

**School of Management Studies,
Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon**

Syllabus for

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



**Master of Business Administration
(M. B. A.) Second Year
(Semester III & IV)
With effect from June 2020**

Faculty of Commerce and Management

**School of Management Studies,
P.G. Department of Management,
Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon**
(Grade 'A' NAAC Re-Accredited)

**FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)**

Paper: 301- Strategic Management

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

Required Lectures: 45+15 hours

Course Objectives:

1. To understand the current scenario of business in VUCA (volatility, uncertainty, complexity and ambiguity) world.
 2. To arouse interest and explore students to the diversity of issues prevalent in the Indian Economy.
 3. To provide insights into to the students about the emerging technologies and innovative practices adopted by the companies
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Unit I:

Business Policy: Introduction of Business Policy, Meaning of Business Policy, Definition of Business Policy, Features and Essentials of Business Policy, and Difference between Policy and Strategy.

Unit II:

Strategy and Strategic Management: Introduction to Strategy, Meaning and Definition of Strategy Characteristics and Features of Strategy, Vision, mission and purpose – Business definition, objectives and goals, Mintzberg's 5 P's of Strategy, The strategic Management process.

Unit III:

Business Environment: Introduction and Management of Business Environment, Features of Environment, Environmental Analysis, Components of Internal Environment, Environmental Scanning, Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter's Five Forces Model of competition.

Unit IV:

Strategy Formulation: Corporate Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Business level strategies: Industry Structure, Positioning of firm, Generic Competitive strategies: Low cost, Differentiation, Focus.

Unit V:

Corporate Portfolio Analysis: BCG Matrix and GE 9 Cell Model

Unit VI:

Strategy Implementation: Introduction, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Unit VII:

Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations.

Unit VIII: Cases in Strategic Management

References Books:

1. Strategic Management – An integrated Approach (Text & Cases) Charles W.L. Hill, Gareth R. Jones, All India Publishers & Distributors Regd.
2. Strategic Management – Alex Miller Irwin McGraw Hill
3. Strategic Management – Strategy Formulation & Implementation – John A Pearce II, Richard B. Robinson Jr. A.I.T.B.S. Publishers & Distributors (Regd)
4. Strategic Management – Colin White, Palgrave MacMillan.
5. Strategic Management – Ireland, Hoskisson, Hitt Cengage Learning
6. Concepts in Strategic Management & Business Policy- Thomas L Whelen, J David Hunger, Pearson.
7. Business Policy & Strategic Management (Text & cases)

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course outcome	Cognitive level
301.1	Equip students with Innovative ideas with all necessary skills and knowledge for putting their ideas into practice.	1
301.2	Explain the various emerging trends in business and their application into business	2
301.3	Develop proactive thinking so as to perform effectively in the dynamic socio-economic and current business ecosystem.	6

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

PAPER: 302: BUSINESS LAW-I

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

Required Lectures: 45+15 hours

Course Objectives:

1. To acquire knowledge and develop understanding of the regulatory framework of various Business Law viz. The Indian Contract Act, 1872, The Sales of Goods Act, 1930 etc.
 2. To provide a basic understanding of the mechanism of business contact.
 3. To provide with knowledge of the legal environment in which a consumer and businesses operates, and to provide with knowledge of legal principles.
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Unit 1: Introduction to Business Laws

- Introduction, nature of law, meaning and definition of business laws, scope and sources of business laws.

Unit 2: Contract Laws

- **Indian Contract Act, 1872:** Brief History of the Act Scope of the Act Objectives of the Act Definition of Contract Essentials of a Valid Contract Classification of Contracts
- **Offer and Acceptance:** Offer or Proposal, Essentials of a Valid Offer, How Communication is Affected? Implied Proposal and Acceptance Communication of Proposal Revocation of Offer through Communication of Acceptance
- **Consideration:** Definition, Components of Consideration, Legal Rules as to Consideration, Adequacy of Consideration.
- **Legal capacity to contract: Meaning** of Legal Capacity, Nature of Minor's Agreement, Effects of Minor's Agreements, Capacity of Insane Persons, Persons of Unsound Mind Other Persons.
- **Free Consent:** Meaning of Free Consent, Circumstances When Consent is Not Free, Distinction between Coercion and Undue Influence and mistake, Types of Misrepresentation, Essential Elements of Fraud Misrepresentation and Fraud.

Unit 3: Contract Laws: Performance of contract

- **Performance of contract & Discharge of contract:** Definition, Types and its essential, Performance and Demand of Performance, Time and place of performance, Discharge of contract.
- **Contract of Indemnity and Guarantee:** Definition of indemnity, Essential element of Indemnity, Rights and Liabilities, Definition of Guarantee, Rights and duties, Distinction between Contract of indemnity and Contract of Guarantee, Right and Duties of Surety, Discharge of Surety.
- **Breach of Contract & Remedies:** Remedies available to an aggrieved party. Quasi contract.

Unit 4: Indian Sale of Goods Act, 1930:

- Scope of the Act, Definition of Contract of Sale, Essentials of a Contract of Sale, Classification of Goods ,Distinction between Sale and Agreement to Sell ,Conditions and Warranties ,Distinction between a Condition and Warranty, Express and Implied Conditions and Warranties, Doctrine of

Caveat Emptor, Rights of the Buyer, Right against the Seller, Breach of the Contract. Duties of the Buyer, Rights of Unpaid Seller against the Goods.

Unit 5: The Indian Partnership Act, 1932

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

Unit 6: Companies Act-1956/2013

- Meaning and Definition of Company, Main characteristic features of a company, Types of companies Memorandum of Association & Articles of Association Additional Documents Required for Incorporation, Certificate of Incorporation Alteration of Memorandum and Articles, Promoters: Meaning and Importance, Position, Duties and Liabilities. Doctrine of Ultra-Vires, The Doctrine of Constructive Notice and Doctrine of Indoor Management
- General Meetings, Need of meeting, Kinds of Meetings and Resolution. Proceedings at General and Other Meetings. Recording and Signing of Minutes.
- Winding-up and Dissolution of companies, Different modes of winding up, Modes of dissolution of company.

Unit-7: The Competition Act, 2002

- Scope of the Act Objectives of the Act Definitions Prohibition of Certain Behaviour Competition Commission of India (Cci) Director-General, Duties of Director-General Duties, Powers and Functions of Commission Penalties.

Unit-8: Case Discussion on selected topics:

- Contract Laws
- Indian Sale of Goods Act, 1930:
- The Indian Partnership Act, 1932
- Companies Act-1956/2013

References Books

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

Course Outcomes:

Successful completion of this course enables the students to-

CONo	Course Outcomes	Cognitive level
302.1	Able to understand the basic concepts and laws of business	03
302.2	Identify the fundamental legal principles behind contractual agreements.	03
302.3	Acquire problem solving techniques and to be able to present coherent, concise legal argument.	04

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper: 303: Current Business Scenario

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

Required Lectures: 45+15 hours

Course Objectives:

1. To equip students with the knowledge of strategic management process and strategy formulation
 2. To enable students to analyze and understand the external and internal environment of an organization.
 3. To develop strategic thinking and decision-making abilities of students, especially in relation to understanding the business models and strategies
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Unit-1: Business Policies& Historical Perspectives

- 1.1 Economic Planning inIndia
- 1.2 Democratic Socialism and Mixed economy inIndia.
- 1.3 Industrial Policies 1991 onward, Economic reforms in India-Anappraisal
- 1.4 Implications & Evaluation of Government policies related to FDI inIndia.

Unit-2: GATT, WTO: Policy & Implication

- 2.1 Origin, Function and Objectives of GATT & WTO
- 2.2 Principal ofWTO
- 2.3 Concerned issues with WTO: Transparency, MFN Treatment
- 2.4 National Treatment: Non Discrimination within acountry
- 2.5 TRIP, TRIM and disputesettlement

Unit-3: Monetary Policies and Fiscal policies

- 3.1 Recent Monetary Policy and Fiscal policy
- 3.2 Role of RBI in Making India Less Casheconomy.
- 3.3 Merger and Acquisitions of Nationalized Banks inIndia

Unit-4: Innovation, Entrepreneurship & Business Development

- 4.1 Start-ups andEntrepreneurship
- 4.2 Start-up Ecosystem inIndia
- 4.3 Start-up Action plan2016.
- 4.3 Make in India programme.

Unit-5: E- Business and current Scenario

- 5.1 E business conceptual analysis, Advantages & disadvantages.
- 5.2 Industry 4.0
- 5.3 Online shopping & payments, technological innovations in onlinetrade
- 5.4 Growth of FinTech, Mobile wallet
- 5.5 Payments in India-Driving less cashEconomy
- 5.3 Execution & Impact of E-Commerce, M- commerce

Unit-6: Impact on India and world economy post COVID-19

- 6.1 Impact on Indian economy as a whole
- 6.2 Work from home
- 6.3 Online education

Unit-7: Case Analysis

References

1. Management a global perspective: Heinz Weirich& others, TATA Mcgraw Hill, New Delhi, 12th Edition 2009
2. Corporate Restructuring: Mergers, Acquisition & Other Forms- Bhagaban Das, DebDasRashkit, Sathya Swaroop Debasish, Himalaya Publishing House,1st Edition,2009,Mumbai
3. International Business- Mike W. Peng, South Western Publishing, Cengege Learning, 2007,NewDelhi
4. International Business Text &Cases (2010),P. Subbarao, Himalaya publishing house, New Delhi. 2nd edition,
5. Contemporary issues in commerce management & IT, Dr. Seema Joshi, Dr. Madhulika Sonawane, Dr. S. P. Narkhede, Edition 2013, Varad PrakashanLtd.
6. M-commerce Visveshrayalu Himalaya PublishingHouse.
7. Managing Economic Downturn, Dr. Seema Joshi, Dr. Anil P. Dongre, Dr. S. P. Narkhede, Edition 2012, Society for Science and Environment, NewDelhi
8. International Bussiness, K Aswashtapa, Tata McGraw Hill, Edition 3rd.
9. Twenty years Economic Reforms in India, M.M. Suri, New Century Publication New Delhi.
10. http://www.civilserviceindia.com/current-affairs/business_and_economy.html<http://currentaffairs-businessnews.com/>

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcome	Cognitive level
303.1	Ability to think strategically about an organization, its business position and develops plan to ensure sustainability of organization	1
303.2	Develop the knowledge and abilities in formulating strategies and strategic plan	3
303.3	Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences	5

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New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper: 304 A Financial Management & Decision Making

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

Required Lectures: 45+15 hours

Course Objectives:

1. Associate the financial parameters relevant to decision making.
 2. Learn the skills for applying various procedures and formulae related to financial analysis.
 3. Compare the interpretations drawn based on prepared analysis.
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Unit- 1: Time value of Money

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

Unit- 2: Risk and Return

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

Unit- 3: Capital Structure and Firm's Value

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

Unit-4: Management of Working Capital

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

Unit -5: Cost of Capital

- 5.1 Introduction to Cost of Capital
- 5.2 Cost of Debt and Preferences
- 5.3 Cost of Equity

- 5.4 Weighted average cost of capital
- 5.5 Weighted marginal cost of capital
- 5.6 Floating cost and cost of capital
- 5.7 Factors affecting weighted average cost of capital

Unit -6: Dividend Theory

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

Unit -7: Capital Budgeting Decision

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

Unit -8: Ratio Analysis

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

Reference Books:

1. Financial Management problems and solutions-Ravi M Kishor, Taxman Publications Pvt Ltd
2. Theory and problems in Financial Management-M.Y. Khan, P.K .Jain, Tata McGraw Hill, New Delhi
3. Financial Management and Policy-R. M. Srivastava, Himalaya Publishing House
4. Financial Management-Prasanna Chandra, Tata McGraw Hill, New Delhi
5. Financial Management-Ravi M Kishor, Taxman
6. Financial Management-M. Y. Khan, P. K. Jain, Tata McGraw Hill, New Delhi
7. Financial Management-P.V. Kulkarni, B.G. Satyaprasad, Himalaya Publishing House
8. Fundamentals of Financial Management-Preeti Singh, Ane Books Pvt. Ltd
9. Financial Management –Brigham, Ehrhardt, 16 Edn, Cengage Publications
10. Indian Financial System-Bharti Pathak, Pearson Publications

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Outcome	Cognitive level
304A.1	Express various financial parameters which helps them implementing it in private sector firms' financial decision-making process.	2
304A.2	Organize the practical knowledge of financial procedures and formulae to prepare financial analysis.	4
304A.3	Evaluate the analysis to recommend for appropriate decision making in company finances.	5

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New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

305 A – Indian Financial System

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Course Objectives:

1. To understand the structure and composition of Indian Financial System
 2. To discuss about different financial markets in financial system and its association with economy
 3. To study Indian Stock market and its composition & functioning
-

Unit 1: Financial System: An Introduction

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

Unit 2: Financial system and the Economy

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

Unit 3: Primary Market & Secondary Market

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

Unit- 4: Money and Capital Market

- 4.1 Money Market composition
- 4.2 Call/Notice Money Market
- 4.3 Money Market Instruments

- 4.4 Money Market Intermediaries
- 4.5 History of Indian capital Market
- 4.6 Reforms in capital Market

Unit- 5: Debt Market

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

Unit 6: Derivatives Market

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

Reference Books:

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

Course Outcomes:

Successful completion of this course enables the students to-

CO No.	Course Outcomes	Cognitive level
305A.1	Articulate about financial system, its functioning along with in depth knowledge of money and capital market	2
305A.2	Evaluate the activities in financial system and able to identify the niche areas in different markets under the financial system	5
305A.3	Applying the knowledge about capital, money and derivative markets and can easily deals with stock market activities	6

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**FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)**

