ORACLE AND DEVELOPER 2000

- 1.1 Basic concepts of Database
- 1.2 Introduction & comparison between DBMS & RDBMS
- 1.3 Advantages of RDBMS over DBMS
- 1.4 Oracle - A Relational Database Management system
- 1.5 Comparison between different Oracle Products  
Professional Oracle, Oracle under UNIX, personal Oracle, etc.
- 1.6 Database Administrator (DBA)
- 1.7 Database Users
- 1.8 Concept of Normalization including 1NF, 2NF, 3NF

## 2-INTERFACING WITH ORACLE DATABASE

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- 2.1 Basics of structured Query Language (SQL)
- 2.2 Data Definition Language (DDL) statements
  - Creating a table by CREATE TABLE
  - Modifying a table by ALTER TABLE
  - Deleting a table by DROP TABLE
  - Displaying a structure of table by DESCRIBE
  - Renaming a table by RENAME
- 2.3 Data Manipulation language (DML) statements
  - Inserting Record by INSERT
  - Updating Record by UPDATE
  - Deleting Records by DELETE
- 2.4 Data control Language (DCL) Statements
  - COMMIT, ROLLBACK, GRANT, REVOKE
- 2.5 Concept of Views
- 2.6 Database constraints
  - NULL/NOT NULL, CHECK, UNIQUE, DEFAULT, PRIMARY KEY, FOREIGN KEY
- 2.7 The ORACLE Data Types

## 3- INVOKING SQL \* PLUS

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- 3.1 Basic structure of a query with SELECT, FROM, WHERE
- 3.2 Selecting specified rows & columns through SQL
- 3.3 Operators in ORACLE
  - Arithmetical, Relational & Logical
- 3.4 Pattern Matching using LIKE
- 3.5 Arranging the data by ORDER BY, GROUP BY, HAVING
- 3.6 Checking data by IN, BETWEEN, ALL, ANY, EXISTS, etc
- 3.7 Joining multiple tables using UNION, INTERSECT & MINUS
- 3.8 Working with ORACLE functions
  - Arithmetical functions - ABS(), MOD(), CEIL(), FLOOR(), ROUND(), TRUNC(), SQRT(), SIGN(), POWER()
  - Character functions LOWER(), UPPER(), INITCAP(), LENGTH(), INSTR(), SUBSTR(), LTRIM(), RTRIM(), LPAD(), RPAD(), CHAR(), ASCII(), etc
- 3.9 Queries using multiple Tables
- 3.10 Subqueries/Nested Queries

## 4- PROGRAMMING IN ORACLE WITH PL/SQL

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- 4.1 Basics of PL/SQL
  - Additional Data types, Variables, constants
- 4.2 Structure of PL/SQL BLOCK
  - DECLARE, BEGIN, EXCEPTION
- 4.3 Handling Tables in PL/SQL
- 4.4 Manipulation data from databases using PL/SQL
- 4.5 Cursor Management
  - Opening a cursor
  - Defining a cursor
  - Fetching a cursor
  - Closing a cursor
  - Handling cursors using % FOUND, %NOTFOUND, % ROWCOUNT
  - Explicit and Implicit cursors
- 4.6 Conditional Statement IF-ELSE-ENDIF
- 4.7 Looping Statements LOOP-ENDLOOP, WHILE, FOR
- 4.8 Displaying messages on screen DBMS-OUTPUT. PUT-LENGTH()

## 5 - PROCEDURES, FUNCTIONS & TRIGGERS

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- 5.1 Introduction to procedures & functions
- 5.2 Basic structure of Procedure/function
- 5.3 Calling a Procedure/function
- 5.4 Concept of stored Procedures & Stored Functions
- 5.5 Concept of Triggers
- 5.6 Types of Triggers
- 5.7 Creating Triggers & Dropping Triggers

## 6. FORMS 4.5

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- 6.1 Introduction to Forms 4.5
- 6.2 Properties Windows and layout Editor, Blocks and Items, Defining Items
- 6.3 Triggers, Canvas-views and Windows, Master/Detail relationship
- 6.4 Alerts and Editors, LOVs, Record groups, Libraries
- 6.5 Manipulating properties and Property Classes, Form Parameters, Menus.

## 7. REPORTS 2.5

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- 7.1 Introduction to Reports 2.5, Creating Default Reports.
- 7.2 Creating a Simple Break Report, Creating Detailed Break Report
- 7.3 Matrix, Form Letter types of Reports.

