



North Maharashtra University, Jalgaon

NAAC Re-accredited 'A' Grade University

MBA

**FACULTY OF COMMERCE &
MANAGEMENT**



Structure, Equivalence and Syllabus

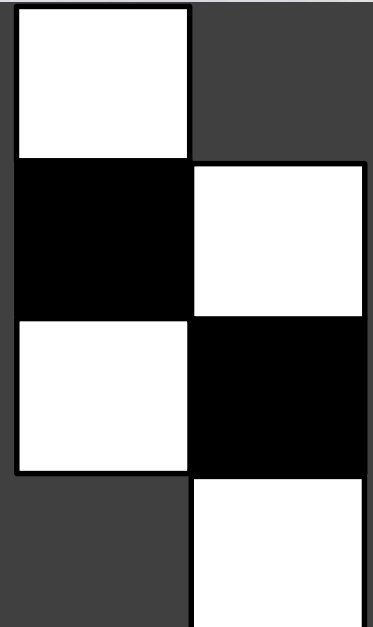
of

Master in Business Administration

(MBA)-I

(Semester 60-40 pattern)

w.e.f AY 2017-18





North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

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

w.e.f. AY 2017-18

Semester-I and II w.e.f. AY 2017-18			
Paper	Semester-I	Paper	Semester-II
101	Management Science	201	Business Research Methods
102	Corporate Communication Skills	202	Information Technology For Managers
103	Managerial Economics	203	Global Economic Scenario
104	Human Resource Management	204	Marketing Management
105	Business Accounting and Costing	205	Financial Management
106	Organizational Behavior -I	206	Organizational Behavior– II
107	Corporate Social Responsibility	207	Services Management
108	Statistics and Quantitative Methods	208	Operations Management

Semester-III and IV w.e.f. .AY 2018-19			
Paper	Semester-III	Paper	Semester-IV
301	Strategic Management	401	Business and Government
302	Management Information Systems	402	Innovation Management
303	Legal Aspects Of Business	403	Indian Commercial Laws
304	Specialization-I	404	Entrepreneurship and Project Management
305	Specialization-II	405	Specialization-V
306	Specialization-III	406	Specialization-VI
307	Specialization-IV	407	Specialization -VII
308	Field Work/ Survey Report	408	Project Report

Specialization (Any One)	
A	Financial Management
B	Marketing Management
C	Human Resource Management
D	Production and Operations Management
E	International Business Management
F	Agro Business Management
G	Information Technology and Systems Management
H	Retail Management

A - Financial Management			
304	Banking and Investment Management	405	Financial Derivatives
305	Tax Management	406	International Financial Management
306	Strategic Financial Management	407	Case Studies in Financial Management
307	Tally and Advanced Excel	408	Project Report and Viva-Voce
B - Marketing Management			
304	Product and Brand Management	405	Marketing Research and Business Analytics
305	Consumer Behavior and Service Marketing	406	Retail Management and Digital Marketing
306	Sales and Distribution	407	Case Studies in Marketing
307	Global Marketing Management	408	Project Report and Viva-Voce
C - Human Resource Management			
304	Industrial Relations and Labour Welfare	405	Performance and Compensation Management
305	Human Capital Management and Development	406	International HRM
306	Strategic Human Resource Management	407	Case Studies in HRM
307	Labour Laws	408	Project Report and Viva-Voce
D - Production and Operations Management			
304	World Class manufacturing and Process Management	405	Industrial and Productivity Management
305	Management of Technology	406	International Quality Management
306	Logistics and Supply Chain Management	407	Case Studies in Production and operations Management
307	Operations Research	408	Project Report and Viva-Voce
E - International Business Management			
304	International Business	405	International HRM and Diversity Management
305	International Logistics and Supply Chain Management	406	International Marketing Management
306	Export Import Management	407	Case Studies in IBM
307	International Marketing Management	408	Project Report and Viva-Voce
F - Agro Business Management			
304	Agro Business Management	405	Rural Development
305	Management of Agro Based Industries	406	Agro Entrepreneurship and Project Management
306	Management in Finance and Agri-Business	407	Case Studies in Agro-Business Management
307	Agricultural Marketing	408	Project Report and Viva-Voce
G - Information Technology and Systems Management			
304	HTML and Website Management	405	Information System Audit
305	Computer Networks	406	ICT and Business Application
306	RDBMS	407	Software Project Management
307	Software Engineering	408	Project Report and Viva-Voce
H - Retail Management			
304	Introduction to Retail Management	405	International Retailing
305	Retail Promotion and Consumer Behavior	406	Information Technology in Retail Management
306	Retail Supply Chain Management	407	Case Studies in Retail Management
307	Mall Management	408	Project Report and Viva-Voce



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Semester-I and II											
Paper	Semester-I	Credit	Maximum marks			Paper	Semester-II	Credit	Maximum marks		
			Int.	Ext.	Total				Int.	Ext.	Total
101	Management Science	4	40	60	100	201	Business Research Methods	4	40	60	100
102	Corporate Communication Skills	4	40	60	100	202	Information Technology For Managers	4	40	60	100
103	Managerial Economics	4	40	60	100	203	Global Economic Scenario	4	40	60	100
104	Human Resource Management	4	40	60	100	204	Marketing Management	4	40	60	100
105	Business Accounting and Costing	4	40	60	100	205	Financial Management	4	40	60	100
106	Organizational Behavior -I	4	40	60	100	206	Organizational Behavior– II	4	40	60	100
107	Corporate Social Responsibility	4	40	60	100	207	Services Management	4	40	60	100
108	Statistics and Quantitative Methods	4	40	60	100	208	Operations Management	4	40	60	100
Total Maximum Marks		32	320	480	800	Total Maximum Marks		32	320	480	800

Semester-III and IV											
Paper	Semester-III	Credit	Maximum marks			Paper	Semester-IV	Credit	Maximum marks		
			Int.	Ext.	Total				Int.	Ext.	Total
301	Strategic Management	4	40	60	100	401	Business and Government	4	40	60	100
302	Management Information Systems	4	40	60	100	402	Innovation Management	4	40	60	100
303	Legal Aspects Of Business	4	40	60	100	403	Indian Commercial Laws	4	40	60	100
304	Specialization-I	4	40	60	100	404	Entrepreneurship and Project Management	4	40	60	100
305	Specialization-II	4	40	60	100	405	Specialization-V	4	40	60	100
306	Specialization-III	4	40	60	100	406	Specialization-VI	4	40	60	100
307	Specialization-IV	4	40	60	100	407	Specialization -VII	4	40	60	100
308	Field Work/ Survey Report	4	40	60	100	408	Project Report	4	40	60	100
Total Maximum Marks		32	320	480	800	Total Maximum Marks		32	320	480	800



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FACULTY OF COMMERCE and MANAGEMENT

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

W.E.F. A.Y. 2017-18

1. TITLE OF THE DEGREE

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

2. OBJECTIVES

The main objective of MBA is to develop future managers, who would meet, the dynamic needs of the industry in a competitive and challenging environment. The program aims at giving proficient insights into different functional areas of management and develop required core competencies in appreciating the issues relating to day to day management.

The broad objectives of the Program are:

- i. To Provide strong conceptual base in all the facets of Management like Marketing, Finance, Human Resources Management, Production and Operations Management, International Business Management, Agro Business Management, Information Technology and Systems Management, and Retail Management
- ii. To equip the students with requisite knowledge, skills and right attitude necessary to provide effective leadership in a global environment.
- iii. Harness entrepreneurial approach and skillsets.
- iv. Enhance the ability of students to understand the importance of an organizational perspective of different functional areas through the course
- v. Facilitate students to focus and specialize in their area/domain of professional interest through elective courses.

3. DURATION

The regular Full Time Course shall be of 2 Years duration; comprising of 4 Semesters through Theory papers, Practical, Project report, Field work, Viva-voce, and such other Continuous Evaluation Systems as may be prescribed, in this respect, from time to time.

4. ELIGIBILITY FOR ADMISSION

As per admission rules framed by the Directorate of Technical Education, Government of Maharashtra.