Paper: 306(A): Financial Services and Instruments

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

Required Lectures: 45+15 hours

Course Objectives

1. To familiarize the students with the nature and scope of various types of financial services
 2. To understand the regulatory environment in which they are undertaken.
 3. To introduce the students to various tools and techniques of financial services and instruments.
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Unit -1: Depositories and Custodians: (8 hours)

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

Unit -2: Credit Rating: (8 hours)

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

Unit- 3: Factoring and Forfeiting:(8 hours)

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

Unit- 4: Merchant Banking:(8 hours)

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

Unit -5: Mutual Fund:(8 hours)

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

Unit- 6: Insurance:(8 hours)

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

Unit 7- : Instrument in Capital and Money Market (6 hours)

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

Unit 8: Banking Product and Services (6 hours)

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

References Books:

1. Indian Financial System-Bharti Pathak,Pearson
2. Dynamics of Indian Financial System- Preeti Singh, AneBooks
3. Financial Markets, Institutions and Services-N. K. Gupta, Monika Chopra, AneBooks
4. Merchant Banking & Financial Services, Dr. K.Ravichandran,HPH
5. Financial Services, M. Y. Khan Tata McGrawth CompanyLtd

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcomes	Cognitive level
306A.1	Understand the role and function of the financial system in reference to the macro economy.	2
306A.2	Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.	2
306A.3	Evaluate and create strategies to promote financial products and services.	5

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper: 307 (A): Strategic Financial Management

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

Required Lectures: 45+15 hours

Course Objectives

1. To acquaint the students with concepts of financial management from strategic perspective.
 2. To familiarize various Techniques and Models of Strategic Financial Management.
 3. To provide knowledge of practical aspects of financial management so as to develop skills in taking financial and investment decisions.
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1. Strategic Financial Management

- An Overview- Meaning & Process
- Strategy and Strategist
- 9's Model of SFM

2. Capital Structure

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

3. Capital Budgeting technique

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

4. Working Capital

- Meaning, Types, Determinants and Assessment of Working Capital Requirements
- Negative Working Capital
- Operating Cycle Concept and Applications of Quantitative Techniques
- Management of Working Capital - Cash Receivables Inventories
- Financing of Working Capital
- Factoring and Forfeiting.

5. Organizational Restructuring:-

- Merger, Acquisition, Amalgamation.

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

6. Financial Re-engineering

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

7. Corporate Valuation:-

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

8. Dividend Policy:

- Introduction
- Types
- Determinants and Constraints of Dividend Policy
- Forms of Dividend
- Different Dividend Theories.

Reference Books:

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

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcome	Cognitive level
307A.1	Identify and assess the potential impact of emerging issues in finance and financial management.	1
307A.2	Collect the knowledge of and apply the technical language and practices of financial management.	3
307A.3	Prepare financial analysis with regard to corporate valuation, interest rate and currency risk management and present the information in an appropriate format.	6

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper: 304 (B) PROMOTIONAL & BRAND MANAGEMENT

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

Required Lectures: 45+15 hours

Course Objectives

1. To develop comprehensive understanding of brand management
 2. To enable students to analyze and understand the product and brand strategies in an array of customer contexts and competitive contexts product
 3. To provide students with a knowledge and insight into managing product-markets and building brand equity.
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Unit-1: Advertising and Integrated Brand Promotion in Business and Society

- 1.1 The Evolution of promoting & advertising brands
- 1.2 The world of Advertising & integrated Brand Promotion
- 1.3 Advertising As a Communication Process
- 1.4 Types of advertising
- 1.5 The Economic effect of Advertising
- 1.6 Social, Ethical, and Regulatory Aspects of Advertising and Promotion

Unit-2: Brand Management

- 2.1 Evolution of Brand
- 2.2 The Importance of Branding
- 2.3 The Branding process
- 2.4 Brand identity
- 2.5 Brand personality
- 2.6 Brand Image
- 2.7 Brand Positioning
- 2.8 Brand equity

Unit-3: Structure of the Advertising Industry: Advertisers, Agencies and Media companies

- 3.1 The scope and structure of Advertising Agency
- 3.2 The Advertisers
- 3.3 The Advertising Agency- types , Structure , Compensation
- 3.4 The Client / Agency Relationship
- 3.5 The suppliers in advertising
- 3.6 The Media Of Advertising
 - a. Print media
 - b. Electronic Media
 - c. Digital Interaction

Unit-4: Preparing The Message

- 4.1 Message Strategy- Essential Message objectives and Strategies
- 4.2 Copywriting- Copywriting & the creative plan, Copywriting for Print Advertising, Copywriting for cyberspace, Copywriting for Broadcast Advertising, slogans.
- 4.3 Art Direction and Production- Illustration Design & layout, Production in Print Advertising, Art Direction & Production in cyberspace, Art Direction & Production in Television Advertising.

Unit-5: Media Strategy and Planning for Advertising and IBP

- 5.1 Fundamentals of Media Planning-Media planning process,
- 5.2 Media strategies and Objectives
- 5.3 Media Choice and Integrated Brand Promotions
- 5.3 Role of Internet in Advertising and IBP

Unit-6: Case Analysis

References Books:

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

Course Outcomes:

Successful completion of this course enables the students to-

CO NO	Course Outcome	Cognitive level
304 B.1	Describe the concept of brand management and how brand management affects the company's performance and sustainability.	1
304 B.2	Apply the knowledge and abilities in formulating Brand management strategies.	3
304 B.3	Analyze challenges faced by brand managers and companies in implementing and evaluating branding strategies.	4

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(Grade 'A' NAAC Re-Accredited)
FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)
Paper: 305 (B) Marketing Research and Consumer Behaviour
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Course objective

1. To know the use of tools and techniques for exploratory, conclusive and causal research.
 2. To identify and develop consumer needs from the different consumer behavior.
 3. To understand the applications of business research tools in Marketing decision making
-

PART-I: Marketing Research

UNIT 1: Introduction

- Introduction to Marketing Research- Definition Classification, application
- Threats of marketing Research
- Marketing Research Process
- Evaluation and control of marketing research
- Errors in Research Process

UNIT 2: Research Design Formulation

A brief overview of:

- Research Design
- Types of research Design
- Primary data: Meaning and methods of primary data collection
- Secondary data: Meaning and methods of Secondary data collection
- Sampling – Design and Procedures, sample size decisions.

Unit 3: Questionnaire and Measurement and Scaling Techniques

- Introduction, Questionnaire Design,
- Questionnaire Building, Process of Questionnaire Design,
- Information Required , Interview Method,
- Questionnaire Format and Question Composition, Individual Question Content,
- Introduction, Importance and types of scaling techniques.

UNIT 4: Data Collection, preparation and analysis

- A brief overview of
- Field work
- Data preparation
- Correlation and Regression
- Discriminate and logic analysis
- Factor analysis
- Cluster analysis
- Multidimensional scaling and conjoint analysis

(Concept and application to be discussed and taught, Mathematical part need not be taught)

PART- II

UNIT 1: Introduction

Consumer behavior: meaning, models

Consumer behavior influences

- External influences

- Cultures and subcultures
- Values
- Demographic and social stratification
- Families and households
- Group influence

- Internal influences

- Perception
- Learning , memory and product positioning
- Attitudes
- Self-concept and Life style

UNIT 2: Consumer Decision Process

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

UNIT 3: Analysing consumer market and Buyer behavior

- Factors influencing business buyers
- Characteristics of business markets
- Adoption process
- Psychographics, values, Personality and lifestyle
- Industrial buyer and marketing

UNIT 4 Symbolic consumer behavior

- Meaning, sources and functions of Symbolic
- The role of Acquisition function
- Use of symbols and concepts
- The connectedness and expressiveness functions
- Special professions

References Books:

1. Marketing Research – An applied orientation- Pearson Naresh Malhotra & Satyabhushan Dash. Pearson
2. Marketing Research – Text and cases- Rajendra Nargundkar, Tata McGraw Hill
3. Marketing Research – G.C.Beri, McGraw Hill
4. Consumer Behaviour – Building Marketing Strategy - Del Hawkins, Roger Best, Kenneth Coney, Amit Mookerjee, Tata Mc Graw Hill.
5. Consumer Bheaviour - Mechael Solomon, Prentice Hall India.
6. Consumer Behaviour – Concepts Applications & Cases- M.S Raju & Dominique xardel Vikas Publication

7. Consumer Behaviour Text and Cases; Satish Batra & SHH Kazmi, Excel Book
8. Consumer Behaviour (Including Skill Development) C.N Sontakki, Himalaya Publishing House.

Course Outcomes:

Successful completion of this course enables the students to-

CO No.	Course Outcome	Cognitive level
305 B.1	Able to take decisions and plan, develop, execute and control marketing strategies	2
305 B.2	understand the quality of research studies to gain the knowledge about business research in marketing decision making	2
305 B.3	Differentiate the consumer behavior and their decision-making process	4

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper: 306 (B) Global Marketing Management

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

Required Lectures: 45+15 hours

Course objectives:

1. Learn and identify the challenges and procedures global marketing
 2. Analyse and plan for the strategies for global markets
 3. Able to differentiate and choose the right strategy for global market as per the international environment of business.
-

UNIT 1: Global Marketing challenges and environment

- 1.1- Definition, development of the concept 'Global marketing, Challenges of Global Marketing
- 1.2- Theories and Stages of International Marketing
- 1.3- Strategic orientation and initiation of internationalization
- 1.4- Trade distortions and Marketing barriers
- 1.5- The dynamic environments of International Trade sociocultural ,political and economic
- 1.6- Impact of EPRG environment on Global Markets

UNIT 2: Finding Global market opportunities

- 2.1- Developing a global vision through marketing research ,methods and pros-cons of research
- 2.2- Online and international MIS methods of international research
- 2.3- Consumer behavior in international context
- 2.4- International market selection process
- 2.5- Stakeholder analysis
- 2.6- Firms international competitiveness,
- 2.7- Value chain analysis

UNIT 3: Deciding which market to enter

- 3.1- Foreign market entry strategies, intermediate entry modes
- 3.2- External linkages
- 3.3- Multinational market Regions , Market Groups
- 3.4- Concept of International collaborations, mergers, acquisitions
- 3.5- Strategic alliances

UNIT 4: Developing Global marketing strategies

- 4.1- Global marketing management: Planning and organization
- 4.2- Products Strategies & Planning
- 4.3- New product for international markets
- 4.4- Services marketing for international businesses
- 4.5- International Branding decisions
- 4.6- International marketing channels
- 4.7- Exporting and Logistics

Unit 5: Designing global marketing program

- 5.1- Integrated marketing communication, tools and process
- 5.2- International advertising strategies in practice
- 5.3- Implication of internet for promotion strategies
- 5.4- Factors influencing international pricing decisions
- 5.5- international pricing strategies for competitive advantage in markets

UNIT 6: Implementing Global Marketing Strategies

- 6.1- Sources of financing and international money markets
- 6.2- Global marketing budget (broad attributes)
- 6.3- Negotiating with International customers, Partners and Regulators
- 6.4- cross -cultural sales negotiations
- 6.5- controlling the global marketing program

UNIT 7: Global Marketing – An Indian Perspective

- 7.1- Current trends in India's Foreign Trade
- 7.2- Institutional Infrastructure for export promotion in India
- 7.3- Current Exim policy of India 2015-2020
- 7.4- Make in India and global markets
- 7.5- Role of WTO in International market development of India.

UNIT 8: Application of global marketing through innovative strategies

- 8.1- Green marketing
- 8.2- Viral marketing
- 8.3- Global E-marketing
- 8.4- Case study on global marketing for practice

References Books:

1. International Marketing -Tata McGraw-Hill Edition, Philip Cateora John Graham.
2. International Marketing- McGraw Hill International Editions, Philip Cateora
3. Global Marketing Management, Prentice Hall of India Pvt. Ltd., Warren J. Keegan (Central Library 658.8 KEE 27419)
4. International Trade and Export Management- Himalaya Publishing House, Francis Cherunilam
5. Global Marketing (with special Indian focus), Svendhollensen and Madhumitabanerjee fourth edition, Pearson, New Delhi.
6. Edited book 'Make in India' published by Excel India Publishers, New Delhi, ISBN: 978-93-86256-44-7. first edition 2017. (Deptt. Library)
7. Global Marketing Management - Himalaya Publishing House, S. A. Sherlekar, V. S. Sharlekar
8. Edited book 'Contemporary Issues in Commerce Management & I.T.', First Edition 2013, published by VaradPrakashan, Jalgaon, ISBN No 81-925956-2-7 (Deptt. Library)

Course Outcomes:

Successful completion of this course enables the students to-

CO No.	Course outcomes	Cognitive level
306B .1	Understand global marketing environment and challenges for going global	2
306B.2	Analyse and incorporate the international marketing strategies for global marketing planning	4
306B.3	Evaluate and distinguish the implementation of different global marketing strategies applicable in businesses.	5

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper: 307 (B) Service Marketing

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

Required Lectures: 45+15 hours

Course Objectives:

1. Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
 2. Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
 3. To provide an in-depth understanding of the unique challenges inherent in managing and delivering quality services
-

Unit 1: Introduction to services (8 hours)

- What are Services
- Fundamentals difference between Goods and Services
- Why service marketing
- Service based economies
- Service economy growth: Key influences and concern
- Characteristics of services
- Staying focused on the customer
- Four broad categories of services

Unit 2: Service Marketing mix(8 hours)

- Traditional marketing mix applied to services
- Introduction to 7 P's of services: Product, Place Promotion, Price, people, physical evidence , Process
- Three stage model of service consumption
- Framework of developing effective marketing strategies
- Positioning services effectively and competitive advantage
- Developing an effective positioning strategy

Unit 3: Developing Service product and brands (8 hours)