## REFERENCE BOOKS

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- 1. Understanding Oracle - by James T. Perry
- 2. Oracle 7.0 by Ivan Bayross
- 3. Commercial Applications Development using Developer 2000 - by Ivan Bayross
- 4. Personal Oracle for Windows-95 by David Lockman
- 5. Oracle 7.3 Developers Guide by Singh, Leigh, Zafian

#### 405 (G) Agricultural Management

##### 1 FUNDAMENTALS OF FARM MANAGEMENT :

- 1.1. Scope of modern agriculture - special features of agriculture - comparison of agricultural and industrial production - difference between farm and non-farm business management.
- 1.2 The farm as a household and business unit- Role of Management : Types of decisions, restraints upon the decision - maker, change and uncertainty in relation to management, decision - making criteria - methods of mitigating the effects of risk and uncertainty - Time as a factor in decision - making.
- 1.3 Farm production systems and management functions : peasant proprietorship, cooperative, farming, capitalist farming.
- 1.4 Agricultural Marketing : Concept - Market structure (Primary secondary, terminal) - Marketale and marketed surplus - ideal system of agricultural marketing.
- 1.5 Marketing functions and services - Marketing agencies - Marketing channels.
- 1.6 Farm budgeting approach to farm management : Partial and total budgeting - limitations of the approach.
- 1.7 Linear programming approach to farm Management : Formulation of a linear programming problem - the optimum solution limitations of the approach - superiority over farm budgeting approach.

##### Books Recommended

1. Dantwala M. S. and others, Indian Agricultural Development Since Independence, Oxford and IBH publishing Co. New Delhi.
2. Robertson, C. A. An Introduction to Agricultural Production Economics and Farm management Tata McGraw Hill, 1971.
3. Bishop C.C. and Toussaint, N. D. Introduction to Agricultural Economic analysis, John Wiley & Sons.
4. Heady, Earl. O. and Jensen, Herald R. Farm Management Economics, Prentice - Hall 1964

#### 405 (H) Services Management (IV)

Transport services- Public and private - Goods and passengers - characteristics, importance, Features of demand and supply of these services - Private passenger/goods a services on the rise - reasons therefor- Marketing of these services

Hotel and Tourism - Nature of demand and supply - changes in recent time - Government policies for encouragement - potentials for growth - recent trends in this sector.

Market research services- Nature of services provided Recent development in market research services industry future development, challenges and tasks- problems faced by marketing research industry

Health services - Nature of health services - demand supply gap, objectives and motivation of health services Govt and private sector- Emerging trends - problems of health service sector.

406 (A) TITLE : CASE STUDIES IN MARKETING  
Cases in Marketing Management on the various topic covered in all  
Marketing paper I,II,III,IV and compulsory paper. Minimum 16  
cases must be covered. Three cases should be asked in the  
examination, out of which student should attempt any two.

#### BOOKS FOR REFERENCE

1. Marketing Text Techniques and cases - H.L. Hanson.
2. Problem in Marketing - M.P. Brawn and R.N. cardoz
3. Marketing research (measure & method) by Donald S.Tull, Del I  
Howkins. Mxwell Mcmillan International.
4. Marketing in India cases and Reading - By Neelamegham vikas  
publishing house Pvt. Ltd. Delhi.

#### 406 (B) Case Study H.R.D.

The paper shall be based on case studies in the field of personnel management, H.R.M. Organisational Behaviour, Human relations in organisation.

There shall be 4 cases of which student will analyse and answer any two cases.

The teaching shall be on case study method and solving at least 20 case studies in class room.

Total periods in clock hours 45

#### H.R.M. & I.R. Prescribed books

1. 'Organisational Behaviour, concepts, controversies and applications' Stephen P. Robbins, Prentice hall of India Pvt. Ltd. New Delhi.
2. 'Industrial Organisational Psychology', John B. Miner, McGraw Hill International
3. 'Personnel : A diagnostic Approach' William E. Blueck, business publication.
4. 'Human Resource Management' Graham H.T., Macdonald & Evans, Plymouth.
5. 'Managing Personnel & Performance' Bennet Roger, Hutchinson, London.
6. 'Personnel Management and Industrial Relation, Yoder Dale & Others Prentice Hall New Delhi.
7. 'Personnel and Human Resource Management, C.S. Vemletratinam, S. K. sivastava, Tata McGraw Hill.