5. PATTERN

- 5.1. The suggested curriculum comprises 32 papers. Similarly, the student has to opt for one specialization as specialization comprising 8 papers, of which for 1 paper the student has to undergo Summer Internship Project for minimum period of 8 weeks.
- 5.2. Each semester will have 8 papers of 4 credits each, thus comprising 32 credits for each Semester that is 128 credits for whole MBA Degree Course
- 5.3. One credit for the theory course shall be of the 15 clock hours (Each course being taught in the semester will be of 4 credits) that is each course will be of 60 hours.
- 5.4. Continuous evaluation of the students shall comprise the 60+40 pattern; where every paper of 100 marks (4 credits), shall be divided as External evaluation of 60 marks and internal continuous assessment of 40 marks.
- 5.5. 4 credits shall be awarded to the 408 Project Report and Viva-Voce, 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.
- 5.6. 4 credits shall be awarded to the 308 Field Work/ Survey Report which will commence during III Semester and the final work and report will be submitted during III Semester. The marks and the credits will be allotted in III Semester.
- 5.7. Academic calendar showing dates of commencement and end of teaching, internal assessment tests shall be duly notified before commencement of each semester every year by the Institute/College.
- 5.8. The external assessment shall be based on external written examination to be conducted by the University at the end of the each semester.
- 5.9. The student shall not be allowed to appear for the semester examination unless the Head/Director of the Department/Institution certifies completion of internal work, regularity, practical etc. The institution / Department shall submit along with this certificate Internal marks to 'The Director, Examination and Evaluation' of the University.

6. Evaluation of the student:

- 6.1. The evaluation of the student shall be divided into two parts viz. Internal Assessment and Semester examination with a weightage in the ratio of 40:60.
- 6.2. Standard of passing –
 - 6.2.1. In order to pass the examination the candidate has to obtain at least 40% marks for each head separately, that is 24 marks out of 60 (External) & 16 marks out of 40 marks (Internal) for all courses.
 - 6.2.2. Minimum marks for passing the Project Report and Viva Voce i.e. the marks obtained in internal examination and external Viva Voce shall be 50% separately.

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

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

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

6.5. Internal Assessment:

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

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

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

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

6.5.1.3. Ten Marks for Classroom Paper Presentation, Special Assignments, Research Paper Presentations at State Seminars, Research Paper Presentations at National Seminars, Publications in Journals, Practical (Computer related courses), Presentations of Case Study, Group Discussions, Book Review, Survey, Active participation in Event Management, Industrial Visit, Placement Activities, Institutional Branding Activities, Visit to National/International Business Exhibition etc. In related subjects (at least one activity has to be completed by the student per semester per paper to be supervised and guided by the concerned subject teacher).

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

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

6.6. **University Assessment:** Each theory paper comprising of 60 marks shall be of 3 hours duration.

7. Grades:

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

Table 1 Table Showing Conversion of Marks into grade points

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

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

7.3. One semester carries 8 papers of 24 CR x GP points each. Thus, every semester carries maximum of 192 CR x GP points.

7.4. The MBA programme consists of 4 semesters, each carrying 192 CR x GP points. Thus, The MBA programme in all carries maximum of 768 CR x GP points.

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

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

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

7.7. Semester Grade Point Average (SGPA) –

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

$$SGPA = \frac{\sum_{i=1}^n C_i p_i}{\sum_{i=1}^n C_i} = \frac{\sum_{i=1}^n 4p_i}{32}$$

Where,

C_i = the maximum number of credits prescribed for the i^{th} course of a semester for which SGPA is to be calculated

p_i = grade point earned in the i^{th} course

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

That is,

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

SGPA is rounded up to two decimal places.

7.8. Final result

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

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

Where

C_j = the number of credits earned in the j^{th} course up to the semester

p_j = grade point earned in the j^{th} course.

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

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

The CGPA is rounded up to two decimal places.

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

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

CGPA Value	Final Grade to be awarded to the candidate	Equivalent range for percentage of marks	Formula for obtaining equivalent approximate percentage of marks
5.50-6.00	0: Outstanding	75-100	$75 + \left\{ \frac{(CGPA - 5.5)}{0.02} \right\}$
4.50-5.49	A: Very Good	65-74	$65 + \left\{ \frac{(CGPA - 4.5)}{0.02} \right\}$
3.50-4.49	B: Good	55-64	$55 + \left\{ \frac{(CGPA - 3.5)}{0.02} \right\}$
2.50-3.49	C: Average	50-54	$50 + \left\{ \frac{(CGPA - 2.5)}{0.02} \right\}$
1.50-2.49	D: Satisfactory	45-49	$45 + \left\{ \frac{(CGPA - 1.5)}{0.02} \right\}$
1.00-1.49	E: Pass	40-44	$40 + \left\{ \frac{(CGPA - 1.0)}{0.02} \right\}$
0.00-0.99	F: Fail	00-39	Not Applicable

8. PASSING STANDARDS

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

8.2. The student shall be allowed to keep the terms of the next year as per the University rules.

9. GUIDELINES FOR TEACHING

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

- 9.2. There shall be 4 lectures / week / paper.
- 9.3. The semester workload is balanced with 8 full papers of 100 marks each / semester. Thus, 480 lectures hours are considered for teaching sessions and continuous assessment.
- 9.4. Self-study shall be natural requirement beside the time table. The Faculty will have to exert a little extra for cultivating reading habits amongst the students.
- 9.5. The teaching method shall comprise a mix of Lectures, Seminars, Group discussions, Brain storming, Game playing, Interactions with Executives etc. so as to prepare the students to face the global challenges as business executive for this Audio-visual aids and Practical field work should be a major source of acquiring knowledge.
- 9.6. Institute may use a combination of various teaching methods such as cases, projects, independent studies, computer aided instructions, group discussions, lectures, seminars, presentations by students, and lectures by guest speakers from industry and government. The case method is generally seen as a most effective tool, and it should be included as part of the curriculum teaching as far as possible. This sharpens analytical skills of students and helps analyze problems from multi-functional perspectives. Case study method preferably shall be used wherever possible for the better understanding of the students.
- 9.7. Each institute shall issue annual souvenir as well as a placement brochure separately to each student and a copy of the same shall be submitted to the university before the end of the year.

10. GUIDELINES FOR PRACTICAL TRAINING AND SUMMER INTERNSHIP PROJECT

- 10.1. Each student shall have to undergo a practical training for a period of not less than 8 weeks during vacation falling after the end of IInd Semester.
- 10.2. In the Fourth semester, examination student shall submit "Project Report" individually on the basis of Specialization. The topic should be decided with consultation and guidance of internal guide of the Institute/college at the end of the first year, so that the student can take up the training during the vacations. The Project shall be necessarily Research oriented, Innovative and Problem solving.
- 10.3. The institute / College shall submit the detailed list of candidate to the University with Project Titles, name of the organization, internal guide and functional elective on or before 31st January of the second year.
- 10.4. Teacher shall not be entrusted/allowed to take more than 15 students for guidance and supervision of project report.
- 10.5. The student has to write a report based on the actual training undergone during the summer vacations at the specific selected business enterprise, get it certified by the concerned teacher that the Project report has been satisfactorily completed and shall submit one hard bound typed copy of the same to the Head / Director of the institute along with 1 CD of Project Report. In order to save the paper, both side printing is allowed.
- 10.6. It is responsibility of concerned Institute to check the authenticity of Project.

- 10.7. Student may use SPSS software if required.
- 10.8. CD submitted by the student shall be forwarded to the University by the Institute before the deadline mentioned in University circular.
- 10.9. Project viva voce shall be conducted at the end of Semester IV.
- 10.10. Viva Voce for one student shall be of minimum 10 minutes. The Student should prepare PowerPoint presentation based on Project work to be presented at the time of Viva voce.
- 10.11. Ten percent (10%) of the projects May be given by institute to the students for summer training as basic research projects.
- 10.12. The project work will carry maximum 100 marks, of which internal teacher shall award out of maximum 40 marks on the basis of project work done by the student as an internal assessment. Viva voce of 60 marks will be conducted by the panel of the external examiners to be appointed by the University.
- 10.13. No students will be permitted to appear for Viva-voce and Semester IV examinations, unless and until (s) he submits the project report before the stipulated time.

11. GUIDELINES FOR FIELD WORK/ SURVEY REPORT

- 11.1. Each student shall have to undergo a fieldwork/ Survey Assignment while 3rd Semester.
- 11.2. During the Third semester student shall do compulsorily "field work/ Survey Assignment" individually or group of two; based on social issues and problems as mentioned in clause 11.3 below. The topic shall be decided with consultation and guidance of internal teacher of the Institute. The field work shall be necessarily Research oriented and Problem solving.
- 11.3. The themes for field work/ Survey Assignment shall be related (Not restricted) to social issues and problems such as -Education, Sanitation, Health, workers problem, watershed management, farmers suicide, dowry, problems of slum area, Tribal issues, Rehabilitation, fatalism etc...
- 11.4. The departments / institute shall submit the detailed list of candidate with field work/ Survey Assignment Titles, name of the organization, internal guide to the University.
- 11.5. The student has to write a report based on the actual Field work, get it certified by the concerned Guide (teacher with Minimum 2 years of teaching Experience can guide) that the field work/ Survey Assignment has been satisfactorily completed and submit one hard bound typed copy of the same along with 1 CD of the field work report to the Head / Director of the institute. In order to save the paper, both side printing is allowed.
- 11.6. CD submitted by the student shall be forwarded to the University by the Institute before the deadline mentioned in University circular.
- 11.7. Field work/ Survey Assignment shall be strictly based on primary data. The Sample Size shall be minimum 100.
- 11.8. Student is expected to use SPSS/PASW or similar software for data analysis and Hypothesis Testing.
- 11.9. field work/ Survey Assignment viva shall be conducted at the end of Semester III

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

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

12. ADDITIONAL MAJOR SPECIALIZATION

12.1. The student who has passed MBA of North Maharashtra University with a specific specialization, may be allowed to appear for MBA examination again, with other specialization by keeping term for the IIIrd and IVth semester for the so opted 8 papers of additional specialization. He/she has to appear for 8 papers including Project report of the additional specialization so opted.