- Creating service product
- The Flower of service
- Branding service firms, product and experiences
- Building brand equity
- New Service Development

Unit 4: Distributing service through physical and electronic channel (8 hours)

- Distribution in service context
- What is to be distributed
- How should a service be distributed?
- Where should be service facility located

- The role of intermediaries
- Franchising
- Challenge of distribution in large domestic market
- Distribution of services internationally

Unit 5 Service pricing and revenue management (6 hours)

- Effective pricing for central financial success
- Three foundations for pricing strategy
- Revenue management
- Putting service pricing into practice

Unit 6: Service marketing communication (6 hours)

- Integrating marketing communication
- Defining the target audience
- Service communication objective
- Crafting service communication messages
- Service marketing communication mix
- Budget decision and programs evaluation
- Integrated marketing communication

Unit 7: Managing Service Processes (8 hours)

- Designing and documenting service process
- Developing service blueprint
- Service process redesign
- Customer participation service process
- Self-service technologies
- Managing capacity and demands
- Managing Waiting Lines
- Managing People for Service Advantage

Unit 8: Managing relationship and building loyalty (8 hours)

- Search for customer loyalty
- The Wheel for loyalty
- Building a foundation for loyalty
- Strategies for loyalty bonds with customers
- Strategies for reducing customer defections
- What is service quality
- The gap model in service design and delivery

Case Discussion on selected topics

References

1. Service Marketing- People, Technology, Strategy-Pearson, Lovelock, Wirtz, Chatterjee
2. Services Management-Operations, Strategy, Information Technology- Tata McGraw Hill, James A. Fitzsimmons, Mona J Fitzsimmons
3. Service Marketing – Text and Cases MC Graw Hill ,Rajendra Nargundkar
- 4.. Marketing of Services Cengage learning (Indian Edition), K. Douglas Hoffman, John E.G.Bateson
5. Services Marketing- Concepts, Planning and Implementation, Excel Books, C. Bhattacharjee.
6. Service Marketing, Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D Gremler, Mc Graw Hill Education
7. Nurturing Service Industry for Economic Development-Himalaya Publishing House, Feb

2011, ISBN: 978-93-5024-768-6

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcome	Cognitive level
307B.1	Describe the similarities and differences in service-based and physical product based marketing activities.	1
307B.2	Develop and justify marketing planning and control systems appropriate to service-based activities;	3
307B.3	Prepare, communicate and justify marketing mixes and information systems for service-based organizations;	6

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)
PAPER: 304-C: HR ADMINISTRATION & LABOUR WELFARE
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Course Objectives:

1. To understand the process and principles of working with individuals and groups.
 2. To focus on interactions at individual level through HR administration.
 3. To understand the various welfare practices being followed at different industries.
 4. To apply the knowledge and skills of HR in a variety of situations for labour welfare.
 5. To identify the balance between task achievement and quality of work life concerns needed for high productivity
-

Unit 1: Introduction HR Administration

- Meaning, importance and objective, Functions of HR Department, Scope and Nature of Personnel Administration in India, Structure of Personnel Department, Challenges and Role of Modern HR Managers.

Unit 2: Personnel Policies & Labour Administration

- Objectives, Essentials of a sound policy, Process, Administrative role of personnel department in career planning of employees, Concept of Labour Administration, Scope or Fields of Labour Administration, Importance of Labour Administration, Evolution and Growth of Labour Administration in India, Role of Labour Administration in India., General considerations in Wage and salary Administration, Role of ILO in Labour Administration.

Unit 3: Labour Welfare practices

- Labour Welfare: Concept, Responsibility of Labour Welfare, History of Labour Welfare, Patterns of Labour Welfare Services, Necessity and scope of labour welfare in India, Agencies of labour welfare.

Unit 4: Working Condition for Industrial safety and Hygiene

- Working Condition, Legislative framework of Industrial safety in India.
- Norms for standardize facilities: Lighting, temperature, humidity, noise, Dust, Fumes and radiations, Occupational Hazards & risks, Industrial accidents and fatigue, Causes of accidents, Fatigue and effect of fatigue, Health & Safety Programs, Stress management techniques.
- Industrial Hygiene: Personal Hygiene, Occupational Health services, Occupational Hazards, Occupational diseases, Statutory Provisions.

Unit 5: Workers Participation in Management

- Meaning, Objectives, Forms, Merits, Obstacles in Workers Participation in India, Workers Participation in Management, Suggestions to make participation successful.

Unit 6: Wage and salary Administration:

- Objectives, Principles of Wage and salary administration, Methods of wage payments, Theory of Wages, Wage legislation in India, Wage Differentials.

Unit 7: Social Security & Social Responsibilities of Industry and Trade Unions:

08 Hours

- Concept, Objective and need of Social Security, Types of social security, Social security measures in India, Social Security legislations in India Concept of Social Responsibility, Views of Industrialists, Social Audit, Social responsibilities of Trade Unions, International Labour Organisation- In pursuit of Labour welfare.

Unit 8: International Labour Organisation (ILO)

- Early International Efforts to Regulate Conditions of Labour, Preamble to the Constitution, Organisational Structure, Conventions and Recommendations, Major Activities of ILO, International Standards of Labour and Their Influence on Indian Labour Legislation

Case Discussion on selected topics

References

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

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Objectives	Cognitive level
304C-1	Knowledge of various statutory and non-statutory security measures and its applicability for organized and unorganized workers	03
304C-2	Understand the importance of HR from an organizational as well as employee point of view including current practices.	03
304C-3	Understand the importance and process of developing and maintaining harmonious relationships between the management and all levels of employees	04

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

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

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

Required Lectures: 45+15 hours

Course objectives:

1. To Understand and study the industrial relations and integrate them with Human Resource strategies
 2. To assess and analyse the role of trade unions for Industries and HR development.
 3. To Evaluate Human Resource aspects and implementation of critical issues in Industrial relations and trade union movement
-

Unit-1: Introduction to Industrial Relations

1. Definition, Importance and scope of industrial relations
2. Types of relations in corporate structure, Objective, Function & Role In Globalize Content
3. Socio-Economic, Technical, Political Factors affecting Industrial Relations
6. Methods for Promoting & Establisher Peaceful Industrial Relations

Unit 2: Approaches to Study of Industrial Relations-

1. Psychological and HR Approach.
2. Industrial Relations as a Management Function
- 3.. Industrial Relations International approach

Unit-3: Industrial Grievance and Industrial Disputes

1. Grievance and grievance settlement methods in industries
2. Meaning of Industrial Disputes
 - i. Object and scope of the act
 - ii. Causes of Industrial Disputes
 - iii. Individual Dispute and Industrial Dispute

Unit-4: Measures to overcome causes of Industrial Disputes

1. Disputes Handling techniques
 - i. Settlement of Industrial disputes:
 - ii. Negotiation, Mediator, Arbitration
 - iii. Work Committee
 - iv. Employee grievance and grievance settlement machinery
 - v. Conciliation, Court of Enquiry
2. Modern Grievance management techniques and trends

Unit-5: Collective Bargaining

- 1 Meaning, Characteristics, Need, Importance, Essential conditions for success of
- 2 Collective Bargaining
- 3 Process of Collective Bargaining
- 4 Causes for Failure of Collective Bargaining
- 5 Options in case of Collective Bargaining

Unit-6: Workers Participation in Management

1. Introduction scope, Levels of Participation
2. Constitutional Commitment
3. Benefits of Workers Participation
4. Schemes of Workers participation in Industries and Management

Unit-7 Industrial Employment (Standing Order) Act, 1946

1. Concept and nature of standing order
- 2.. Condition of certification of standing order
3. Procedure for certification of standing order
4. Certifying officers: Appointment, Powers and Duties

Unit-8: Role of Labour Organization

1. Nature and scope of Labour organisations in India.
2. Objectives, Structure of ILO.
3. Impact of ILO on India Labour
4. Recommendations of ILO.
5. Case studies in IRTU

References Books:

1. Dynamics of Industrial relations- Memoria And Gankar, Himalaya publications.(N.D.).
2. Labour Management Relations in India- K.M.Subramanian
- 3.Trade Unionism-Myth and Reality, New Delhi, Oxford University Press, 1982, Mamkoottam.
4. Management of Industrial Relations- Pramod Verma.
5. The Future of Industrial Relations – Niland J.R.; New Delhi, Sage Publications, 1994.
6. Collective Bargaining & Industrial Relations- Kochan T.A. & Katz Henry, 2nd Edition, Homewood Illinois , Richard D. Irish , 1988.
7. Industrial Relations by Arun Monappa – Tata McGraw Hill
8. Human Developments – Diane E. Papalia, Sally WendkosOlds.

Course Outcomes:

Successful completion of this course enables the students to-

CO No.	Course outcomes	Cognitive level
307C.1	Identify the strategic areas of integrating business strategies with Human Resource strategies.	1
307C.2	Analyse and incorporate the Human Resource strategies for procurement, organisational development and performance management of employees.	4
307C.3	Distinguish and implement critical Human Resource strategies applicable in businesses.	6

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)
PAPER: 306 (C): Industrial Legislation & Labour Laws
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Course Objectives

- 1 To familiarize the students with the understanding and provisions of industrial and labour laws related.
 - 2 To enable employment in departments of pension, provident fund, state insurance of organizations or compliance departments of factories.
 - 3 To equip to handle industrial disputes with detailed knowledge of actual organization scenarios and long-term impact of resolutions of both employees and employer.
-

Unit 1: Introduction to Labour Laws

- Definition, Meaning and Concept of employment – Significance of labour – Need for Labour Laws – Nature – Historical perspectives – Industrial Revolution – Labour welfare – Nature, Scope, Sources and Principles of Labour Laws – Provisions in the Constitution of India – Concept and purpose of International Labour Laws.

Unit 2: The Factories Act 1948

- Definition & Objectives of factories act, Provisions related to the Health, Safety and the welfare of Workers. Working Hours of Adult Workers, Provisions regarding Leave and Wages, Obligation of Employers and Workers, Provision for Employment & work for Women and Children, Offences and Penalties.

Unit 3: The Workmen's Compensation Act 1923, (Amendments) Act 2000

- Workmen's Compensation Legislation in India, Workmen's Compensation Act, 1923 (Main Provisions), Important Definitions, Employer's Liability for Compensation, Occupational Diseases, Amount of Compensation viii. Medical Examination, Claims before a Commissioner, Other Provisions.

Unit 4: The Trade Union Act 1926

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

Unit 5: Payment of wages act 1936

- Brief history, scope, provisions, offences and penalties, Responsibility of payment of wages, fixation and deductions from wages.
- Minimum wages Act 1948: Definition, Application, Fixation of minimum wages act, revision and payment of overtime.

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

- Object Applicability & definitions, Prohibition of Contract Labour, Registration & Licensing of contractors, Welfare of Contract Labour, Obligations of Principal employer & Contractor.

Unit 7: Industrial Dispute Act, 1947

- Definitions, Objects Of The Act, Features Of The Act, Methods Of Settling Disputes, Awards and Settlement, Change Of Conditions, Strikes And Lockouts, Lay Off And Retrenchment , Offences And Penalties.

Unit 8: Workmen’s Compensation Act, 1923&The Employees’ State Insurance Act 1948

- Object, Scope, Definitions, Liability of employers, Amount of Compensation, Distribution of Compensation, Occupational Diseases, Penalties.
- Definitions, Scope Benefits, Contributions, Miscellaneous Provisions Pertaining to Benefits, Administration, Adjudication of Disputes and Claims, Penalties, Other Provisions, Recommendations of the First NCL (1969).

Case Discussion on selected topics:

- The Factories Act 1948.
- The Workmen’s Compensation Act 1923, (Amendments) Act 2000.
- The Trade Union Act 1926.
- Industrial Dispute Act, 1947.
- Contract Labour (Regulation & Abolition) Act, 1970.
- Workmen’s Compensation Act, 1923 & The Employees’ State Insurance Act 1948.

References:

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

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Objectives	Cognitive level
306C.1	Synthesize the understandability of employment in various organizations with the rights and duties available to the workers.	03
306C.2	Understand and getting equipped with handling of industrial disputes and resolve cases seeking implications on both employer and employees of the organizations.	03
306C.3	Comprehend the various compensation benefits available to workers in case of any employment injury and also be able to evaluate employer’s liability for the same.	04

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper: 307 (C): Strategic Human Resource Management

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

Required Lectures: 45+15 hours

Course objectives:

1. Understand business strategies and integrate them with Human Resource strategies
 2. In the procurement process study to incorporate the strategies for better performance of employees at SBU units.
 3. Human Resource aspects and implementation of critical issues in strategic Human Resource functions.
-

Unit-1: Strategic inference of HRM

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

Unit-2: Procurement & Retention Strategies

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

Unit-3: Organisational development strategies

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

Unit-4: Performance Management Strategies

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

Unit-5: Contemporary & Critical issues in HR

- 5.1 Equality & Diversity issues in work environment, Downsizing, Voluntary Retirement Schemes (VRS), Golden hand shake.
- 5.2 HR Outsourcing, Early Retirement Plans, Project based Employment
- 5.3 Employee separation & PEST model

Unit-6: H.R. Aspects of Strategy Implementation (06)

- 6.1 Behavioural Issues in Strategy Implementation
- 6.2 Matching Culture with Strategy
- 6.3 Human Side of Mergers and Acquisitions

Unit-7:Leadersip and employee morale

- 7.1 Leadership, Power and Politics
- 7.2 Employee Morale, Personal Values and Business Ethics.
- 7.3 Case Discussion on selected topics.