#### Reference Books

1. The Personnel function in changing environment, Ferry, Sym.A.
  2. 'Industrial Psychology' Myers & Myers
  3. 'Performance Appraisal in Management' William M. R.
  4. 'Labour Welfare', Punnekar & Other, Tata Mc Graw Hill
  5. 'Management Training and Development Systems', Francy Williams R.
  6. 'Personnel Management in India' Indian Institute of Personnel Management.
  7. 'Personnel Management' Monapra Aruna & Mirzaa Saiyadin.
  8. 'Personnel and Human Resource Management', Venkatraman.
  9. 'Personnel Administration' Rigors & Myers
  10. dynamic Personnel Administration M.H. Rudrabasavraj
  - ] 'Management' Martin.J. Gannon, Allyn & Bacon,
  - ] 'Introduction to Management' Kent, Boston.
  - ] 'Personnel : A diagnostic Approach', Williams E. Blueck, Business Publications,
  - ] 'Managing Personnel and Performance' Bennet Roger, London, Hutchinson
- Norms and Conditions for introduction of Post-Graduate Course in the Management Institutions.

#### 406 (C) FINANCIAL MANAGEMENT

Case studies - based on topic studied in 4 papers of financial management and 2 papers of management Accountancy.

#### 406 (D) Material Management : ( Case Studies )

Cases in Materials Management on various topics covered in Unit Courses 307, 308, and 405. Minimum 12 cases must be covered. Three case will be asked in the Examination, out of which, candidates shall have to attempt any two.

##### Books Recommended

- 1) Lamar Lee and Dobler Donal-Purchasing and Material Management. Text and Cases.
- 2) Ammer Dean S.-Materials Management.
- 3) Pallit, A. R.-Materials Management.

#### 406 (E) Operations Management :

##### ( Case Studies ) :

Case in Production Management on the various topics covered in Unit Courses 304 A, 305 A, 404 A.

Minimum 12 cases must be covered.

Three case will be asked in the examination, out of which candidates shall be expected to attempt any two.

#### 406 (F) CASE STUDY (COMPUTER)

Problems & cases in Computer Management & Programming on the various topics covered in courses like 305, 306, 307, 405, minimum 12 cases must be covered. There cases will be asked in the Exam. out of which candidates has to attempt any TWO.

#### 406 (G) Agricultural Management :

##### ( Case Studies )

Cases in Personnel Management on the various topics covered in Unit Courses 307, 308, 405. Minimum 12 cases must be covered. Three case will be asked in the examination, out of which, candidates should attempts any two.

#### 406 (H) Services Management V

##### Case Studies

Cases in Services Management on the Various topics covered in unit courses 305(H), 306(H), 307(H) and 405(H), will be studies. minimum 12 cases must be covered. Three cases will be asked in the examination, out of which, the candidate shall attempt any two.

#### RECOMMENDED BOOKS

1. Marketing of services - Ed. Bidhi chand Rawat publications 1994.
2. Essence of services - Adrian Payne, Prentice Hall - 1996
3. Services marketing - Ed. Ravi Shankar Wouth Asia Publication 1997
4. Managing services marketing(Text & Readings) John E. G. Bateson, Dryden Press 1991.
5. Total quality service - D. H. Statatis.
6. Quality service Pays - Harry L. Lefevry, Vanity Books



**NORTH MAHARASHTRA UNIVERSITY, JALGAON**  
**M.B.A. INFORMATION TECHNOLOGY**

**SEMESTER III**

**PAPER I**

**RDBMS with Oracle AND DEVELOPER 2000**

- RDBMS concepts
- CODD rules
- Advantage over DBMS
- RDBMS Products
- OORDBMS
- Web Enabled RDBMS
- Oracle user Management
- Oracle Backup & Recovery
- Import & Export
- SQL : DDL, DML, DCL
- ERD

**PROGRAMMING I: ORACLE WITH PL/SQL**

- Basic of PL/SQL
- Structure of PL/SQL Block
- Handling Tables in PL/SQL
- Manipulation data from databases using PL/SQL
- Cursor Management
- Conditional Statement IF-ELSE-ENDIF
- Looping Statements LOOP-ENDWOP, WHILE, FOR
- Displaying messages on screen DBMS-OUTPUT, PUT-line

**PROCEDURES, FUNCTIONS & TRIGGERS**

**FORMS 4.5**

- Introduction to Forms 4.5
- Properties Windows and layout Editor, Blocks and Items, Defining Items
- Triggers, Canvas-Views and windows, Master/Detail relationship
- Manipulating properties and Property Classes, Form Parameters, Menus.