12.2. Student shall be given exemption for all other papers except specialization opted.

12.3. The student has to pay only Tuition fees for one year as may be prescribed from time to time for this purpose.

12.4. The student shall not entitled to receive separate Degree Certificate or Grade for this additional specialization. The student shall be entitled to get Marks statement only.

13. STRUCTURE OF THE QUESTION PAPER

13.1. Each question paper shall be of 60 marks and of 3 hours duration.

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

13.3. **For Composite papers (105, 108, 205, 305A, 306A, 307A)** (theory and practical / problems) there will be 2 sections. In section I (practical/problem) a student shall be required to answer 3 questions out of 5 questions & in section II (Theory) he/she shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.

13.4. **For papers including case studies (101, 106, 206, 301, 302, 303 and 403)** there shall be 2 Sections. In Section I (Theory) a student shall be required to answer 3 questions out of 5 questions and in Section II (Case studies) 2 case Studies out of 3 case studies to be attempted by the students. All questions shall carry equal marks i.e. 12 marks each.

13.5. **For case studies (Specialization Paper – 407 except 407-G)** out of 5 cases 3 cases should be attempted by the student. Each case shall carry 20 marks.

14. ELIGIBILITY OF THE FACULTY

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



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FACULTY OF COMMERCE and MANAGEMENT

EQUIVALENCE OF OLD AND NEW COURSES FOR

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

Old Paper	Old courses (w.e.f.- July 2014)	New Paper	New courses (w.e.f.- AY 2017-18)
Semester-I			
101	Management Science	101	Management Science
102	Corporate Communication Skills	102	Corporate Communication Skills
103	Managerial Economics	103	Managerial Economics
104	Human Resource Management	104	Human Resource Management
105	Business Accounting	105	Business Accounting and Costing
106	Organizational Behavior -I	106	Organizational Behavior -I
107	Corporate Social Responsibility	107	Corporate Social Responsibility
108	Quantitative Techniques	108	Statistics and Quantitative Methods
Semester - II			
201	Business Research Methods	201	Business Research Methods
202	Information Technology For Managers	202	Information Technology For Managers
203	Global Economics Scenario	203	Global Economic Scenario
204	Marketing Management	204	Marketing Management
205	Management Accounting	207	Services Management
206	Organizational Behavior – II	206	Organizational Behavior– II
207	Financial Management	205	Financial Management
208	Operations Management	208	Operations Management
Semester - III			
301	Strategic Management	301	Strategic Management
302	Management Information System and ERP	302	Management Information Systems
303	Legal Aspects Of Business	303	Legal Aspects Of Business
304	Specialization-I	304	Specialization-I
305	Specialization-II	305	Specialization-II
306	Specialization-III	306	Specialization-III
307	Specialization-IV	307	Specialization-IV
308	Field Work/ Survey Report	308	Field Work/ Survey Report
Semester - IV			
401	Current Business Scenario	401	Business and Government
402	e-Commerce and Excellence Management	402	Innovation Management
403	Indian Commercial Laws	403	Indian Commercial Laws
404	Entrepreneurship and Project Management	404	Entrepreneurship and Project Management
405	Specialization-V	405	Specialization-V
406	Specialization-VI	406	Specialization-VI
407	Specialization-VII	407	Specialization -VII
408	Project Report and Viva-Voce	408	Project Report and Viva-Voce



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: I

Paper: 101: Management Science

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

Required Lectures: 60 hours

Objectives of the Course:

- To develop a sound conceptual framework for understanding management sciences & Global management practices.
- To get in-depth knowledge in various functions of Management.
- To be able to understand & solve case studies in Management.

1. Management and Principles of Management (12)

- 1.1. Management: Concept, Nature, Importance
- 1.2. Management: Art and Science & as a Profession, Management Vs Administration, Levels of Management & their respective functions, Managerial Skills & roles.
- 1.3. Evolution of Management: Introduction to Scientific Management by Taylor, Administrative Management by Fayol, Contribution of Peter Drucker, Decision Theory Approach, Contingency Approach, Human behavior Approach,

2. Functions of Management –I (12)

- 2.1. Planning: Nature, Scope, Objective and Significances of Planning, Key factors to planning, Types of Plans, Process of Planning, Effective Planning-Principles, Barriers & How to overcome barriers, Planning Premises and Forecasting.
- 2.2. Organizing: Concept, Organization Theories, Designing Organization Structure, and Forms of Organizational Structure, Departmentation- need, importance & bases of Departmentation
- 2.3. Directing: Concept, Direction and Supervision, Importance & Principles of Directing.
- 2.4. Controlling: Concept, Types of control, Method: Pre-control - Concurrent control - Post control, Control areas.

3. Management Functions - II (10)

- 3.1. Staffing: Concept, Manpower Planning, MBO new approach to performance appraisal.
- 3.2. Coordination – Need & Importance, Coordination & Cooperation, Techniques of Effective coordination.
- 3.3. Decision Making – Types of Decision, decision making processes, Effective Decision, Problem solving approach, Scientific Approach, Quantitative Approach, Creative Approach

4. Indian Management Practices (04)

- 4.1.1. Indian Ethos: Essential Features & insights
- 4.1.2. Indian Management Practices
- 4.1.3. Challenges before Indian Managers
- 4.1.4. Management Audit: Meaning of management audit, Need, Importance, Objectives and advantages of management audit

5. Global Management Practices (10)

- 5.1. TOWS matrix: A modern tool for analysis
- 5.2. Diversity and Multiculturalism: Nature, Dimensions, Effects, how to manage Diversity and Multiculturalism in the organization.
- 5.3. Bench Marking:
 - 5.3.1. Definition, Need, Levels & prerequisites,
 - 5.3.2. Process: Planning, Analysis, Integration, Action Phase
 - 5.3.3. Advantages & limitations of Benchmarking.

6. Case study:

(12)

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

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

REFERENCE BOOKS:

1. Essentials of Management - Koontz & Weihrich– McGraw Hill
2. Principles of Management – Bhat & Kumar – Oxford University Press
3. Management Principles & Application - Griffin, Ricky W. : (Cengage Learning/Thomson Press)
4. Principles Of Management: Competencies, Processes, And Practices, 2e by Bhat- Oxford University Press
5. Principles of Management: Text and Cases, 1e - Bhattacharyya - Pearson
6. Global Business Management – Adhikari - Macmillan
7. Indian Ethos - Nandagopal Tata McGraw Hill
8. Global Management Solutions: Demystified by Seth- Cengage Learning
9. Principles Of Management – Neeru Vashisth - Taxmann
10. Management - Robbins & Coulter – (Prentice Hall Of India,8th Edition)
11. Management : A Global And Entrepreneurial Perspective - Weihrich Heinz And Koontz Harold (McGraw Hill 12th Edition 2008)
12. Contemporary Management – Jones & George – McGraw Hill
13. Management by Stoner, Freeman, Gilbert – Pearson/ Prentice Hall
14. Management: Task, Responsibilities, Practices by Peter F. Druker – Allied Publishers Pvt. Ltd
15. Management: Value-Oriented Holistic Approach by S.A. Sherlekar – Himalaya Publishing House



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: I

Paper: 102: Corporate Communication Skills

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

Required Lectures: 60 hours

Objectives of the Course:

- To provide fundamental knowledge about communication process and practices
- To create strong foundation for developing communication skills
- To prepare students to undertake practical assignments and projects in the corporate world

1. Introduction to Communication: (8)

- 1.1. Definition
- 1.2. Process of Communication
- 1.3. Objectives of Communication
- 1.4. Media of Communication
- 1.5. Barriers to Communication.