Unit-8: Implementation of HR strategies

- 8.1 Retention Strategies & Techniques
- 8.2 Talent Fencing, talent dividend.
- 8.4 Benefits enrolment, value chain analysis
- 8.3 Case studies

References Books:

1. Strategic HRM- Jeffery Mello, Thomson Publications, New Delhi
2. Strategic HRM – Charles Greer, Pearson Education Asia , New Delhi
3. Strategic HRM – Michael Armstrong , Kogan Page , London.
4. Strategic HRM – Agrawala , Oxford University Press , New Delhi.
5. Human Resource Management – Gary Dessler , Prentice Hall India, New Delhi .
6. Strategic HRM and OD- Ramakant K Patra, Himalaya Publishing house N.D.
- 7.Edited book Contemporary Issues in Commerce Management & I.T.', First Edition 2013, published by VaradPrakashan, Jalgaon, ISBN No 81-925956-2-7 (deptt library)
8. Stategic Management by -ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/396

Course Outcomes:

Successful completion of this course enables the students to-

CO No.	Course outcomes	Cognitive level
307C .1	Identify the strategic areas of integrating business strategies with Human Resource strategies.	1
307C.2	Analyse and incorporate the Human Resource strategies for procurement, organisational development and performance management of employees.	4
307C.3	Distinguish and implement critical Human Resource strategies applicable in businesses.	6

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper: 304 (D): Integrated Material Management

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

Required Lectures: 45+15 hours

Course objective

1. To understand Organization based on commodities, location, and on function
 2. To understand the need and importance of Maintenance Management. • To know details and importance of Productivity and work study, Method and time study. • To understand how the knowledge of materials management can be an advantage to logistics and supply chain operation
 3. To develop the knowledge about effective and efficient purchase, different inventory policies and models.
-

Unit-1: Introduction Material Management

- 1.1 Meaning material management
- 1.2 Need, definition, scope Importance
- 1.3 Concept of Integrated material management
- 1.4 Advantages in Integrated material management

Unit 2: Corporate Policy & Materials Management

- 2.1 General Corporate policy & Its Scope
- 2.2 Make or buy
- 2.3 Material management in overall company
- 2.4 Organization based on commodities, location, and on function
- 2.5 Inter-departmental relationship

Unit 3: Codification and Standardization

- 3.1 Nature of Codification
- 3.2 Process of Codification
- 3.3 Advantages of Codification
- 3.4 Need for standardization
- 3.5 Standardization in India
- 3.6 Importance, Definition & Simplification.
- 3.7 Benefits of Standardization

Unit-4: Vendor Development

- 4.1 Need for vendor development
- 4.2 Vendor evaluation and selection process
- 4.3 Vendor evaluation and rating
- 4.4 Vendor motivation
- 4.5 Source selection and its stages
- 4.6 Special Aspects in Source Selection

Unit-5: Stores Systems and procedures

- 5.1 Receipt System
- 5.2 Physical System
- 5.3 Storing Practices
- 5.4 Issue Control

Unit-6: Purchasing & procurement

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

Unit-7: International Purchasing

- 7.1 Why international purchasing
- 7.2 Role of International Purchasing in Supply chain
- 7.3 Documents used in international Purchasing
- 7.4 Procedure of international purchasing

Unit 8: Capacity Management:

- 8.1 Capacity Expansion Strategies
- 8.2 Capacity Planning levels vis-à-vis Manufacturing planning levels
- 8.3 Capacity measurement, Rough Cut Capacity Planning (RCCP), Capacity Requirement Planning (CRP)
- 8.4 Scheduling strategies- Backward & Forward scheduling.

Reference Books:

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

Course Outcomes:

Successful completion of this course enables the students to-

CO No.	Course Outcomes	Cognitive level
304 D.1	Identifying the scope for integrating materials management function over the logistics and supply chain operations.	1
304 D.2	Able to understand effective and efficient stores management, modern techniques like JIT and MRP.	2
304 D .3	Integrate important materials functions to both products and services & use MRP,ERP,& PLM managing materials	6

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)
305(D) Distribution & Logistics Management
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Course Objective

1. To familiarize students with the concepts, techniques and the practical aspects of the key decision-making variables in distribution channel management.
 2. Develop knowledge about key elements of logistics processes, such as logistics planning and strategy, customer service, procurement, transport, inventory, warehousing, and handling
 3. To formulate the distribution and logistics strategies for the companies
-

Unit 1: Introduction to Logistics Management (8 hours)

- What is Logistics
- Type of Logistics
- Scope importance and need of Logistics Management
- Role of Logistics in Supply Chain Management
- Role of Logistics in Economy
- Role of Logistics in Organisation

Unit 2: Strategic Integrated Logistics Management(8 hours)

- Integrated Logistics
- Integrated Logistics model
- Integrated Logistics Information system
- Strategic Integrated Logistics Management
- Integrated Logistics strategy for competitive Advantage
- Strategic Logistics Plan
- Evaluation and selection of channel members

Unit 3: Logistics Planning and strategy (8 hours)

- Relationship between Logistics strategy and competitive strategy
- Logistics mission and objective
- Triangle of Logistics decision making
- Formulating Logistics strategy
- Guidelines for Logistics strategy
- Designing a Logistics system

Unit 4: Demand management and customer service (8 hours)

- Relationship between Demand management and customer service
- Customer service and levels of product
- Dimensions of customer service
- Performance measures for customer service
- Demand management

- Problems in demand management
- Role of forecasting in supply chain
- Type of forecasting/forecasts

Unit 5: Logistics system design and administration (8 hours)

- Logistics system design
- Approaches to analysis of Logistics systems
- System approach to Logistics
- Technique of Logistics system analysis
- Logistics administration
- Organizing integrated Logistics

Unit 6: Measuring Logistics and cost performance (6 hours)

- Logistics cost
- Type of cost data needed
- Concept of total cost analysis
- Principles of Logistics costing
- Customer profitability analysis

Unit 7: Reverse Logistics (6 hours)

- Needs for reverse logistics systems
- Type of Reverse logistics
- Designing effective reverse logistics system
- Components of reverse logistics system

Unit 8: Logistics Information system & Controlling Logistics system(8 hours)

- Principles of logistics information system
- Logistics information system functions
- Planning/coordination of LIC
- Logistics control model
- Aspects of control system
- Control of Logistics system in practice

Reference:

Logics Management, K. Shridhara Bhat, Himalaya Publishing House
 Logistics and supply chain Management, Martin Christopher, FT Publishing
 Supply Chain Logistics Management, Donald Bowersox, David Closs, McGraw Hill/Irwin

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcome	Cognitive level
1	Express the fundamentals of distribution channels, logistics and Supply Chain Management.	2
2	Analyze how logistical decisions (e.g., facilities, inventory, and transportation) impact the performance of the firm as well as the entire supply chain.	4
3	Compare how the distribution function provides the key link between manufacture and trade channels.	5

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper: 306(D): Strategic Technology Management

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

Required Lectures: 45+15 hours

Course Objectives:

1. Relate the fundamental knowledge of management and technology.
 2. Construct the reengineered solutions to adapt the change in technology management.
 3. Judge the implementation based on management functions about adoption of change in technology pioneering organizational affairs.
-

Unit-1: Introduction to Management of Technology

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

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

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

Unit-3: Critical factors in Managing Technology

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

Unit-4: Technology life cycles

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

Unit-5: Management of Technology: The new paradigms

5.1 Essentials issues in Management Technology- Resources -the business environment, the structure and management of organization, project planning and management, management of human resources.

5.2 Management paradigms and The Technology Factor- Background: Factors in the Business enterprise, Management paradigms and technology, Conditions for new management paradigm, MOT paradigm for the management of the enterprise

Unit-6: Technology Planning

6.1 Forecasting Technology-Critical technologies and technology maps -National critical technologies, critical technologies at firm level - Technology Audit.

6.2 Structure Approach to Corporate Technology Strategy -Introduction - The need for structured thinking about technology

Unit-7: Acquisition and Exploitation of Technology

7.1 Acquisition of technology-methods of acquiring technology

7.2 Exploitation of technology

7.3 Technology creation through R&D

7.4 Stages of technology development

7.5 Technology portfolio and industrial R&D.

References Books:

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

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Outcome	Cognitive level
306D.1	Interpret the strategic alterations of management technology in corporate sector.	2
306D.2	Simulate the solutions with the help of critical factors and life cycle to adjust the management of technology.	3
306D.3	Collaborate the strategic execution with approvals in implementing transformation in acquaintance of original corporate affairs.	6

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**FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)**

Paper: 307(D): Operations Research

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

Required Lectures: 45+15 hours

Course objective

1. To analyze and develop operational research models for the organization.
 2. To understand and the use of Probability and cost considerations in project scheduling
 3. To find significance between variables and attributes by using different statistical tools.
 4. To Understand the Operational research tools that are needed to solve optimization problem
-

Unit -1:Operation Research

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

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

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

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

- 3.1 Assignment problem, Definition& optimal solution by Hungarian method
- 3.2 Maximization in A.P. and multiple optimal solutions.
- 3.3 Travelling salesman problem.

Unit -4 – Sequencing Problems

- 4.1 Optimal sequence;
- 4.2 Total elapsed time and idle time.
- 4.3 Processing $_n$ jobs through two machines;
- 4.4 Processing $_n$ jobs through three machines
- 4.5 Processing two jobs through $_m$ machines;
- 4.6 Processing $_n$ jobs through $_m$ machines

Unit- 5: Replacement Theory

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

Unit- 6: Project Management:PERT & CPM

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

Unit- 7: Theory of games

- 7.1 Introduction
- 7.2 Two person zero-sum games
- 7.3 pure Strategies: games with saddle point
- 7.4 Rules to determine Saddle point
- 7.5 Mixed Strategies: Game without Saddle point
- 7.6 Rules of Dominance
- 7.7 Solution method for games without saddle point

Unit- 8: Simulation

- 8.1 Introduction
- 8.2 Steps of simulation;
- 8.3 Advantages and disadvantages of simulation;
- 8.4 Stochastic simulation and random number;
- 8.5 Monte Carlo Simulation;
- 8.6 Random number generation

Reference Book

- 1.Operation Research by V. K. Kapoor-Sultan Chand And Sons
2. Operations Research – KantiSwarup, Manmohan& Gupta.
- 3.J K Sharma., “Operations Research Theory & Applications , 3e”, Macmillan India Ltd, 2007.
2. P. K. Gupta and D. S. Hira, “Operations Research”, S. Chand & co., 2007.
3. J K Sharma., “Operations Research, Problems and Solutions, 3e”, Macmillan India Ltd.
4. N.V.S. Raju, “Operations Research”, HI-TECH, 2002.

Course Outcomes:

Successful completion of this course enables the students to-

CONo.	Course Outcome	Cognitive level
307D.1	Understand the application of Transportation, Assignment, Network analysis, Game theory, Waiting line series and Replacement decisions in business scenarios	2
307D.2	Able to Apply Operation Research methods in practice and optimal solutions to real life problems.	2
307D.3	Apply operation research tools to improve quality and get advantages to game theory and simulation.	5

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper 401- International Business

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

Required Lectures: 45+15 hours

Course Objectives

1. To understand the complexities of international business and globalization from home versus host country, regional, and cultural perspectives.
 2. To enable students to learn the fundamentals of international business strategies and cross culture management
 3. To discuss about the international trade theory and how government and business decisions influence international trade.
-

Unit I Background for International Business

- 1.1 Introduction to International Business
- 1.2 The International context
- 1.3 Nature of International business
- 1.4 Globalization
- 1.5 Geography of the world
- 1.6 International business framework

Unit II International Trade Theory

- 2.1 Theories of International business
The Law of Comparative Advantage – The Demand and Supply, Offer Curves, and the Terms of Trade – Factor Endowments and the Heckscher – Ohlin theory – Implications of Trade Theories - Economics of Scale, Imperfect Competition, and International Trade.

Unit III Cultural Perspective

- 3.1 National Cultures
- 3.2 International Corporate cultures
- 3.3 Managing across cultures
- 3.4 Negotiating across cultures

Unit IV International Functions

- 4.1 International Production
 - ✓ International Knowledge management
 - ✓ International supply chain management
 - ✓ International manufacturing
- 4.2 International marketing
 - ✓ International marketing choices
 - ✓ Issues in international marketing
- 4.3 International finance

- ✓ Foreignexchange
- ✓ MultinationalFunding

4.4 International Human ResourceManagement

- ✓ Strategic development of IHRM
- ✓ Managing internationalworkforces

Unit V Social Responsibility& Ethics

- 5.1 MNCs – Conceptual Framework
- 5.2 Foundations of multinational corporate socialresponsibility
- 5.3 Ethics in internationalbusiness

UnitVI EnvironmentalConcerns

- 6.1- International business & the environmental challenge
 - ✓ MNEs & the environmentalchallenge
 - ✓ The future of green internationalbusiness

References Books:

1. International Business- challenges & choices -Alan sitkin& Nick Bowen, oxford (South Asia Edition) 2016reprint
2. International Business- K.Aswathappa McGraw Hill Edition- 6th Edition2016
3. International Business- Rakesh Mohan Joshi oxford, 2016reprint
4. International Business- Michael R. Czinkota, Ilkka A Ronkainon, Michael H. Moffett Cengage Learning, 7thEdition
5. International Business- Alan M Rugman, Richard M Hodgetts, Pearson Education, 3rd Edition
6. International Business- Mike W Peng, Cengage Learning, Indian Edition.