**REPORTS 2.5**

- Introduction to Reports 2.5
- Creating a Simple and Detailed Break and Matrix Report

## **(PAPER II)**

### **OOPS USING C++ AND JAVA**

1. Introduction : Difference between C++. The Object-Oriented Approach, Object-oriented methodologies in analysis. design an din programming characteristics of Object-Oriented Languages-Classes, Objects, Encapsulation, Inheritance. Polymorphism. C++ and C.
2. Structures: An Introduction, Other Structure Features, Structures within structures, Enumerated data types.
3. Functions : Simple functions, Passing Arguments to functions, Returning Values from Functions, Reference Arguments, Overloaded functions, Address of an overloaded functions, passing an address of an overloaded functions, passing an address of an overloaded function as an argument to another function, Inline functions, Default arguments, variables and storage classes.
4. Objects and Classes : A simple class, Difference between class, structure and union in C++, C++ objects, Constructors and Destructors Concept of an ADT, constant member function, Objects as Function Arguments, Returning Objects from fuctions, classes, objects and Memory, Static Class Data.
5. Operator overloading Introduction, Overloading, Unary and Binary Operators, Concatenating Strings, Comparison operators, Arithmetic Assignments Operators, Data Conversion-Between Basic Types, Between Objects and Basic Types. When to use what.
6. Inheritance: Derived Class and Base Class. Derived class Constructors, class Hierarchies, Public and Private Inheritance, Multiple Inheritance, Containership-Classes within Classes. Inheritance and Program Development.
7. Pointers : The Delete and New Operator, Pointers to Object , An Array of Pointers to Objects, Pointers to Pointers, Debugging Pointers, Difference between pointers and references.
8. Virtual Functions and Other Subtleties: Virtual Functions, Pure Virtual Fuctions, Friend Functions, Static Functions, Assignments and Copy Initialization. The Copy Constructor, The this Pointer, Abstact Classes.
9. Introduction to templates and exception handling, fuction with Templates.
10. Files and Streams : Streams, String I/O, Character I/O, File Pointers, Error Handling, Redirection, Command-Line Arguments, Pointer Output, Overloading the << and >> Operators.
11. Applet fundamental
12. Variable Scope
13. AWT (abstract window Tool)

### **PAPER III**

#### **IT PROJECT MANAGEMENT**

A study of the role and responsibilities of a project manager. Software developing techniques, approaches, and styles to manage software development projects effectively. Ways to manage software projects from a perspective that balances theory and practice, technology and people customer value and provider profitability, and strategies and tactics.

### **SEMESTER IV**

#### **PAPER I**

##### **VISUAL BASIC 6.0**

- Introduction to Visual Basic- Tool Box, Project Window, Property Windwos,
- Menu design - Writing : program - Visual basic programming language DIM
- Data types, arrays, Control Array, option Explicit, Subroutines, Functions,
- String manipulations function, arithmetic functions .Making decisions -
- If..Then, If....Then...Else, Select case- for.....Next, Do.....Loops....
- Forms, Controls and properties, Lables, Text Boxes, Command, Combs, Lists,
- Combo box, Grid, Buttons, Frames, Check Boxes etc. Forms, Code Modules,
- class Modules. Error handling using...on Error statement, on Error GOTO, etc.
- Working with files Using Menu Design Windows, Adding items to a Menu,
- Assigning shortcut Keys, Creating a Dialog Box .
- Using Data Controls, DAO objects, Workspace, Database, Recordset etc,
- Using Visual Basic as front end tool for MS-ACCESS. RDO and ODBC
- through Visual Basic, Using Crystal Reports.

#### **PAPER II**

##### **INTRODUCTION TO ECRM, ERP**

- MRPI, MRP II and MRP III
- Evolution of ERP
- Need of system integration
- Characteristics, Features, components of ERP
- ERP Vendors/Packages
- Implementation Approach
- ERP Client-server Architecture
- Supply Chain Mgt. and ERP
- Business Reengineering and ERP
- IT plan for ERP
- Integration in ERP system
- Technologies in ERP .
- CRM fundamentals
  - Concept
  - Need
  - Vendors

**NORTH MAHARASHTRA UNIVERSITY, JALGAON**  
**M.B.A. E-COMMERCE**

**SEMESTER III**

**(PAPER I)**

**INTERNET AND WEB SITE FUNDAMENTALS**

- Web site fundaments
- HTML/DHTML
- Java scripting
- VB script
- XML
- Front Page 2000

**( PAPER II )**

**INTRODUCTION TO ELECTRONIC COMMERCE AND MANAGEMENT STRATEGY FOR E-COMMERCE**

This course will examine the changes in business processes and organizations enabled by electronic commerce technologies and applications. Going beyond online ordering, electronic commerce will have far reaching impacts on how we produce and consume products, interact with firms and governments, and how businesses are organized and compete in a global marketplace. The purpose of this course is to develop an understanding of the new electronic marketplace based on fundamental economics of the digital economy. The course will examine electronic economics, new organizational structures, information systems architectures, and decision analysis.