2. Types of Communication: (12)

- 2.1. Verbal-Non Verbal Communication
- 2.2. Written-Oral Communication
- 2.3. Internal-External Communication
- 2.4. Vertical-Horizontal Communication
- 2.5. Formal-Informal Communication

3. Communication Skills: (12)

- 3.1. Reading-Need, Importance, Techniques
- 3.2. Writing-Purpose, Styles
- 3.3. Speaking-Importance, Techniques
- 3.4. Listening-Types, Importance, Problems
- 3.5. Interpersonal- Importance, developing skill
- 3.6. Cross-cultural-Need and importance

4. Corporate Communication – Oral: (12)

- 4.1. Telephone-Utility and problems
- 4.2. Face-to-face-Need, improving effectiveness
- 4.3. Meetings- Types, Agenda, Minutes, Role of participants
- 4.4. Interview- Types, Conducting effective job interviews, Preparing for interview

5. Corporate Communication – Written: (10)

- 5.1. Memo,
- 5.2. Notice,
- 5.3. Letter Writing-Positive and negative messages, Job related letters
- 5.4. Report Writing- Types, data collection and writing of reports

6. Modern Techniques of Communication: (6)

- 6.1. Internet-Utility and problems
- 6.2. PowerPoint Presentations –Utility and Techniques of preparing effective presentations
- 6.3. Mobiles-Importance and limitations
- 6.4. Blogs-Meaning and utility
- 6.5. Video Conferencing-Need and limitations

Note for Practical: Practice sessions for development of skills shall be regularly conducted. Continuous assessment based on participation and performance should be evaluated for 20 marks in internal assessment.

References

1. Business Communication, 2e - Raman & Singh - Oxford Publication.
2. Business Communication (BCOM) – Lehman Sinha- Cengage Learning
3. Basics of Business Communication – Lesikar, Pande – Tata McGraw Hills
4. Personality Development & Soft Skills – Mitra - Oxford
5. Business Communication: Concepts, Skills and Practices, 3/e – Chaturvedi - Pearson
6. Business Communication – Sinha - Taxmann
7. Business Communication – Cardon – McGraw Hill
8. Business Communication for Managers - Penrose / Rasberry / Myers - Cenage Learning.
9. Business Communication –Connecting at work –Hory Mukerjee- Oxford
10. Effective Business Communication – Jain, Mukherji – Tata McGraw Hill
11. Business Communication: Essential Strategies for Twenty-first Century Managers, 1/e -Verma - Pearson
12. Business Communication – Locker, Kaczmarek – McGraw Hill
13. Business Communication – P Subba Rao, Anita, Hima - Cenage Learning.
14. Communication Skill – Kumar & Lata – Oxford UP
15. Developing Communication Skills (2/e) Mohan & Banerjee - Macmillan
16. Business Communication – Rai & Rai – Himalaya Publishing House



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: I

Paper: 103: Managerial Economics

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

Required Lectures: 60 hours

Objectives of the Course:

- To make the heterogeneous students to understand basics of any kind of economic activity
- With the presumption of certain knowledge, to apply the economic concepts to the real world situations.
- To enjoy the journey of economics. The student to feel enough enriched so, they can take entrepreneurial risks in a better sense and understand the dynamic nature of the business to mould themselves in an appropriate way.

1. Basic of Managerial Economics

(10)

- 1.1. Nature & Scope of Managerial Economics
- 1.2. Meaning & Importance of Micro & Macro Economics
- 1.3. Interdependence of Micro & Macro Economy
- 1.4. Demand: The Benefit side of the Market (Law, Schedule, Graphs, Elasticity and Determinants, Shifts in the Demand curve)
- 1.5. Supply: The Cost side of the Market (Law, Schedule, Graphs, Elasticity and Determinants, Shifts in the Supply curve)

2. Market Structures

(14)

- 2.1. Classification of Market on the basis of competition & geographical coverage
- 2.2. Features and Characteristics of the following markets -
 - 2.2.1. Perfect Competition
 - 2.2.2. Monopoly
 - 2.2.3. Monopolistic competition
 - 2.2.4. Oligopoly
- 2.3. Short run & Long run Price & output determination of firm & industry under
 - 2.3.1. Perfect Competition
 - 2.3.2. Monopoly
 - 2.3.3. Monopolistic Competition
- 2.4. Price Discrimination under Monopoly-Forms, Objectives and Condition of Price Discrimination.
- 2.5. Price Leadership under Oligopoly

3. Macroeconomics for Management

(10)

- 3.1. Meaning of Macroeconomics
- 3.2. The Major Issues in Macroeconomics
 - 3.2.1. Determination of NI/GNP
 - 3.2.2. Employment and Unemployment
 - 3.2.3. General Price Level and Inflation,
 - 3.2.4. Business Cycle & Stagflation,
 - 3.2.5. Economic Growth
 - 3.2.6. BoP and Exchange Rate Stabilization

4. National Income (Ni) & Its Determination

(10)

- 4.1. Circular Flow of Income and Expenditure under Closed & Open Economy
- 4.2. Meaning of National Product, National income & National Expenditure

- 4.2.1.NI aggregates – GNP, GDP, NNP or NI at Market Prices and at Factor Cost
- 4.2.2.Personal Income (PI) and Disposable Income (DI)
- 4.3. National Income Equilibrium: Modern View
 - 4.3.1.Aggregate Demand & Aggregate Supply
 - 4.3.2.Equilibrium of the Economy
 - 4.3.3.Changes in the Equilibrium of the Economy
- 5. Macro Management of the Economy (08)**
 - 5.1. Introduction and Goals of Macroeconomic Policy
 - 5.2. Fiscal Policy: Meaning & Instruments
 - 5.3. Monetary: Meaning & Instruments
 - 5.4. Importance of Government Role in Economic Development.
 - 5.5. Government Measures to Promote Economic Development-
- 6. Knowledge based Economy (08)**
 - 6.1. Meaning of Knowledge Based Economy
 - 6.2. The Features of K-Economy
 - 6.3. The K-Economy Indicators
 - 6.4. K-Economy in a Developing Country

REFERENCE BOOKS:

1. Microeconomics 19 e – Samuelson & Nordhaus – McGraw Hill
2. Managerial Economics, by Damodaran – Oxford
3. Economics - K.K.Dewett, S.Chand
4. Managerial Economics, by Salvatore, Rastogi – Oxford
5. Managerial Economics -- D.M.Mithani- Himalaya Publishing House
6. Managerial Economics - Chaturvedi, S.L.Gupta- International Books House Pvt.Ltd.
7. The Micro economy today 11e –Schiller – McGraw Hill
8. Managerial Economics 10e - Thomas & Morris –McGraw Hill
9. Macro Econ-A South Asian Perspective, by Wiliam McEachern& A. Indira, Cengage Learning, First Impression 2012
10. Business Economics – Gillespe - Oxford
11. Principles of Economics, Third Edition, by Frank and Bernanke, Tata-McGraw hill, Second Reprint-2007
12. Managerial Economics by Dr. H.L. Ahuja, Fifth Edition-2011, S. Chand
13. Principles of Economics, Fourth edition, by Mankiw, Thomson India edition, Second Indian reprint-2007
14. Micro Economics – Abha Mittal - Taxmann
15. Microeconomics, 2/e –Dwivedi- Pearson



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: I

Paper: 104: Human Resource Management

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

Required Lectures: 60 hours

Objectives of the Course:

- To understand importance of Human Resource Management.
- To provide essential knowledge of important function of HRM.
- To create strong foundation for further studies in the field of HRM
- To get acquainted about latest trends & practices of HRM
- To prepare students to undertake practical assignments and projects in the HRM area

1. Introduction to Human Resource Management (HRM) (10)

- 1.1. Meaning, Definitions, Uniqueness of Human Resource
- 1.2. Nature, Scope, Objectives & Functions of HRM
- 1.3. HRM Vs. Personnel Management, HRM Vs. HRD
- 1.4. HRM Environment
- 1.5. Contributing Role of HR Management
- 1.6. Qualities of HR Manager
- 1.7. Future Role & Challenges before HRM

2. Process of Procurement (12)

- 2.1. **Human Resource Planning**
 - 2.1.1. Concept, Need, Characteristic & Benefits of HRP
 - 2.1.2. Factors Affecting HRP
 - 2.1.3. Process of Human Resource Planning
 - 2.1.4. Methods of HR Forecasting
 - 2.1.5. Requirements of Effective HRP
 - 2.1.6. Barriers to HRP
- 2.2. **Recruitment**
 - 2.2.1. Concept, Purpose & Factors Affecting Recruitment
 - 2.2.2. Sources of Recruitment
 - 2.2.3. Process of Recruitment, Selection tests
- 2.3. **Selection**
 - 2.3.1. Concept Selection process
 - 2.3.2. barriers of selection
- 2.4. **Placement:** Concept & Problems
- 2.5. **Induction/Orientation,**
 - 2.5.1. Concept, Objective Types & Steps in Orientation
 - 2.5.2. Topics of Induction Programme
 - 2.5.3. Problems in Induction, Socialisation
- 2.6. Promotion, Demotion, transfer, layoff