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcome	Cognitive level
401.1	Analyze the relationships between international business and the political, economic, legal, and social policies of countries, regions, and international institutions to develop a framework for successful decision-making.	4
401.2	Conduct, evaluate and present market research to support an organization's international business decision-making.	6
401.3	Students are expected to enhance their cognitive knowledge of global issues; interpersonal skills with individuals from various cultures, and social responsibility awareness on global issues.	6

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

PAPER: 402: BUSINESS LAW-II

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

Required Lectures: 45+15 hours

Course Objectives

1. To provide in-depth knowledge of legal environment pertaining to complex field of commerce and industry in which goods and services are created and distributed.
 2. To understand the unique challenges inherent in managing business intelligible to the legal principles.
 3. To understand the role of case law in statutory and regulatory interpretation in the business law area.
-

Unit 1: The Intellectual Property Rights (The Patents Act, 1970)

- The Intellectual Property Rights. Intellectual Property Legislations in India. Definition and scope of Intellectual Property.
- Meaning of Patent, History of Patent Law in India, Objective of the Act, Types of Patent application, Invention, Non-invention, Procedure to Get patent Procedure after receipts of an application. Opposition proceedings to grant of Patent. Remedy for Infringement of patents.

Unit 2: The Information Technology Act, 2000

- History of the ITAct, Meaning of ITAct, , Scope of the Act, Objectives of the Act, Salient Features of the Act, Brief Provisions of the Act, Digital Signature, Authentication of Electronic Records, Electronic Governance Attribution.

Unit 3: The Information Technology Act, 2000 (Cyber Law) 08 Hours

- Nature of Cyber Law, Advantages of Cyber Laws, Penalties and Adjudication, The Cyber Regulations Appellate Tribunal.
- Retention of Electronic Records, Secure Electronic Records and Secure Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates [Dscs], Penalties and Adjudication.

Unit-4: Consumer Protection Act-1986

- Background of the Act, Commencement and Scope of the Act, Definitions, Salient Features of the Act, Objectives of the Act, Who Can File a Complaint? Meaning of Complaint, Where to File a Complaint? How to File a Complaint? Relief Available to Consumers, Procedure for Filing the Appeal, Time Limit for Deciding Complaint/Appeal Consumer Protection Councils, Consumer Dispute Redressal Agencies (CDRA,) District Forum: The State Commission, The National Commission Penalties.

Unit-5: The Environment (Protection) Act, 1986

- Background to the Act, History of Environment Law, Present Century Scope of the Act, Objectives of the Act Definitions Pollution Types of Environmental Pollution

Global Warming Ozone Depletion, The Causes of Ozone Depletion, The Main Ozone Depleting Substances (Ods), General Powers of the Central Government Prevention, Control and Abatement of Environmental Pollution.

Unit-6: The Negotiable Instrument Act, 1881

- Negotiable Instrument: Meaning and Definition, Kinds of Negotiable Instruments, Payment in due course, Payment of Interest, Negotiable Instrument: Special Rules of Evidence, Negotiable Instrument: Rules of International Law.
- **Competence and Liability of parties to Negotiable Instrument:**Parties to Negotiable Instrument,Competence of Parties,Incapacity of Parties and Liability of Parties, Holder and Holder-in-Due-Course, Presentation of Negotiable Instrument, Dishonour and Discharge of Negotiable Instrument: Notice of Dishonour.

Unit-7 Foreign Exchange Management Act, 1999

- Objectives of Fema, Scope of the Fema, Definitions Main Provisions of the Act, Authorized Person, Offences, Contravention and Penalties (Section 13), Adjudication and Appeal, Differences between Fera and Fema, Similarities between Fera and Fema.

Unit-8 Case Discussion on selected topics:

- Consumer Protection Act-1986.
- The Information Technology Act, 2000 (Cyber Law).
- The Intellectual Property Rights (The Patents Act, 1970).
- Right to Information Act: 2005.

References

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

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcomes	Cognitive level
402.1	Describe methods of applying principles and provisions of commercial law	04
402.2	Appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.	02
402.3	Asses the correctness of applying specific laws to a specific case and choosing the most appropriate one.	04

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)
Paper: 403: Management Information System & E-Commerce
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Course Objectives:

1. Illustrate the data, information and knowledge in expressing management with the help of information systems.
 2. Prepare the appropriate decision-making and E-commerce models supported with the awareness of Information Technology for implementing Management Information Systems(MIS) and E-commerce.
 3. Recommend the authority, the suitable solution for execution of MIS and E-Commerce in business organizations.
-

Unit-1: Management Information Systems

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

Unit-2: Information, Management and Decision Making

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

Unit-3: Information Technology

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

Unit-4: Data Base Management Systems

Data Warehousing and Data Mining

Unit-5: Decision Support Systems

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

Unit-6: Introduction to E-Commerce

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

Unit-7: E-Commerce Models

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

Unit-8: Security & Encryption

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

Reference Books:

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

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcome	Cognitive level
403.1	Summaries the basics of data, information and knowledge required for progress of precise sustenance of decisions for authorities.	2
403.2	Practice the developed MIS and E-commerce models with keen understanding about end user information technology expertise.	3
403.3	Assemble the MIS and E-commerce solutions as per the comments of authorities of the business sectors.	6

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

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

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

Required Lectures: 45+15 hours

Course Objectives:

1. Classify the various characteristics of security analysis and portfolio analysis.
 2. Devise appropriate choice of economic, industry, company, financial tools and theories, for analysis of different instruments in capital and finance market.
 3. Construct the suitable portfolio with thoughtful judgment of relevant analytical and theoretical approaches and its operative supervision.
-

Unit-1: Introduction to Securities

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

Unit-2: Risk and Return

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

Unit-3: Economic and Industry Analysis

Economic Analysis

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

Industry Analysis

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

Unit-4: Basis for Company Analyses Elements of Financial Analysis-Ratio Analysis-Fund Flow Analysis-Trend Analysis- How to Prepare Cash Flow Statement?-Company Analysis: Sources of Data- Accounting Limitations— Financial Statements- Analysis of Financial Position-Types of Shares-Net Financial ResultsCorporate Performance—Blue Chips-Emerging Blue Chips

Unit-5: Bond Analysis

Macro- Level

Advantages of Bonds-Debt Market in India-Public Sector Bonds-ICD And Fixed Deposits-Some Innovative Schemes- Listing of Debentures-Fixed Deposits-Asset Based Securities-Inflation Risk-Price Risk-Determinants of Interest Rates-Structure of Interest Rates-Reforms-YieldsShape Of Yield Curve.

Micro- Level

Credit Rating System- Risk Factors-Trust Deed- SEBI Guidelines- Earning Coverage-LiquidityManagement-Non-Risk Factors- Government Bond Market in India- Operations of Commercial Banks-RBI And Yield Pattern.

Unit-6: Fundamental and Technical Analysis

Fundamental Analysis

Influence of the Economy-Economy vs. Industry and Company-Industry Analysis- Example of An Industry Analysis-Example of Company Analysis –How-to Pick-up Growth Stocks

Technical Analysis

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

Unit-7: Introduction to Portfolio Theory Conditions of Certainty-Opportunities Set with Uncertainty-Risk Measures-Risk and Return in Portfolio Theory-What Is Portfolio?

Portfolio Analysis

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

Unit-8: Portfolio Management

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

Reference Books:

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

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcome	Cognitive level
404A.1	Explain the various essentials of security, portfolio analysis and its approaches.	2
404A.2	Discriminate the various investment instruments of capital/finance market with the help of appropriate relative analytical procedures for approvals to complement in portfolio management.	4
404A.3	Formulate accurate portfolio, its services and administration based on comparative economic, industry, company, financial tools and theories.	6

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

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

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

Required Lectures: 45+15 hours

Course Objective

1. To make aware about provisions of direct tax with regard to IT Act, 1961 and IT Rules, 1962.
 2. To make aware about agriculture income, residential status and incidence/charge of tax.
 3. To understand the provisions and procedure to compute total income under five heads of income i.e. salaries, house property, profits & gains from business & profession, capital gains and other sources.
-

Unit-1: Introduction

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

Unit-2: Residential Status

Rules for determining residential status of Individual, HUF, Firm and Company, Need to determine residential status, Incidence of tax and residential status, Practical problems concerning individual only

Unit- 3: Income from House Property

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

Unit-4: Income from Salaries

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

Unit-5: Income from Business or Profession

Definition-Depreciation and other permissible deductions. Deduction expressly disallowed. General study on section 28 to section 44AF. With special reference to provisions for computing profits and gains of -small business on presumptive basis u/s 44 AD. [Problems on computation income of businessman and professional persons

Unit-6: Income from Other Sources

Specific incomes under the head 'income from other sources'. Dividend income and interest on securities, Deductions allowable under the head income from other sources under section 57

Unit-7: Computation of total income of an individual

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

Unit-8: Capital Gain

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

Reference Books:

1. Income Tax Law & Practice by H.C.Mehrotra,Dr.S.P. Goyal,SahityaBhavanPublisher
2. Student Guide to Income Tax, Singhaniya,Taxman
3. Income Tax Law & Practice by GirishAhuja
4. Students handbook on Taxation by T.N. Manoharan

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcome	Cognitive level
405A.1	Define the procedure of direct tax assessment.	1
405A.2	Compute total income and define tax complications and structure.	3
405A.3	Assess and file IT return on individual basis.	5

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**FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)**

406 A – International Financial Management

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

Required Lectures: 45+15 hours

Course Objectives:

1. To critically understand the concepts and areas covered under International Financial Management
 2. To discuss about evolution of International Monetary System and technical aspects of foreign exchange Market
 3. To study associated risk involved in foreign transactions and its management
-

Unit-1: Basics of International Financial management

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

Unit-2: International Monetary System

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

Unit-3: Foreign Exchange Markets

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

Unit-4: Exchange Rate Determination

- 4.1 Demand & Supply for Currency
- 4.2 Factor affecting Exchange Rate
- 4.3 The BOP Theory of Exchange Rate
- 4.4 The Purchasing Power Parity Theory
- 4.5 Real & Real Effective Exchange Rate
- 4.6 Covered Interest Arbitrage
- 4.7 Interest Rate & Forward Rate Parity
- 4.8 The Fisher Effect & International Fisher Relation
- 4.9 Exchange Rate Forecasting

Unit-5: Foreign Exchange Exposure & Risk

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

Unit-6: Currency Forward & Future

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

Unit-7: Short & long term Source of Finance in International Financial Markets

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

Reference Books

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

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcome	Cognitive level
406A.1	Understand the difficulties while dealing with any kind of foreign business activities	2
406A.2	Classifying the differences in different kinds of exposures associated with foreign business activities	5
406A.3	Applying the knowledge about foreign exchange markets while performing the international business activities	6

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper: 404 (B): Sales & Distribution Management

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

Required Lectures: 45+15 hours

Course objective

1. To provide foundations in components of sales and distribution management.
 2. To introduce various facets of the job of a sales manager.
 3. To focus on decision making aspects and implementation of decisions in sales and distribution management.
-

Unit-1: Introduction to Sales Management

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

Unit-2: Evaluation of Sales Force

- 2.1 Introduction
- 2.2 Performance Appraisal Process
- 2.3 Appraisal Criteria
- 2.4 Performance Rating
- 2.5 Conduct of Performance Appraisal
- 2.6 Individual versus Team Appraisal

Unit-3: Sales Forecasting & selling process

- 3.1 Sales forecasting, meaning and importance
- 3.2 Steps in forecasting technique
- 3.3 Determining annual sales potential
- 3.4 Selling process
- 3.5 Effective selling process
- 3.6 Training and Supervising Sales Representative

Unit-4: Communication system & art of selling

- 4.1 Role of effective communication & marketing communication system
- 4.2 AIDA'S theory of selling
- 4.3 Steps in personal selling process
- 4.4 Role of Salesmanship
- 4.5 Sales force management
- 4.6 Synergy and Salesmanship
- 4.7 Selection & recruitment of sales staff

Unit-5: Concept of Sales Management and Sales Planning

- 5.1 Basic functions of sales management
- 5.2 An Optimal compatibility

- 5.3 Relevance of Sales Planning
- 5.4 Annual Business Plan
- 5.5 Annual Marketing Plan
- 5.6 Annual Sales Plan

Unit-6: Managing the Distribution Function

- 6.1 Objective of distribution activity
- 6.2 Marketing channels & types of channel flowsystem
- 6.3 Selections of channels for consumer and businessmarket
- 6.4 Role & importance of distributionchannel
- 6.5 Channel design & channel selection
- 6.6 Task & responsibilities of Channellmembers
- 6.7 Types of intermediaries

Unit 7 Physical distribution

- 7.1 Objective of physicaldistribution
- 7.2 Planning distribution system & cost ofdistribution
- 7.3 Transportingfunction
- 7.4 Major alternatives in physical distributionstrategy
- 7.5 Retailing and wholesaling: types andservices
- 7.6. Network Marketing

Unit-8: Channel Information System

- 8.1 Introduction
- 8.2 Channel Information System-A Description
- 8.3 Channel Information System-The Different Forms
 - Zero-level System
 - One –level System
 - Multiple –level Systems
- 8.4 Channel Information System-Motives and Challenges
 - Benefits of Channel Information System
- 8.5 Channel Information System-Components
 - Transaction Processing System
 - Knowledge Work System
 - Management Information System
 - Executive Support System

References Books:

1. Marketing Management By RajanSaxena 3rd Edition , By Tata McGrawHill
2. Sales Management Text and Cases By P. K.Ghosh, H. H.House
3. Sales Management By Tanner, Honeycutt, Erffmeyer By Pearson’sEducation
4. Sales Management, 5th Edition , Richard R Still Edward W Cundift By Eastern
5. Marketing management, Biplab S. Bose by Himalaya PublishingHouse
6. Sales management with marketing management by Dr. K. Karunakaran, Himalaya Publishing House
7. Marketing

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcome	Cognitive level
404B.1	Understand the importance of promotion and distribution function in the entire chain of marketing.	2

404B.2	Apply the concepts of public relations, sales management and physical distribution in business	3
404B.3	Developed the knowledge of various facets of sales management and apply the theoretical marketing concepts to the practical situations.	3

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

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

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

Required Lectures: 45+15 hours

Course objectives:

1. Study and learn the Resourced based view of Marketing and Organisational Stakeholders.
 2. Identify and asses the effective strategies for competing through structured strategy, in the markets with different resources and stakeholders
 3. Evolve and create the stragezizes according to the implementation areas and nature of competition in different markets.
-

Unit-1: Market – Led Strategic Management

- 1.1 The Marketing concept and Market Orientation
- 1.2 Resourced based view of Marketing
- 1.3 Organizational Stakeholders
- 1.4 Changing market environment and stability.