The objective of this course is to review the impact of the recent developments in information technology that have significant impact on the economy and various industries. The management strategies in the era of digital economy are the focal point of this course. Changes in the rules related to barriers to entry and exit in the digital economy have created interesting strategic issues. Issues related to intellectual property rights, privacy, ownership of information, and security is of major concern. The course will use books on e-commerce, cases, and other materials.

**(PAPER III)**

**OOPS USING C++ AND JAVA**

1. Introduction: Difference between C AND C++. The Object-Oriented Approach, Object-oriented methodologies in analysis, design OF programming characteristics of Object-Oriented Languages-Classes, Objects, Encapsulation, Inheritance, Polymorphism. C++ and C.

2. Structures: An Introduction, Other Structure Features, Structures within structures, Enumerated data types.
3. Functions : Simple functions, Passing Arguments to functions, Returning Values from Functions, Reference Arguments, Overloaded functions, Address of an overloaded functions, passing an address of an overloaded functions, passing an address of an overloaded function as an argument to another function, Inline functions, Default arguments, variables and storage classes.
4. Objects and Classes : A simple class, Difference between class, structure and union in C++, C++ objects, Constructors and Destructors Concept of an ADT, constant member function, Objects as Function Arguments, Returning Objects from functions, classes, objects and Memory, Static Class Data.
5. Operator overloading Introduction, Overloading, Unary and Binary Operators, Concatenating Strings, Comparison operators, Arithmetic Assignments Operators, Data Conversion-Between Basic Types, Between Objects and Basic Types. When to use what.
6. Inheritance: Derived Class and Base Class. Derived class Constructors, class Hierarchies, Public and Private Inheritance, Multiple Inheritance, Containership-Classes within Classes. Inheritance and Program Development.
7. Pointers : The Delete and New Operator, Pointers to Object , An Array of Pointers to Objects, Pointers to Pointers, Debugging Pointers, Difference between pointers and references.
8. Virtual Functions and Other Subtleties: Virtual Functions, Pure Virtual Functions, Friend Functions, Static Functions, Assignments and Copy Initialization. The Copy Constructor, The this Pointer, Abstract Classes.
9. Introduction to templates and exception handling, function with Templates.
10. Files and Streams : Streams, String I/O, Character I/O, File Pointers, Error Handling, Redirection, Command-Line Arguments, Pointer Output, Overloading the << and >> Operators.
11. Applet fundamental
12. Variable Scope
13. AWT (abstract window Tool)

## **SEMESTER IV**

### **PAPER I**

#### **RDBMS with Oracle AND DEVELOPER 2000**

- RDBMS concepts  
CODD rules ,Advantage over DBMS
- RDBMS Products, OORDBMS
- Web Enabled RDBMS ,Oracle user Management
- Oracle Backup & Recovery, Import & Export
- SQL : DDL, DML, DCL
- PROGRAMMING IN ORACLE WITH PL/SQL
- Basic of PL/SQL , Structure of PL/SQL Block
- Handling Tables in PL/SQL , Manipulation data from databases using PL/SQL
- Cursor Management
- Conditional Statement IF-ELSE-ENDIF
- Looping Statements LOOP-ENDWOP, WHILE, FOR
- Displaying messages on screen DBMS-OUTPUT, PUT-LINE
- PROCEDURES, FUNCTIONS & TRIGGERS
- FORMS 4.5
- Introduction to Forms 4.5
- Properties Windows and layout Editor, Blocks and Items, Defining Items
- Triggers, Canvas-Views and windows, Master/Detail relationship
- Manipulating properties and Property Classes, Form Parameters, Menus.
- REPORTS 2.5
- Introduction to Reports 2.5 ,Creating a Simple and Detailed Break and  
Matrics Report

### **PAPER II**

#### **INTRODUCTION TO ECRM, ERP AND IT LAW**

Includes historical and constitutional foundations, crimes and torts in cyberspace, virtual property (patents on line, copyrights in digital information, trade secrets in cyberspace, and cyber marks), E-commerce - contracting, E-commerce - E-money and the law, and information technology and online infringement of rights of intellectual property

- MRPI, MRP ii and MRP III
- Evolution of ERP , Need of system integration
- Characteristics, Features, components of ERP
- ERP Vendors/Packages,- Implementation Approach
- ERP Client-server Architecture
- Supply Chain Mgt. and ERP - Business Reengineering and ERP
- IT plan for ERP , Integration in ERP system
- Technologies in ERP
- CRM fundamentals
  - Concept
  - Need
  - Vendors