3. Career & Succession Planning (08)

- 3.1. **Career Planning**
 - 3.1.1. Meaning, Need, features, objective of career Planning
 - 3.1.2. Process of career planning
 - 3.1.3. Merits & limitations of career Planning
 - 3.1.4. Career Guidance
- 3.2. **Career Development,**
 - 3.2.1. Roles in career Development,
 - 3.2.2. Career Development Initiatives

- 3.3. **Succession Planning**
 - 3.3.1. Meaning, Succession Planning Process
 - 3.3.2. Succession Planning Decisions
 - 3.3.3. Benefits of formal Succession Planning
- 4. **Performance appraisal** (10)
 - 4.1. Definitions, Objective & Process of Performance Appraisal
 - 4.2. Methods of Performance Appraisal
 - 4.2.1. Traditional Methods: Ranking, Paired Comparison, Grading, Critical Incident, Force Choice, Checklist, Graphic Rating, Essay Evaluation, Confidential Reports
 - 4.2.2. Modern Methods: MBO, BARS, Assessment Centres, 360 Degree Appraisal System
 - 4.3. Problems with Performance Appraisal
 - 4.4. Legal issues Associated with performance Appraisal
 - 4.5. Competency Mapping
- 5. **Training & Development** (08)
 - 5.1. Employee Training:
 - 5.1.1. Meaning, Need and Objective of Training,
 - 5.1.2. Difference between Training & Development
 - 5.1.3. Methods of Training : On the Job & Off the Job
 - 5.1.4. Sensitivity Training
 - 5.1.5. Evaluation of Training
 - 5.2. Executive Development: Meaning & Methods of Executive Development
- 6. **Current Trends in HRM:** (12)
 - 6.1. Human Resource Audit & Accounting
 - 6.2. Human Resource Information System
 - 6.3. Moonlighting by employees
 - 6.4. Downsizing & Rightsizing
 - 6.5. Dual career group, Work Life Balance
 - 6.6. Employer branding
 - 6.7. HR Metrics
 - 6.8. Attrition & Retention
 - 6.9. Benchmarking in HR
 - 6.10. HR Balance scorecard
 - 6.11. Emotional Intelligence
 - 6.12. Talent Management
 - 6.13. Flexi-time & Flexi-work
 - 6.14. Counselling, coaching & Mentoring
 - 6.15. Voluntary retirement schemes (VRS)
 - 6.16. Virtual Organizations
 - 6.17. Employee Stock Ownership Plan (ESOP)
 - 6.18. E-HRM: e-recruitment, e-selection, e-training & e-learning.

REFERENCE BOOKS:

1. Human Resource Management: A south Asian Perspective – Mathis, Jackson, Tripathi – Cengage
2. Human Resource Management By Garvy Dessler.- Pearson
3. Human Resource Management by Ivancevich - McGraw Hill
4. Human Resource Management by Haladkar& Sarkar – Oxford University Press
5. Human Resource Management By Dr. Shikha Kapoor - Taxmann
6. Human Resource Management : Text and Cases, - Pande/ Basak - Pearson
7. Human Resource Management By Dr K. Ashwathappa – Tata McGraw Hill
8. Human Resource Management By S.S.Khanka – S Chand & Sons
9. Human Resource Management: A south Asian Perspective By Snell, Bohalender, Vohra- Cengage
10. Essentials of Human Resource Management By P. SubbaRao – Himalaya Publishing House
11. Comprehensive Human Resource Management By PravinDurai - Pearson
12. Human Resource Management By Seema Sanghi - Macmillan
13. Human Resource Management by Wayne Mondy – Pearson
14. Human Resource Management, Text & Cases By Dr. V.S.P Rao - Excel Books



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: I

Paper: 105: Business Accounting and Costing

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

Required Lectures: 60 hours

Objectives of the Course:

- To provide basic knowledge Business Accounting and Costing.
- To study accounting concepts, conventions & standard.
- To get knowledge about costs & cost accounting
- To prepare reconciliation statements

- 1. Accounting Process (10)**
 - 1.1 Accounting Concepts & Conventions
 - 1.2 Double Entry System of Accounting, Types of Accounts
 - 1.3 Journal & Ledger Posting
 - 1.4 Preparation of Cash Book with Cash and Bank column
 - 1.5 Preparation of Trial Balance
 - 1.6 Elementary Study of Accounting Standards: As-1, As-2, AS-4, AS-5, AS-6, AS-9, AS-10
- 2. Final Accounts: (10)**
 - 2.1 Proprietor's Final Accounts with Adjustments
 - 2.2 Conceptual Understanding of Financial Statements of Corporate Entities:
Share Capital, Reserves and Surplus, Long Term Borrowings, Current Assets, Current Liabilities, Cash & Cash Equivalents
- 3. Bank Reconciliation Statement (08)**
 - 3.1 Causes of Difference between two balances
 - 3.2 Methods of Reconciliation
 - 3.3 Preparation of Bank Reconciliation Statement
- 4. Cost Accounting (08)**
 - 4.1 Elements of Cost: Direct & Indirect Costs, Fixed & Variable Costs, Factory Overheads, Office & Administration Overheads, Selling & Distribution Overheads.
 - 4.2 Preparation of Cost Sheet
 - 4.3 Items Excluded from Cost Sheet.
- 5. Materials Management (12)**
 - 5.1 Documentation of Purchase and storekeeping
 - 5.2 Recording of Material LIFO, FIFO, Simple Average, Weighted Average
 - 5.3 Levels of Inventory
 - 5.4 EOQ, Ordering Cost, Carrying Cost

5.5 Techniques of Inventory Management: ABC Analysis, JIT etc.

5.6 Practical problems on Decision making relating to Inventory Management

6. Labour and Overheads (12)

6.1 Labour

6.1.1 Time Keeping and Time booking

6.1.2 Time Rate System Vs Piece Rate system

6.1.3 Differential Piece Rate System : Taylor's System, Merrick's System

6.1.4 Premium Bonus Methods : Halsey Plan, Rowan Plan

6.1.5 Important factors for controlling labour Cost

6.2 Overheads

6.2.1 Primary Distribution

6.2.2 Methods of Absorption

6.2.3 Under absorption and over absorption of Overheads

Reference Books

1. Management accounting – Paresh Shah – Oxford University Press
2. Financial Accounting for Management by Ramachandran& Kakani – McGraw Hill
3. Fundamentals of Accounting , Dr. P C Tulsian, S. Chand Publications
4. Fundamentals of Financial Accounting – Ashok Sehgal - Taxmann
5. Accounting for Management by Ramanathan- Oxford
6. Financial Accounting, 1e -Tulsian- Pearson
7. Financial Accounting for management – Shankaar narayana, Ramanath - Cengege
8. Fundamentals of Accounting , P. Mohana Rao, Prentice Hall International Publications
9. Financial Management by Shrivastava & Mishra- Oxford University Press
10. Financial Accounting for Managers – T P Ghosh - Taxmann
11. Fundamentals of Accounting , A K Agrawal and Kamlesh Agrwal, Kitab Mahal
12. Book Keeping & Accountancy: Prof. R. G. Tayade & Others, Vishal Publications
13. Fundamentals of Accounting , Sanjay Chhabra
14. Cost Accounting : RSN Pillai, S. Chand Publications
15. Costing, by Gangadhar Kayande-Patil , Chaitnya Publications



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: I

Paper: 106: Organizational Behavior - I

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

Required Lectures: 60 hours

Objectives of the Course:

- To study Human behavior at work
- To get knowledge of Individual, Interpersonal & Group perspectives
- To get in depth knowledge about motivation
- To prepare students to undertake practical knowledge through case studies

1) Introduction

(06)

- a) Definition of O.B.
- b) Key elements of O.B.
- c) Nature & Scope of O.B.
- d) Importance of O.B.
- e) Disciplines contributing to O.B.
- f) Emerging challenges and opportunities for O.B.
- g) International O.B

2) Individual Perspective

(12)

- a) **Personality:**
 - i. Definition & Concept.
 - ii. Determinants of Personality
 - iii. Personality Traits
 - iv. Personality Attributes
 - v. Measuring Personality
- b) **Attitudes:**
 - i. Concept & Nature
 - ii. Formation of Attitudes
 - iii. Types of Attitudes
 - iv. Components of Attitudes
 - v. Functions of Attitudes
 - vi. Ways to change Attitudes
 - vii. Attitudes & O.B.
- c) **Job Satisfaction:**
 - i. Meaning & Definition
 - ii. Factors affecting Job Satisfaction
 - iii. Ways of measuring Job Satisfaction
 - iv. Impact of Job Satisfaction on Work Performance
- d) **Perception:**
 - i. Definition & Nature of Perception
 - ii. Perceptual Process
 - iii. Factors Influencing Perception,
 - iv. Attribution theory
 - v. Frequently used shortcuts in judging others
- e) **Learning:**
 - i. Meaning & Definition
 - ii. Theories of Learning: Classical Conditioning, Operant Learning and Social Learning
 - iii. Methods of shaping behavior: Positive & Negative reinforcement, Punishment & extinction
 - iv. Schedules of reinforcement: Continuous & intermittent

v. Learning & Behavior

3) Group Dynamics (6)

- a) Definition & Characteristics
- b) Why do people join groups?
- c) Types and classification of groups
- d) Stages of Group Development: The five stage model
- e) Group Properties: Group Norms, Group Size and Group Cohesiveness
- f) Concept of Group Think and Group Shift.