Unit -2: Strategic marketing planning

- 2.1 Concept of strategic marketing Planning
- 2.2 Marketing Strategy Process
- 2.3 Establishing the core strategy
- 2.4 Creation of Competitive positioning
- 2.5. Implementation
- 2.6 Competitive Marketing analyses

Unit-3: Market leader's Strategies for customers

- 3.1 Customer analysis
- 3.2. Marketing Research & Process
- 3.4 Need to know about customers
- 3.5. Organizing Customer information
- 3.6. Understanding Rural & Urban customer
- 3.7. Managing customer portfolio

Unit -4: Market leader's Strategies for Competitors

- 4.1 Competitors portfolio analysis
- 4.2. Dimensions, Concept
- 4.3. Choosing good competition
- 4.4. Obtaining & disseminating competitive information
- 4.5. Sustainable competitive advantage

Unit-5: Market leader's Strategies for Organisations as stakeholders

- 5.1. Organisational Analysis
- 5.2 Understanding organisational Resource base
- 5.3. Value creating disciplines

- 5.4. Dynamic Marketing capabilities
- 5.5. Resource portfolios
- 5.6. Creating & exploiting Marketing assets

Unit-6: Competing Through Strategy

- 6.1 New Marketing Mix (4 P's) & (6 P's)
- 6.2 Innovation
- 6.3 Customer relationship & superior service
- 6.4 Internal Marketing
- 6.5 Strategic alliances & networks
- 6.6 Corporate Social Responsibility
- 6.7 Changing competitive arena

Unit-7: Segmentation and positioning research Strategies

- 7.1. Principles of market segmentation
- 7.2. Identifying segments, benefits of market segments
- 7.3. Implementing market segmentation
- 7.4. Quantitative and qualitative approaches to positioning research

Unit-8: Specific Competitive Strategies

- 8.1 Rural Markets
- 8.2 Services Markets
- 8.3 International Markets
- 8.4 Agro-Business Markets
- 8.5 Total Relationship Marketing in Industrial Products & services Industry
- 8.6 Emotion Marketing in Automobile, Real Estate & Social Marketing
- 8.7 Case Study

References:

1. Marketing Strategies & Management, Michael J Baker, 3rd Edition, 4th Edition, By Macmilan Business
2. Marketing Strategy & Competitive Positioning 4th Edition Graham Hodey, Nigel, Brigiffe, By Pearson Publications.
3. Rural Marketing – KrishnamaCharyulu, Ramkrishnama Pearson 1st Edition
4. Total Relationship Marketing – GverGumnesson 2nd Edition By Butterwoth Heinemann
5. Services Marketing, S.M.Jha, 3rd Edition Himalaya Publication. New Delhi.
6. Edited Book Nurturing Service Sector for Economic Development, Himalaya publishing House (Edition 2010),(Deptt library)

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course outcomes	Cognitive level
405B.1	Understand the stakeholders and identify the resources and their strategic use	1
405B.2	Summarise and Analyse Market leader's Strategies for Stake Holder.	5
405B.3	Incorporate and implement Specific Competitive Strategies in real market situations	6

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**FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)**

Paper: 406(B): Retail Marketing

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

Required Lectures: 45+15 hours

Course Objective

1. To provide an interdisciplinary overview of the retailing industry and evaluate different types of retail institutions by ownership.
 2. Explain the importance of steps to develop strategic planning to retailers.
 3. Explain the significance of selecting a store location and summarize the factors considered in site selection decisions.
-

Unit 1: INTRODUCTION TO THE WORLD OF RETAILING (6 hours)

- What Is Retailing?
- Social and Economic Significance of Retailing
- The Growing Importance of Retailing and Retailers
- Evolution of the Retail Industry
- Management and Entrepreneurial Opportunities
- The Retail Management Decision Process

Unit2: TYPES OF RETAILERS

- Retailer Characteristics
- Food Retailers: Supermarkets, Supercenters, Warehouse Clubs, convenience Stores
- General Merchandise Retailers: Department Stores, Full-Line Discount Stores, Category Specialists, Specialty Stores, Drugstores, Extreme-Value Retailers, Off-Price Retailers
- Service Retailing
- Types of Ownership: Independent, Single-Store Establishments, Corporate Retail Chains, Franchising

Unit 3 MULTICHANNEL RETAILING

- Non-store Retail Channels
- Relative Benefits of Retail Channels
- Challenges Facing Multichannel Retailers
- Customer buying behaviour: The Buying Process, Types of Buying Decisions, Social Factors Influencing the Buying Process

Unit4: RETAIL MARKET STRATEGY

- Central concept in retail market strategy
- Growth strategy & Global Growth strategy
- Strategy retail planning process
- Strategic profit model

Unit 5: RETAIL LOCATIONS & TYPE OF RETAIL LOCATION

- Types of retail locations
- Shopping centers and planned retail locations
- Non-traditional locations
- Location and retail strategy
- Societal and legal consideration
- Evaluating areas of location
- Considerations and evaluating store location
- Trade area characteristics

Unit 6: MANAGING MERCHANDISE PLANNING PROCESS

- Merchandise management
- Merchandise planning process
- Allocating merchandise to store
- Analyzing merchandise management process
- Buying brand merchandise
- Developing and sourcing store brand merchandise

Unit 7: RETAIL PRICING AND RETAIL COMMUNICATION MIX

- Pricing Strategies
- Considerations in Setting Retail Prices
- Setting retail pricing
- Legal and ethical pricing issue
- Traditional media elements
- New Media elements
- Planning retail communication programme
- Customer relationship management

Unit 8: MANAGING RETAIL STORE, CUSTOMER SERVICE & ONLINE RETAILING

- Recruiting and trying of store employee
- Motivating, rewarding and compensating store employee
- Store design objectives and elements
- Space management
- Visual merchandising
- Creating an appealing store atmosphere
- Strategic advantage through Customer service
- Gap model for improving retail service quality
- Online retailing & Online retail models
- Factor that impact online retailing
- Future of online retailing in India

Case study based on selected topics

Reference Books:

- 1) Retail Management, Levy, Weitz, Grewal, McGraw Hill
- 2) Retail Management, Gibson G Vedamani, Pearson Education
- 3) Retail Management- A Strategic approach, Pearson Education- Barry Berman, Joel R. Evans
- 4) Retailing Management- Tata McGraw Hill Publishing, Michael Levy and Barton Weitz
- 5) Retail Management-Text and Cases, The McGraw Hill, Swapna Pradhan
- 6) Retail Management, Himalaya Publication House, Suja Nair
- 7) Retail Marketing Management- Pearson Education, David Gilbert.

8) Retail Management, -Himalaya Publication House, Arif Sheikh, Kaneez Fatima.

Course Outcomes:

Successful completion of this course enables the students to-

Co No	Course Outcome	Cognitive level
406B.1	State the ways that retailers use marketing tools and techniques to interact with their customers.	1
406B.2	Explain how retailers differentiate their offering as an element in their corporate strategy and factors affecting strategic decisions involving investments in locations, supply chain and Information systems, and customer retention program.	3
406B.3	Justify, how retailer's communicate with their customers; and tactics related to pricing, merchandise assortment, store management, visual merchandising	6

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

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

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

Required Lectures: 45+15 hours

Course Objectives:

1. To advance an understanding of concepts, methods, and strategies underlying the change in Modern HR Management.
 2. To understand the applicability of OD interventions to be facilitated through case-studies.
 3. To know and understand the re-engineering process for Human Resource & H.R.D audit
-

Unit 1: Dynamics of Change in Modern H.R. Management:

- Managing HR in Globalization, Managing Change & Leading the Change, Types of change & its impact on HR, Change model, Burke and Litwin, Porras and Robertson. 3. Theories by: Robert Tanenbaum Kurt Lewin, MC Gregor, Herbert Shepard, Robert Blake.
- Challenges of change – Pressures for change, types of change, approaches. Resistance to change – individual, group and organizational. Overcoming Resistance. Promoting change – interpersonal, team and organizational methods.

Unit 2: H.R.D. Accounting and Audit

- Human Resource Accounting- Introduction, Need, Significance and Objectives of Human Resource Accounting, Assumptions, Methods and Valuation Models of HR Accounting.
- HR Accounting for Managers and HR professionals, HR Accounting System,
- Human Resource Audit- Meaning, Methodology, Approaches, Issues, levels and steps of HR Auditing. Essential Conditions for an Effective HR Audit Report.

Unit 3: Human Relations

- Employer and Employee Relations, Theories and Strategies to Build Sound Relations, Client Consultant Relationship, Business Relations and Negotiations, Relations Management in Alliances, Metamorphosis of Human Behaviour: Social Quotient, Emotional Quotient, Happiness Quotient, Spiritual Quotient.

Unit 4: Re-Engineering process for Human Resource:

- Challenges of Sustainability with reference to Retention and Talent Management, HR Management for Competitive Advantages, Organizational Learning, Collective Learning, Changing Functions and Processes to suit Organizational Needs, Implementing and Re-Engineering Changes, Designing and Redesigning of Jobs, Employee engagement strategies.

Unit 5: An Introduction to Organisation Development

- Define the concept of OD, values, assumptions, importance. Evolution: Robert Tanenbaum, Kurt Lewin, McGregor, Herbert Shepard, Robert Blake Foundation of OD: action research, survey feedback, systems theory, teams and teamwork, participation and empowerment, applied behavioural science, parallel learning structures. Process of OD, OD Interventions: importance and meaning.

Unit 6: Changing Role of H.R. Management & Knowledge Management

- Communication (Language) – Lifestyle – Climatic and Environmental changes – global Socio cultural factors – customs and traditions including personal – psychological and Individual determinants Strategic Human Resource Management in the context to Global Scenario.
- Introduction to knowledge management, Understanding the significance of KM through a discussion on theories of the firm, Understanding the history, and the close relationship of KM with HRM .

Unit 7: Cross Cultural Management

- Leading the Change & Change Management, Challenges of Sustainability with reference to Retention and Talent Management, Management for Competitive Advantages, Organizational Learning, Collective Learning Knowledge Management.

Unit 8: Knowledge Management

Introduction to knowledge management, Understanding the significance of KM through a discussion on theories of the firm, Understanding the history, and the close relationship of KM with HRM, Understanding the three major inputs viz. strategy, people and IT for a successful Knowledge Management system Unit.

Case Discussion on selected topics:

References

1. Personnel Management – Text & Cases - C.B.Mamoria & S.V.Gankar, Himalaya Publications.
2. H.R.D Audit – T.V.Rao , Response Books. Mumbai
3. Delivering Competitive Advantages – Clive Morton, Andrew Newall , Jon Sparkes ; Jaico Publishing House, 1st Edition.
4. Re- Engineering of Human Resources – Lyle Spencer (Jr.) , John Wiley and sons Publications.
5. International H.R.M – Managing People in International Context – Welch Dowling, Thomson Learning; South Western Publications.
6. Organizational development by S Ramnarayan, T. V. Rao. Pragati publishers, Mumbai.
7. Organizational development and change by Cummings and Worley (7th edition).
8. Organization Change and Development: Kavita Singh, Excel Books.
9. Organization Development: The Process of Leading Organization Change: Donald L. Anderson, SAGE Publications.
10. Human Resource Accounting and Auditing: Nisamudheen. T and Mufliha. S, Laxmi Publications
11. Human Resource Management: Pravin Durai, Pearson Publications.
12. Adhikary, M. Emerging HRD. 1st Edition. New Delhi: Deep & Deep Publications Pvt.Ltd., 2008.
13. Deb, Tapomoy. Human Resource Development. 1st Edition . New Delhi: Ane Books India, 2006.

14. Mohanty, Kalyani, and PadmalitaRoutray. Human Resource Development and Organizational Effectiveness. 1st Edition. New Delhi: Excel Books, 2009.

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Objectives	Cognitive level
404C.1	Define various terms relating to organizational development & change.	02
404C.2	Proficient in carrying research activities as per the dynamics of human resource climate of the organization.	03
404C.3	Equipped with enhanced practical knowledge and skill in the specialization of human resource through industrial interface.	03
404C.4	Apply theories and current research concerning individuals, groups, and organizations to the process of change.	02

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New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper: 405(C): HR In Service Management

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

Required Lectures: 45+15 hours

Course Objectives:

1. To understand the HRM, in Services sector
 2. To deliberate and discuss about competitive advantage through HR development
 3. To provide roadmap in developing HR in services industry
-

Unit-1: Modern HR practices in service sector

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

Unit-2: Development of HR for competitive advantage

- 2.1 Introduction , concept, activities of HR Involvement
- 2.2 Training & Development Strategies, Objectives & Importance of training
- 2.3 Assessment of Training needs, areas of training, Training Methods in competitive Environment
- 2.4 Advantages of training, training procedures & final evaluation

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

- 3.1 Internal Mobility strategies: Introduction, Meaning, different types
- 3.2 Promotion: Benefits, Problems, Promotion policy
- 3.3 Demotion: Meaning, Need for demotion Policy
- 3.3 Transfer: Meaning, Purpose, Type, Reason, Benefits

Unit -4: Employee and executive career strategies in services

- 4.1. Meaning, need of career development programs for specific jobs/ activities.
- 4.2..Executive development strategies and competency mapping for high profiles in corporate

Unit-5: Issues of Services sector employees

- 5.1 Absenteeism: Meaning, types, calculation, causes, minimizing absenteeism
- 5.2 Employee Attrition: Meaning, reason, calculation of attrition rate
- 5.3 Placements and Retention -
 - i. Managing separations and rightsizing
 - ii. Voluntary and involuntary separations, Golden Handshakes

Unit -6: Motivation and morale building in service sector employees

6.1 Motivation and Morale issues, Ethics and values

6.2 Empowerment-Meaning, coordination, Approaches of empowerment

Unit- 7: Monetary Issues in Services Employment

7.1 Incentives, salary, Reward & compensation Strategies –

7.2 Performance based Pay, Skill based Pay, and Team based Pay

7.3 Broad banding, Profit Sharing, Executive Compensation, Variable Pay

Unit -8: Legal issues in IT services

8.1.Information Technology Act, 2000

8.2. Digital Signature, Secure Digital Signature, Digital Signature Certificates

8.3. Electronic Governance, Regulation of Certifying Authorities, Duties of Subscribers

8.4 cases related to service sector HR

References:

1. HRM Text& Cases- USP Rao Excel Books 4th Edition

2. HRM Text& Cases – K Aswathappa Himalaya publications 5th edition.

3. HRM Case Studies in Services Management-ICFAI Books, 2003,ICFAI Publications

4. IHRM Chris Brewster, Universities press, New Delhi.

5. Dynamics of IR- Mamoria&Gankar, Himalaya Publishing House, New Delhi.

Course Outcomes:

Successful completion of this course enables the students to-

CO No.	Course Outcome	Cognitive level
405C.1	Understand the role and issues of HR in service sector.	1
405C.2	Asses the ability of HR to apply the principles and philosophies of Strategies for HR development in Services	6
405C.3	Analyse the significance HRD for the application and reengineering process of the organization	4

**School of Management Studies,
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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

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

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

Required Lectures: 45+15 hours

Course objectives:

1. Find out the environments of Industrial & Labour Economics, Features of Labour market, Demand & Supply Analysis of Labour Markets.
 2. Identify and analyse the issues in industrial economy of employees from international organisations and challenges in policy making for the domestic economies.
 3. Analyse and assess the critical issues of Human resources in international environments and challenges of global organisations in managing the Human resources in global context.
-

Unit-1: Industrial Economics:

- 1.1 Industrial Economics: Definition concept and importance of study
- 1.2. Industry and Economic Development: Concept of Plant, Firm and Industry; classification of industry; Industrialization Meaning; Role of Industrialization; Factors Inhibiting industrialization.
- 1.3. Indian Industrial System: Small-scale, Cottage & Village Industries; Manufacturing & Service industries; Government intervention, regulation & control; Challenges and Problems of Industries.

Unit-2: Labour Economics:

- 2.1 Labour Economics: Concept emergence, Definition, scope.
- 2.2. Features of Labour market; Demand & Supply Analysis of Labour Markets;
- 2.3. Role of Employment Exchanges, Essentials of an Employment Policy.
- 2.4. Organised and Unorganised Labour in India.

Unit-3: HR in Economic Environment and Labour Costing:

- 3.1 Globalisation of Technology and Structure.
- 3.2 Workforce Diversity & Demographic Changes.
- 3.3 Labour Costing-
 - Labour cost, computations and controls.
 - Absenteeism and labour turn over; Cost, Causes and Determination.
 - Labour Productivity: Labours Study and Times Study, Wages and Labour Productivity.
 - Treatment of Overtime, Ideal Time, Night Shift, Allowances, Leaves Pay.

Unit-4: Industrial Issues of Indian Economy:

1. Causes & Extent of Industrial sickness in India.
2. Nature of Energy Crisis in India & Measures to Solve Energy Problems.
3. Industrial Productivity –Importance, Factors Influencing Industrial Productivity.
4. HR issues in Mergers and acquisitions.

5. WTO and Labour Standards.
6. Provisions of WTO & Its Effects on Industries in India.

Unit-5: International HRM:

1. Nature of IHRM- Internationalization & HRM; Functioning position of IHRM.
2. Domestic Vs International HRM.
3. Strategic IHRM.
4. Role of Economic Development in IHRM.
5. Concept & Role of Expatriate' in IHRM.
6. International Industrial Relations.

Unit-6: Global HR Context:

1. Global HR Planning; Barriers to effective Global HRM.
2. Staffing of International Business.
3. International Joint Ventures-Concept & Nature of International Joint Venture, Motives & Extent of merger and Acquisitions, Methods of Overcoming Cultural and other problems in International Joint Ventures.

Unit -7:Human side of HR in International context

- 1.Training and Development of Employees in Global Context.
2. IHRM Trends and Future Challenges; challenges of the HR Function of the Multinational Firm.
3. Ethics and IHR Manager.

Unit-8: International compensation and employment laws

- 8.1 International compensation: forms of compensation, key components and practices by countries
- 8.2 The global legal and regulatory context, international framework of ethics and labour standards
- 8.3 Case Studies

References:

- 1) Labour Economics- Ansari Maheno Manzoor, South western Cengage publication.
- 2) Industrial Economics – R.R.Barthwal, New Age International Publications.
- 3) Industrial Economy of India – S.S.M.Desai&K.Bhalerao, Sage publications.
- 4) Indian Economy – Mishra Puri, 2nd edition Himalaya Publications.
- 5) Indian Economy- A. N. Agrawal, New Age International Publication.
- 6) International Human Resource Management- Tony Edwards & Chris Rees, Pearson Education.
- 7) International Business Management: K. Ashwathappa, Himalaya publications.
- 8) International Human Resource Management: Peter Dowling & Denise Weolch, Cengage Learning.
- 9) International Human Resource Management: Sen Gupta. Bhattacharya, Excel Books.
- 10) International Human Resource Management: P Subba Rao, Himalaya Publication.
- 11) International Human Resource Management: P.L. Rao, Excel Books.
- 12) Industrial Economics: Dr. Ranjana Seth, Ane Books Pvt. Ltd.
- 13) International Human Resource Management: K. Ashwathappa and Sadhna Dash, The McGraw Hill Publications.
- 14) International business by –UGC Moocs- ugcmooc.inflibnet.in

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course outcomes	Cognitive level
406C.1	Identify and Asses role of Humans Resource in Economic Environment and Labour Costing	1
406C.2	Evaluate and Analyse Industrial Issues of Indian Economy	4
406C.3	Advocate and implement Global HR Planning, strategies for effective Global HRM	6

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper: 404(D): Total Quality Management

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

Required Lectures: 45+15 hours

Course Objectives

1. To know the principles of Total Quality Management and peculiarities of their implementation;
 2. To enable students to describe the tools and techniques for quality management
 3. To provide students with a knowledge and insight into the implementation of TQM and quality audits
-

Unit-1: Total quality management

- 1.1 Definition
- 1.2 Basic approach
- 1.3 Historical Review-Defining Quality – Benefit and Obstacles
- 1.4 The Deming Philosophy
- 1.5 Promoting the philosophy
- 1.6 Training
- 1.7 Improvement needs

Unit-2: Leadership

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

Unit-3: Continuous process Improvement

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

Unit-4: Tools and Techniques of TQM

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

Unit-5: Quality Management Systems

- 5.1 Introduction – benefits of ISO
- 5.2 ISO 9000 series of standard
- 5.3 ISO 14000 series standard
- 5.4 Concept of ISO-14001

- 5.5 Requirement of ISO 14001 series standard
- 5.6 Benefits of EMS

Unit-6: Performance Measures

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

Reference:

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

Course Outcomes:

Successful completion of this course enables the students to-

CO NO	Course Outcome	Cognitive level
404D.1	Understand the business excellence models and be able assess organization's performance making reference to their criteria.	1
404D.2	Ability to apply the knowledge of principles and philosophies of quality management.	6
404D.3	Analyse the significance of statistical process control for the application and reengineering process of the organisation	4

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)
Paper: 405(D): Strategic Sourcing For Operations
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Course objective

1. To develop analytical abilities for strategic sourcing.
2. To understand the procurement whereby the business needs of the organization are matched with the supplier market.
- 3 To analyzing an organization's spending across locations with select suppliers and using this information to make business decisions
4. To Understand the Best Practices in Supplier Development

Unit 1: Methodology for Developing Operations Strategy:

- 1.1 Value as business concept – strategic issues in manufacturing
- 1.2 Value Chain concept Focus, core competence and distinctive capabilities
- 1.3 Stake holders & strategy, Checking markets, Outcome of Market debate
- 1.4 Linking manufacturing to Markets by strategic integration
- 1.5 Lean systems-Eliminating waste.

Unit 2: Evolution of Sourcing

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

Unit-3: Sourcing

- 3.1 The Strategic Sourcing Plan
- 3.2 Discovering Potential Suppliers
- 3.3 Evaluating Potential Suppliers
- 3.4 Selecting Suppliers
- 3.5 Developing Suppliers
- 3.6 Managing Suppliers

Unit-4: Outsourcing: To Make or Buy

- 4.1 Outsourcing: A Growth Industry
- 4.2 Strategic Issues
- 4.3 Horizontal Integration

- 4.4 Tactical Decisions
- 4.5 Factors Influencing Make or Buy decisions
- 4.6 Netsourcing

Unit-5: Buyer Supplier Relationship

- 5.1 Transformation of Buyer –Supplier Relationship
- 5.2 Three Types of Buyer-Supplier Relationships
- 5.3 Suppliers Perspective
- 5.4 Developing and managing Collaborative and Alliance relationships
- 5.5 Portfolio Approach in Supply Management

Unit-6: Supplier Development

- 6.1 Strategic Importance of supplier Development
- 6.2 Best Practices in Supplier Development
- 6.3 Supplier Development Process
- 6.4 Barriers to Supplier Development

Unit-7: Supply Management

- 7.1 Supply Management’s role in Business
- 7.2 Supply Management’s relations with other Departments
- 7.3 Supply chain strategies
- 7.4 process tools for supply chain management
- 7.5 Measuring supply chain performance-structural improvement.

Unit 8: Operation Strategy Implementation

- 8.1 Technology strategy Issues in New Product development Time to market
- 8.2 Strategic nature of process
- 8.3 Business implication of Process choice
- 8.4 Hybrid Process. Change management and Sustainability Procedure
- 8.5 Company or plant based profiles by decisions for product reallocation, downsizing, Capacity decisions

Reference Books:

1. Managerial Decision Modeling with Spreadsheets by NagrajBalakrishnan, Barry Render, Ralph M. Stair Jr.- Pearson
2. Introduction to Operations Research-by Billey E. Gillett- Tata McGraw Hill
3. Operations Management – An Integrated Approach by Samson and Singh, Cambridge.
4. Operations Management for Competitive Advantage by Chase, Jacobs, Aquilano and Agarwal, TMGH, 11th Edition

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcome	Cognitive level
405D.1	Able to understand to plan and control of operation, student shall also learn the roles of forecasting in the operations planning process and the importance of scheduling in operations management. Semester III Specialization	2

405D.2	Develop knowledge and skills in the areas of purchasing and materials management, an increasingly important element of modern global commerce.	3
405D.3	Recommend the Fundamentals of Strategic Sourcing Theory and Practice evaluating Potential Suppliers	5

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)
Paper 406(D): Inventory Management & Material Requirement Planning
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Course objective:

1. To understand TQM,MRP,JIT,project management in Managing Materials Flow
 2. To explain the need for material requirement planning and an overview of various aspects of inventory
 3. To explain how is capacity planning done in organizations and what is its relationship with MRP.
 4. To explain the impact of types of inventory costs on inventory management decisions. 3 To explain the principles of JIT
-

Unit-1: Material Requirement Planning

- 1.1 Master Production Schedule
- 1.2 Product Structure / bill of materials (BOM)
- 1.3 MRP Concepts (MRP I) & Objectives
- 1.4 Lot Sizing in MRP (Methods)
- 1.5 Lead time, re-order level, safety stock

Unit-2: Aggregate Planning

- 2.1 What is Aggregate planning
- 2.2 Nature of Aggregate planning decisions
- 2.3 Aggregate planning strategies
- 2.4 Aggregate planning methods

Unit-3: Inventory Control

- 3.1 Inventory significance, objectives
- 3.2 Benefits of inventory control
- 3.2 Inventory control terminology
- 3.3 Economic Order Quantity
- 3.4 Quantity discounts, price breaks
- 3.5 Inventory control systems

Unit-4: Inventory Models & safety Stock

- 4.1 Production inventory model
- 4.2 Back order inventory models
- 4.3 Probabilistic inventory model
- 4.4 Selective inventory control

Unit-5: Inventory Management in logistics

- 5.1 Introduction-meaning-concepts and Types.

- 5.2 Elements of Inventory costs
- 5.3 Managing finished products Inventory under Uncertainty
- 5.4 Distribution requirement planning (DRP)
- 5.5 Strategic inventory Management tool and techniques

Unit:6 Recent Trends in Managing Materials Flow

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

Unit-7: Meaning Micro Level Techniques, Advantages & Limitations

- 7.1 Kaizen
- 7.2 Kan-ban
- 7.3 Quality Circle
- 7.4 Project management

Unit:8 Make Or Buy Decisions:

- 8.1 Factors influencing Make Or Buy Decisions-cost, quality, capacity core v/s noncore,
- 8.2 Management strategy. Evaluation of performance of Materials function: cost, delivery, quality,
- 8.2 Methodology of evaluation, Use of ratios - inventory ratios,
- 8.3 Inventory analysis like ABC, FSN: Fast slow, Nonmoving, HML-High Medium, Low, XYZ. Materials Management In JIT Environment.