4) Interpersonal Relationship (6)

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

5) Motivation (10)

- a) Meaning & Definition
- b) Types of Motivation: Financial & Non-Financial
- c) Theories of Motivation
 - i. Hierarchy of needs Theory
 - ii. Theory X and Theory Y
 - iii. Motivation-Hygiene Two Factor theory
 - iv. ERG theory
 - v. Vroom's Expectancy theory
 - vi. McClelland's Learned Needs Theory
 - vii. Goal Setting Theory
 - viii. Reinforcement Theory

6) Case study: (20)

A real world situation facing a manager should be considered for analysis & discussion.

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

References

1. Organization Behavior 12 e –Fred Luthans - McGraw Hill
2. Organization Behavior 15e – Stephen Robbins, Vohra - Pearson
3. Organization Behavior: A south Asian perspective – Nelson, Quick, Khandelwal – Cengage L
4. Understanding Organization Behavior bu Pareekh & Khanna - Oxford University Press
5. Organization Behavior – Suja R. Nair, Himalaya Publications
6. Organization Behavior – Mcshane & Glinow – McGraw Hill
7. Organization Behavior – Neeru Vasisth - Taxmann
8. Organization Behavior – Margie- Paraikh- Tata McGraw Hill
9. Organization Behavior –S.S. Khanka – S Chand
10. Organization Behavior – V.S.P.Rao – Excel Publication
11. Organizational Behaviour, 2/e - Singh - Pearson
12. Organization Behavior – K. Ashwathappa - Himalaya
13. Human Relations and Organisational Behaviour (5/e) - Dwivedi - Macmillan
14. Human Behavior at Work –Keith Devis-TMH
15. Organization Behavior – 2E – Bhattacharyya – Oxford University Press
16. Organization Behavior – P. Subba Rao - Himalaya



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: I

Paper: 107: Corporate Social Responsibility

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

Required Lectures: 60 hours

Objectives of the Course:

- To study the relationship between corporates and Society.
- To understand how the corporates involve themselves in social actions
- To get in depth knowledge about Business ethics & Its scope in Business
- To gather more knowledge about corporate governance.

1. Understanding Social Issues (09)

- 1.1. Social Issues : Concept, Characteristic and Causes of Social Problems
- 1.2. Social Issues *vis-a-vis* corporate environment: Casteism, Agitation in Youth, Corruption, Black money, Terrorism, Sexual Harassment at Workplace & their impact on Society
- 1.3. Social Cost of Development

2. Business Ethics (15)

2.1. Basic Framework

- 2.1.1. Values, norms & beliefs
- 2.1.2. Culture, Cultural differences, Hofstede's Dimensions of Cultural Differences, cultural discrimination
- 2.1.3. Morality: Moral norms, moral values, Characteristics of moral standards, Kohlberg's model of cognitive moral development, Moral Theories
- 2.1.4. Concept of Ethics, Ethics & law
- 2.1.5. Business Ethics: Meaning, Factors affecting Business Ethics
- 2.1.6. Applied Ethics, Code of Ethics vs code of conduct vs code of practice
- 2.1.7. Whistleblowing

2.2. Ethical Decision Making

- 2.2.1. Understanding Decision Making
- 2.2.2. Personal Values and Ethical Decision Making
- 2.2.3. Ethical D/M Process
- 2.2.4. Ethical consistency, Ethical Dilemma
- 2.2.5. Role & Qualities Of CEO
- 2.2.6. Business ethics & CEO

2.3. Professional Ethics

- 2.3.1. Ethics in Marketing, Ethics in HRM, Ethics in Finance & Accounting
- 2.3.2. Ethics in Information Technology, Ethics in Production

3. Ethical Mind (09)

- 3.1. Types of Mind
- 3.2. Basics of Mind Management
- 3.3. Objective & Subjective Mind
- 3.4. Training the Mind
- 3.5. Self-Development
- 3.6. Effects of Past Tendencies

- 4. Corporate Social Responsibility (10)**
- 4.1. Concept, Definition & Scope of Corporate Social Responsibility
 - 4.2. Corporate Social Responsibility and the Law
 - 4.3. Corporate Social Responsiveness
 - 4.4. Corporate Social Performance
 - 4.5. Diverging Views on Social Responsibility (Arguments for & against)
 - 4.6. ISO 26000
 - 4.7. Criterion for Determining The Social Responsibility of Business
 - 4.8. Areas of Social Responsibility of Business
 - 4.9. Social Responsibility & Indian Corporations
- 5. Framework for rating CSR & Unethical Behavior in Organizations (08)**
- 5.1. **Framework for rating CSR**
 - 5.1.1. Understanding CSR Ratings
 - 5.1.2. Global Rating Initiatives (GRI)
 - 5.1.3. Infosys Sustainability Solution
 - 5.1.4. Tata Group's CSR Rating Framework
 - 5.2. **Unethical Behavior in Organizations**
 - 5.2.1. Understanding Unethical Behavior
 - 5.2.2. Individual Factors Contributing to Unethical Behavior
 - 5.2.3. Organizational Factors Contributing to Unethical Behavior
- 6. Corporate Governance (09)**
- 6.1. Meaning & definition of Corporate Governance
 - 6.2. Principles of Corporate Governance
 - 6.3. Issues in Corporate Governance
 - 6.4. Professionalization Of Corporate Governance
 - 6.5. 'Good' Corporate Governance
 - 6.6. Corporate Governance Practices in India

References

1. Corporate Social Responsibility – Madhumita Chattergi – Oxford University Press
2. Ethics in Business & corporate governance: Mandal – Tata McGraw Hill
3. Business Ethics and Corporate Governance, 2/e -Fernando- Pearson
4. Business Ethics – Crane, Matten – Oxford University Press
5. Corporate Governance: Principal Policies & Practices by Fernando, Pearson Education
6. Corporate Governance, Values & Ethics – Vasisth, Rajput - Taxmann
7. Business Ethics – Albuquerque - Oxford University Press
8. Business Ethics: An Indian Perspective – Francis Mishra - TMH
9. Business Ethics- Albuquerque - Oxford University Press
10. Ethical Management: Text cases in BE & CG by SatishModh, Macmillan
11. Ethics in Management & Indian Ethos by Biswanath Ghosh, Vikas Publications
12. Business Ethics Manisha Paliwal, New age International
13. Business Ethics & Values by Senthil Kumar, Himalaya Publications
14. Social Problems in India by Ram Ahuja, Rawat Publications.
15. Corporate Governance and Business Ethics – Mathur – Macmillan
16. Business Ethics – Hartman, Chatterjee – McGraw Hill
17. Ethics & Values for Engineers and Managers by Chattopadhyay, Singh , Himalaya Publications



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: I

Paper: 108: Statistics and Quantitative Methods

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

Required Lectures: 60 hours

Objectives of the Course:

- To understand role of Quantitative techniques & Statistics in Business & Industry
- To study the decision & Games Theory.
- To study statistics necessary to calculate different Indices
- To find of significance between variables with the help of different statistical tools.