Reference Books:

1. Introduction to Materials Management, J.R.Tony and Arnold.
2. Inventory Control and Management, Donald Waters, Wiley Student Edition.
3. Just-in-Time Manufacturing, Korgaonker, Macmillan
4. Essentials of Inventory Management, Max Muller, JAICO Publishing

Course Outcomes:

Successful completion of this course enables the students to-

CONo	Course Outcome	Cognitive level
406D.1	Able to understand various aspects of inventory, impact of types of inventory costs on inventory management decisions and the principles of JIT.	2
406D.2	Acquire knowledge of the issues related to designing and managing Operations & SCM and the techniques to do so.	3
406D.2	Analyzing the materials in storage, handling, packaging, shipping distributing and standardizing.	4

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)
Paper: 407 A,B,C,D: Project Report and Viva Voce
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Course objective:

1. Apply business concepts and theories to real-world decision-making
 2. Increase skill in specific business disciplines; such as human resources management, operations management, marketing, accounting, statistics, economics, finance, and business law.
 3. Develop and improve business skills in communication, technology, quantitative reasoning, and teamwork.
 4. Observe and participate in business operations and decision-making as well as a commitment to ethical conduct and social responsibility.
-

4 credits shall be awarded to the Project course, which will commence after completion of II Semester (During vacation falling after the end of first year) and the final work and report will be submitted during IV Semester. The marks and the credits will be allotted in IV Semester.

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Objectives	Cognitive level
407.1	Equipped with practical business concepts and theories.	03
407.2	Proficient in specific business skills as per specializations.	03
407.3	Acquire real world business communication, technology, quantitative and interpersonal skills.	03
407.4	Apply the real experience of business processes and moral demeanor in organizations.	02

Audit Courses under CBCS

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**FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)**

Paper: 301(AC) Fundamentals of Start-ups

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

Required Lectures: 45+15 hours

Course Objectives

1. To inculcate a culture of entrepreneurship and innovation
 2. To arouse interest and sensitize students towards startups and establish the importance of owning innovation-based startups.
 3. To impart knowledge of emerging technologies and innovation-based startups.
-

Chapter-I- Introduction to Start-ups

- Why start-ups
- What are start-ups
- Definitions of Startups
- Historical Perspective of Start-ups
- Features of Start-up
- Factors Responsible for Success of Start-ups
- Factors Responsible for The Failures of Start-ups

Chapter-II- Scenario of Start-ups in India

- Introduction
- Phases of Startups in India:
- Key Trends driving Start-ups in India
- Start-up India Boots from Non-metros
- Angel Hubs

Chapter-III Generating Idea & Preparing Business Plan

- Where Do Ideas Come From?
- Tips for getting maximum benefit out of your ideas
- Elements of a promising business idea
- How to validate your Ideas
- How to Make a Great Business Plan
- Characteristics of a successful business plan
- Content of Business Plan

References:

1. Gupta, S. (2017). Startup Easy - Part 1: the Essentials: a Step by Step Guide for Entrepreneurs [Kindle Android version]. Retrieved from Amazon.com, pp 33-52.
2. Ries, Eric, (1978)The lean startup: How today's entrepreneurs use continuous innovation to create radically successful business- eISBN: 978-0-307-88791-7-Published in the United States by Crown Business, an imprint of the Crown Publishing Group, a division of Random House, Inc., New York.
3. Startup Action Plan: January 16, 2016.
4. Thiel, Peter,(2014) Zero to one: notes on startups, or how to build the future (Crown Publishing Group, a division of Random House LLC, a Penguin Random House Company, New York. eBook ISBN: 978-0-8041-3930-4) pp 9-11.

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course outcome	Cognitive level
301AC.1	Equip students with entrepreneurial ideas with all necessary skills and knowledge for putting their ideas into practice	1
301AC.2	Explain the various issues involved starting a venture, scaling a venture and making it sustainable	2
301AC.3	Develop the capabilities of idea generation, selecting product and services, Project formulation and screening of feasibility report and evaluating it.	6

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)

Paper: 302(AC) Digital Marketing

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

Required Lectures: 45+15 hours

Course Objective

1. Outline the differences between traditional marketing digital marketing
 2. Understand the role of digital marketing in marketing strategy
 3. Know the importance of effective social media advertising and Facebook, LinkedIn, twitter marketing
-

Unit1: Introduction to Digital Marketing

- Digital Marketing and origin of Digital Marketing
- Traditional Vs Digital Marketing
- Digital Advertising market in India
- Digital Marketing strategy
- Skills required in digital marketing
- Digital Marketing plan

Unit2: Display Advertising

- Concept of display advertising
- Types of Display ads
- Buying models
- Display plan
- Targeting and what makes a good ad

Unit3: Search engine advertising

- Why pay for search advertising
- Understanding ad placement
- Understanding Ad Ranks
- Creating the First Ad campaign

Unit4: Social Media Marketing

- How to build successful strategy
- Facebook Marketing
- Facebook for business
- Anatomy of an Ad campaign
- Adverts
- Facebook insights
- Other marketing tools

Unit 5: LinkedIn marketing and Twitter marketing

- Why it is important to have LinkedIn presence
- LinkedIn strategy

- Content strategy
- Ad campaign
- Getting started with Twitter
- Twitter usage
- Twitter ads
- Twitter tools and tips for marketer

Unit 6: YouTube Advertising

- YouTube channel
- YouTube Ads
- Types of Videos
- Buying Models
- Targeting and Optimisation

Unit7: Mobile marketing

- Mobile usage
- Mobile Advertising
- Mobile Marketing Toolkit
- Mobile marketing features
- Campaign development process

Unit 8: Search Engine optimization

- Concept of search engine optimization
- SEO phases
- On page Optimization
- Off page optimization
- Social media reach

Exercise, Projects and case study based on the syllabus

Reference

1. Digital Marketing by Seema Gupta, McGraw Hill
2. The Art of Digital Marketing, IanDodson, Wiley Latest Edition
3. Fundamentals of Digital Marketing, Puneet Singh Bhatia Pearson 1 st Edition - 2017
4. Digital Marketing, Vandana Ahuja Oxford University Press Latest Edition
5. Marketing 4.0: – Moving from Traditional to Digital, Philip Kotler, Wiley 2017

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course outcome	Cognitive level
302AC.1	Explain the framework of digital marketing	2
302AC.2	Prepare digital marketing strategy	3
302AC.3	Devise and execute the social media strategy step by step	6

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)
Paper: 401 (AC) Modeling Business Plan
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Course Objectives:

1. To understand the Entrepreneurship, Marketing, HRM, Financial attributes to be cover in business plan
 2. To deliberate and discuss about feasibility of business plan
 3. To provide roadmap in developing business activity and entrepreneurship
-

UNIT 1: Idea to enterprise, challenges and environment

- 1.1-Theoretical perspective of entrepreneurship
- 1.2 To 'start-up', Crafting strategies that work, understanding product and market valuation.
- 1.3 Team formation, entity creation, early stage compliance
- 1.4 Types of Entrepreneurship, Intrapreneur – An emerging trend,
- 1.5 Entrepreneurship Ecosystem: Education, Start-ups at various stages, Incubator, Accelerator, Mentors.

UNIT 2: Research for entrepreneurship

- 2.1-Market research do it & do it right
- 2.2 Developing a global vision through marketing research ,methods and pros-cons of research
- 2.3-Online and international MIS methods of international research, outsourcing .

Unit 3: Finding market opportunities, Deciding which market to enter

- 3.1 understanding customer, marketing requisites types of market and marketing methods
- 3.2 key elements of marketing, marketing strategy for start ups.
- 3.3 Marketing mix, understanding difference between Product and Services marketing.

UNIT 4: Communication and Documentation of perfection in Linguistic for entrepreneur

4.1 What is Linguistics?

- What Is Language?
- The Nature of Language
- The roots of linguistics
- Linguistic perfection plays important role
- Linguists are people who study linguistics
- Basic concepts in general and applied linguistics
- Attention to the rights and desires of language speakers and communities

4.2 Language documentation

- Language documentation concerns itself with principles and Methods
- Laws and principles of language

4.3 Communication skills for Entrepreneurship

- Interdisciplinary branches, proposal writing, formats and skills
- Integrated marketing communication, tools and process

Unit 5: Modeling a business plan

5.1- Self Discovery, Idea Generation, Idea Validation, Proto type & Minimum Viable Product, Idea Pitching.

5.2 Business Planning Tools: Meaning of Business Plan, Business Canvas, Business Plan Process- Marketing Plan, Operation Plan, Organisation Plan, Finance Plan, Feasibility Study.

5.3 How to prepare business plan –Pre requisites, during and post structure planning

5.4 The winning proposal –building methodology,

Unit 6: Designing Financial program

6.1- Funding Sources, Government Support, International policies and support

6.2 Launching & Financing New Venture

- Intellectual Property Rights
- Legal form of new venture
- Digital Presence
- Building the new venture capital
- Exit Strategies & Succession Planning

6.3 Current Exim policy of India

6.4- Make in India policies and global markets

UNIT 7: Practical Assessment:

- Prepare a Business Model Canvas & Business Plan – Validate with expert – Modify accordingly and present it in the class.
- Interview a start-up founder to find out his/her major motivation to start a business – List down skills & characteristic of Entrepreneur
- Choose an NGO , interview the founder and present the case in the class – Challenges, Growth , Ecosystem Support and their impact

UNIT 8: Readings :

8.1- Readings – Three success stories of start-ups, make in India etc.

8.2- Case study on startups and entrepreneurship for practice

References Books:

1. Entrepreneurship: Vasant Desai, Himalaya Publishing House Mumbai.
2. International Trade and Export Management- Himalaya Publishing House, Francis Cherunilam.
3. Winning business proposals- Deric Mccann, Indiana publishing house New Delhi
4. Modelling entrepreneurship proposals -M sonawane and P. Joshi First edition, New Delhi.

5. Global Marketing (with special Indian focus), Svendhollensen and Madhumitabanerjee fourth edition, Pearson, New Delhi.
6. Edited book 'Make in India' published by Excel India Publishers, New Delhi, ISBN: 978-93-86256-44-7. first edition 2017. (Deptt. Library)
7. Communication skills and entrepreneurial documentation linguistics, S. Deshmukh, Atharva publications.
8. Decoding Startups –Anis Bari, ISBN-978-93-84334-11-5
9. Edited book Contemporary Issues in Commerce Management & I.T.', First Edition 2013, published by Varad Prakashan, Jalgaon, ISBN No 81-925956-2-7 (Deptt. Library)
10. Digital marketing by -UgcMoocs- ugcmoocs.inflibnet.ac.in
11. The manual for Indian Startups- V.Kumar, M .Ganesh and others, Penguin enterprise

Course Outcomes:

Successful completion of this course enables the students to-

CO No.	Course Outcomes	Cognitive level
401(AC).1	Understand and identify the requisites of structuring a model business plan.	2
401(AC).2	Analyze the attributes of business plan for start-ups and entrepreneurial ventures	4
401(AC).3	Acquire the skills for structuring business plan and its implementation for entrepreneurship.	6

**School of Management Studies,
P.G. Department of Management,
Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon**
(Grade 'A' NAAC Re-Accredited)
FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: Second Year M.B.A.(U.A.F.) (W.E.F. June -2020)
Paper: 402 (AC) Stock Market Trading
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Course Objectives:

1. Recognize and visualize the different OTCEI tools, Depository methodologies for stock market analysis and trading
 2. Examine the operations of stock investments in different stock markets in India, using online trading system
 3. Collaborate the various analysis and relevant interpretations based on capital market analysis to attain investments in stock market, then to manage with technology tools.
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UNIT I: Introduction Investment basics terms like need for investment, equity, derivative, mutual fund, depositories etc. and various options available for investment. Securities, securities market and how one can invest in securities and role of regulator - SEBI. Primary market, procedure for buying shares through IPO, how to raise capital from foreign countries? Depository, difference compared to bank and dematerialization of securities. (12 Hours)

UNIT II: Secondary Market Introduction, stock exchange, stock trading, products in the secondary, equity investment, debt investment. Derivatives – types, options, commodity derivatives and financial derivatives. Debt Funds - Salient features, debt mutual fund schemes, fixed maturity plans. Capital protection funds, gilt funds etc. Liquid Funds – Salient features, portfolio churning etc. (16 Hours)

UNIT III: Analysis and Regulation in Financial Markets Introduction to regulations governing equity market, techniques of analysis in stock market like ratio analysis, income tax and capital gains having direct relevance for investment / trading in stock market. (16 Hours)

UNIT IV: Market Simulation Lab Market simulation lab sessions on internet based software to develop basic numeric and keyboarding skills. (12 Hours)

Recommended Readings: Students must read daily newspapers like The Economic Times, Financial Express etc., watch business channels e.g. CNBC, NDTV Profit, ET Now etc. and get updates from websites of SEBI, NSE etc.

Reference Books:

1. Gupta, L.C: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi,1997.
2. Dalton, John M: How the stock Markets works,3rd edition,2001, New York Institute of Finance

3. I. M. Bhole, Financial Institutions and Market, 5th edition, 2nd reprint in 2009 Tata McGraw Hill.
4. Vasant Desai, Indian Financial System, 2nd edition, 1997, Himalaya Publish
5. Financial Markets: A Beginners' Module, Workbook from NSE

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcome	Cognitive level
402(AC).1	Convert technical knowledge in operating/maintaining the stock investment accounts.	2
402(AC).2	Operate independently for execution of individual/investors stock investments in different exchanges.	3
402(AC).3	Facilitate the stock market investments with relative analytical and technical expertise.	5