1. Basics of Statistics (10)

- 1.1. Statistics – Meaning, Utility of Statistics in Business Management
- 1.2. Measures of Central Tendency – Meaning, Objectives and types
- 1.3. Mean, Median and Mode (for Raw Data, Discrete Series and Continuous Series)
- 1.4. Partition Values – Quartiles, Deciles and Percentiles
- 1.5. Measures of Dispersion – Range, Coefficient of Range, Quartile Deviation, Mean Deviation and Standard Deviation

2. Correlation, Regression and Index Numbers (10)

- 2.1. Correlation – Meaning and Types of Correlation (Positive, Negative, Linear, Non-linear, Simple, Multiple and Partial Correlation), Degree of Correlation
- 2.2. Methods of Studying Correlation – Scatter Diagram, Karl Pearson's Coefficient of Correlation and Coefficient of Correlation by Rank Differences
- 2.3. Regression – Meaning, Definition, Simple and Multiple Regression, Correlation and Regression
- 2.4. Calculation of Regression Equations and Coefficients
- 2.5. Index Numbers – Definition, Types, Methods of Construction of Price and Quantity Index Numbers (Laspeyre's Method, Paasche's Method and Fisher's Method)

3. Test of Significance (10)

- 3.1. χ^2 (Chi-Square) test- -Introduction, Chi-square distribution, Properties of Chi-square distribution and Application of Chi-square distribution, Conditions for the validity of Chi-square test, Degrees of Freedom, Tests of Goodness-of-fit
- 3.2. t-tests – Student's 't' distribution, Properties, Uses, One Sample t- test, Independent sample 't' test.
- 3.3. One way ANOVA: meaning, Assumptions

4. Quantitative Techniques, CPM and PERT (8)

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

5. Linear Programming Problems and Transportation Problems (12)

- 5.1. LPP – Meaning, Feasible Solution, Decision Variable, Optimum Solution and Objective Function, Advantages and Assumptions of LPP, Formulation of LPP, Methods to Solve LPP – Graphical Method and Simplex Method
- 5.2. Transportation Problem – Introduction, Balanced and unbalance Transportation Problem, Mathematical Formulation, Initial Feasible Solution – North West Corner Rule (NWCR) and Least Cost Method

6. Decision Theory and Game Theory (10)

- 6.1. Decision Theory – Meaning, Components, Decision Making Under Different Situations (Deterministic, Stochastic and Uncertainty Situation), Maximax Criterion, Maximin Criterion, Minimax Criterion, Hurwitz Criterion, Laplace Criterion, Expected Monetary Value Criterion, Expected Regret Criterion, Expected Value Of Perfect Information, Decision Trees
- 6.2. Game Theory – Concept, Terminology, Two Person Zero Sum Game, Game with Saddle Point

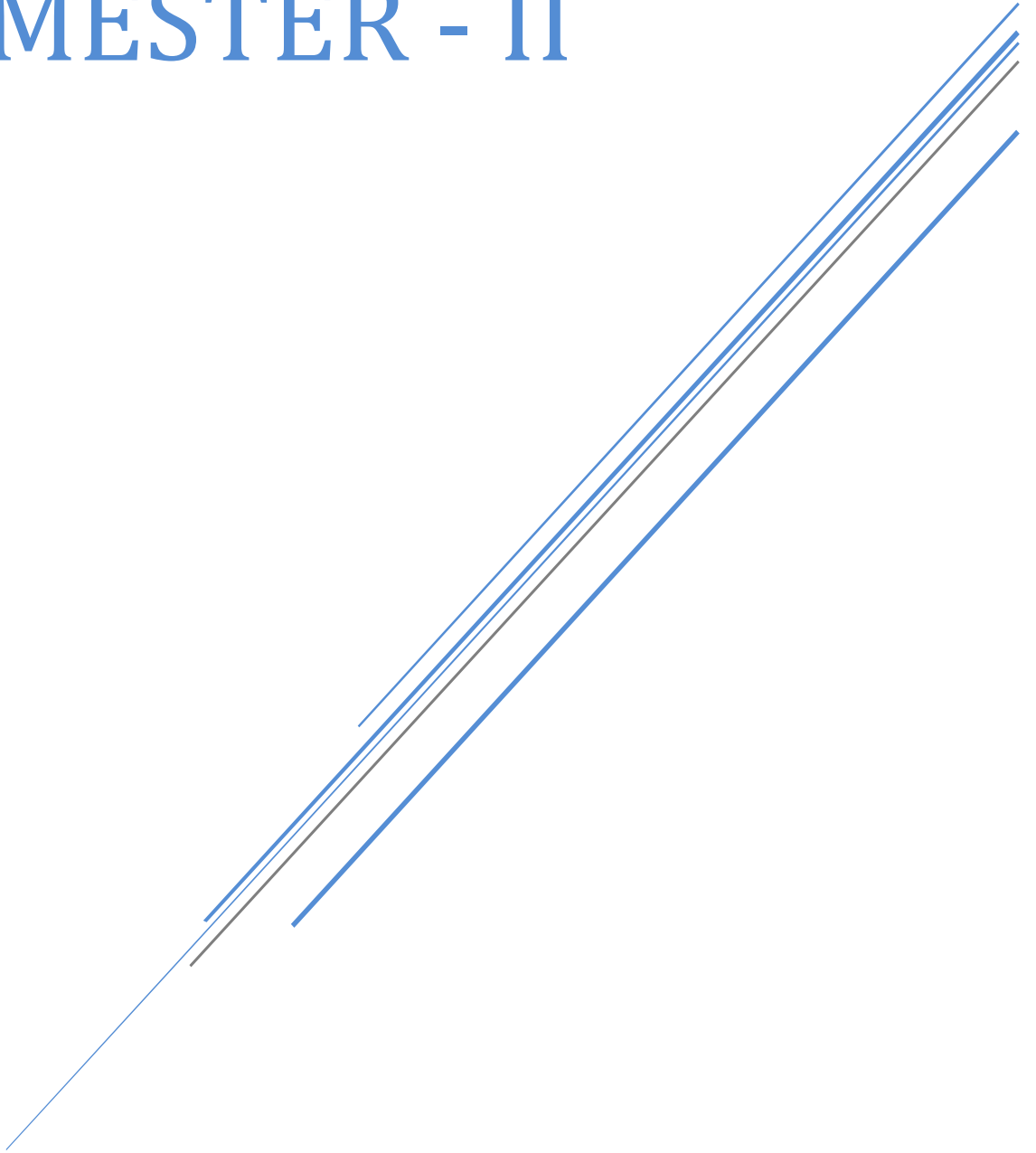
REFERENCES: Business Statistics

1. Business Statistics By S.C. Gupta & Indira Gupta –Himalaya Publishing House
2. Business Statistics by Davis and Pecar - Oxford
3. Business Statistics by Vohra – McGraw Hill
4. Business Statistics by Thukral – Taxmann
5. Statistical Methods By S.P.Gupta – Sultan Chand & Sons
6. Statistics for Business & Economics - Anderson, Sweeney 11th Ed – Cengage Learning
7. Business Statistics–Beri- Tata McgrawHill
8. Statistics for Management by - Anderson – Cengage Learning
9. Statistics for Business and Economics(4/e)–Hooda -Macmillan

REFERENCES: Quantitative Techniques

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

SEMESTER - II





North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: II

Paper: 201: Business Research Methods

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

Required Lectures: 60 hours

Objectives of the Course:

- To develop a sound conceptual framework for understanding research in management.
- To get in-depth knowledge in research design and methodologies.
- To be able to formulate research questions and identify knowledge gaps.
- To get insight about IBM SPSS/PASW package for testing of Hypothesis

1. Basics of Research Methodology (16)

- 1.1. Meaning, Objective, Features, Importance & Types of Research
- 1.2. Research Methods Vs Research Methodology
- 1.3. Research In Functional Area of Management
- 1.4. Managerial Value of Business Research
- 1.5. Research Process
- 1.6. Research Problem: importance of Formulation of Research problem, steps in formulation of Research Problem, Factors of Problem Identification, Nature of Problem, Sources of Research Problem.
- 1.7. Variable- Concept, types/classification on the basis of 1. Causation 2. The study design 3. Unit of measurement, construct.
- 1.8. Hypothesis: Meaning, Sources, Importance & Types of Hypothesis
- 1.9. Formulation of Objectives
- 1.10. Establishing operational definition
- 1.11. Literature Survey

2. Research Design & Sampling Design (10)

- 2.1. Research Design
 - 2.1.1. Meaning & Requirement of Research Design
 - 2.1.2. Types of Research Design
 - 2.1.3. Factors Affecting Research Design
 - 2.1.4. Feature of Good Research Design
- 2.2. Sampling Design
 - 2.2.1. Sample, Sampling, Steps in Sampling Design, Criterion of selecting sampling procedure
 - 2.2.2. Sampling Methods
 - 2.2.2.1. Probability Sampling: Simple random, Systematic, Stratified, Cluster, Area, Multi-stage, Proportional, Sequential sampling.
 - 2.2.2.2. Non-probability Sampling: Convenience, Quota, Snowball, Judgment

3. Measurement & Scaling Technique (06)

- 3.1.1. Scale characteristic, Measurement Scales: Nominal, Ordinal, Interval, Ratio
- 3.1.2. Criterion for good Measurement: Validity, Reliability, Sensitivity
- 3.1.3. Scaling Techniques: Rating Scales, Ranking Scales.
- 3.1.4. Factors in selecting appropriate measurement scale

4. Data Collection

(12)

- 4.1. Types & Sources of Data: Primary & Secondary
- 4.2. Methods of Primary Data Collection
 - 4.2.1. Observation: Characteristic, Merits & Demerits
 - 4.2.2. Interview: Characteristic, Types, Steps, Merits & Demerits
 - 4.2.3. Questionnaire: Wording Questions, guidelines for constructing questions, best questions sequence formulating Questionnaire, Merits & Demerits
 - 4.2.4. Schedule, Schedule vs Questionnaire
- 4.3. Qualitative research: Meaning, Uses of qualitative research, Qualitative vs Quantitative research, Orientations: Phenomenology, Ethnography, Grounded theory, Case studies.
Techniques in qualitative research: Focus groups, Depth interviews, conversations, semi-structured interviews, Social Networking, Observations, collages, Free Association technique, projective techniques.
- 4.4. Methods of Secondary Data

5. Testing of Hypotheses

(10)

- 5.1. Basic Concept Concerning Testing of Hypotheses
- 5.2. Procedure for Hypotheses Testing
- 5.3. **Advanced Tools For Hypothesis Testing Using SPSS**
 - 5.3.1. Introduction to SPSS package, creating data files
 - 5.3.2. Multiple Response sets, Recoding, visual binning etc.
 - 5.3.3. Frequencies, Descriptive statistics, Chi square analysis & Cross Tabulation
 - 5.3.4. One sample t- test, Independent sample t-test, Linear Correlation & Regression
 - 5.3.5. One Way Analysis of Variance (ANOVA)
 - 5.3.6. Multivariate Data Analysis: Factor Analysis, Cluster analysis
(Numerical are not Expected in Exam)

6. Interpretation & Report Writing

(06)

- 6.1. Interpretation: Meaning, Techniques, Precautions
- 6.2. Effective use of graphic aid: Tables, charts, pie charts, line graphs, bar charts
- 6.3. Organization of the written report

***Summer Project Reports Parameters: Declaration, Certificate, Acknowledgement, Executive Summary, Company Profile, Introduction of the project, Research Methodology, Interpretation & Analysis of Data, Findings-Suggestions & Conclusions, Bibliography, Annexure.*

REFERENCE BOOKS:

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: II

Paper: 202: Information Technology for Managers

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

Required Lectures: 60 hours

Objectives of the Course:

- To develop a sound conceptual framework for Information Technology.
- To understand various issues in Information technology.
- To get Fundamental knowledge of Microsoft Office required for managers.

1. Fundamentals of Information Technology

(10)

- a. Basics of Computer: I/P, O/P Hardware, System/Application Software, characteristic
- b. Information Technology Basics
- c. Merits and demerits of Information Technology
- d. Interpreting and understanding information
- e. Role of information technology in Business
- f. Impact of Information Technology On Organizations and Individuals
- g. Improving Business Processes Through ICT

2. Information Technology and Network

(08)

- a. Network Computing: Internet & Web, Intranet & Extranet, LAN, MAN, WAN, Topologies
- b. Internet Software Agents: Search Engines, Search Engine Optimization, Directories, Software & Intelligent Agents
- c. Internet Technology: Website Type, Web Hosting, Domain Name
- d. Portals: Information & Corporate Portals.

3. Emerging trends of information technology for Business

(14)

- a. E-Commerce: Concept, Essential of E-commerce, Goals of E- Commerce, Limitations and Advantages of E-Commerce, Scope of E-commerce, Business Models, EDI
- b. E-Business: Concept, Characteristics, Challenges, Requirements of Business
- c. E-Banking: Transactions, Electronic Payments, Payment Gateway, Securities in E-banking - SSL, Digital Signatures
- d. E-Banking Services: ATM, Smart Card, Micro payment, E-cash, UPI, E-wallet
- e. E-CRM: Definition, Need, Framework, Features of e-CRM, Six e's of e-CRM

4. Introduction to Database

(08)

- a. Managing Data: File Environment, Data Problems and Difficulties, Solutions, Data Life Cycle, Data Sources, Data Quality
- b. Database Management System
- c. Relational Model
- d. Data Warehousing-Concept, Characteristics, Working, Benefits
- e. Data Mining – Concept and Application, Types
- f. Structured Query Language(SQL)

5. E-Governance**(06)**

- a. Concept, Objective of E-Governance
- b. Advantages of E-Governance
- c. Challenges in E-Governance Implementation
- d. Stages of E-Governance
- e. Areas of E-Governance
- f. E-Governance Major issues in India
- g. E-Governance Initiatives in India

6. MS Office – 2013**(14)**

- a. Microsoft Word 2013 - Creating Word Documents, Mail Merge, Use of Word Themes, Layouts options, managing references, Preparing Index and bibliography
- b. Microsoft Excel 2013 – Creation of Spread Sheet, Data Analysis using Excel, Use of Formulas, Functions and Graphs & Charts, Vlookup & Hlookup
- c. MS PowerPoint 2013 – Creation, Organization and Presentation
- d. Microsoft Access 2013 – Creation of Database, Queries, Reports, Labels & Forms
- e. Use of Outlook Express - Mailing Through Outlook and Managing Groups

List Of Practical**1. MS Word - 2013**

- i Creation Of Document using themes
- ii Formatting & Editing documents
- iii Organizing Information With Tables And Outlines
- iv Mail Merge Application

2. MS-Excel – 2013

- i Creating And Editing Worksheet
- ii Creating And Using Formulae And Functions
- iii Sorting And filtering Data
- iv Conditional Formatting
- v Working with Graphs And Charts

3. MS-Access – 2013

- i Creating Database
- ii Defining Primary Keys, Designing Query
- iii Designing Reports
- iv Labels And Forms

4. MS Power Point – 2013

- i Creating Slide show
- ii Use Of Templates And Slide Designs
- iii Developing A Professional Presentation On Business Plan

5. Structured Query Language (SQL)

- i Manipulation Of Data Base Using SQL – Create, Insert, update and delete records, Select
- ii Manipulation Of Data Base Using SQL – Select Query, Make-Table Query, Update Query, Append Query, Delete Query
- iii To Design A Query To Access Selected Fields From Table To Generate Knowledge Base

References

1. Information Technology For Management bu Ramesh Behal – McGraw Hill
2. Information Technology For Management By Henry Lucas ,7th Edition, Tata Mc-Graw Hill, New Delhi
3. Information Technology For Management: Transforming Organisations In The Digital Economy By Turban, Mclean, Wetherbe, 4th Edition, Willy India Edition, New-Delhi
4. Business Process Management: Integration In A Web-Enabled Environment By Margaret May, Prentice Hall Financial Times,Pearson Education, New Delhi.
5. Manage IT As A Business: How To Achieve Alignment And Add Value To The Company By Bennet P. Lientz&Lee Larssen, Elsevier Butterworth–Heinemann
6. Information Technology for Management 7th edition by Henry C. Lucas, Jr., Tata McGraw-Hill Edition
7. E-Commerce E-Business By C.S. Rayudu, Himalaya Publication, New Delhi
8. Fundamentals Of Information Technology By Alexis Leon, Leon, Vikas Publications, New Delhi
9. MS-Office 2013 For Dummies By Peter Weverka Willy, New Delhi
10. MS-Office 2013 By Rutkosky, BPB Publication, New Delhi



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: II

Paper: 203: Global Economics Scenario

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

Required Lectures: 60 hours

Objectives of the Course:

- To digest dynamism of the vast economic criteria, every changing technology and changing in socio cultural fabric in a most beneficial manner for their own entrepreneurial activities.
- To understand the changing market in our own perception so that fuller utilization of resources can be leveraged for better welfare of the society.

1. International Economics

(10)

- 1.1. Meaning, Nature and Scope of International Economics
- 1.2. Distinct features of International Transaction
- 1.3. Newly Industrialize Economies, Transition Economies
- 1.4. The growing Economic Power of Developing countries
- 1.5. Factors promoting Global Economic Integration: (International Trade, Production sharing/Global sourcing, International Investment and Production, Cross-Border Mergers and Acquisitions, Economic Integration and Trade Pacts, Business Strategies)
- 1.6. Gains from Trade, Terms of Trade
 - 1.6.1. Sources of Gain
 - 1.6.2. Factors determining Size of Gain
 - 1.6.3. Different concepts of Terms of Trade
 - 1.6.4. Influences on Terms of Trade

2. Globalization

(10)

- 2.1. Meaning & Definition of Globalization
- 2.2. Drivers of Globalization
- 2.3. Six Tenets of Globalization
- 2.4. Effects of Globalization
- 2.5. Factors Accountable for Changing World Order
- 2.6. Export promotion & its criticism, SEZs in India
- 2.7. Globalization Strategies:
- 2.8. Exporting, Foreign Investment, Mergers and Acquisition, Joint Venture, Assembly
- 2.9. Operations, Licensing and Franchising, Strategic Alliance, Management Contracts.)

3. Internationalization

(16)

- 3.1. Economic, Political and Legal, Cultural & Technological Environment
- 3.2. Economic Indicators
- 3.3. Alternatives to GDP
- 3.4. Transition to a market Economy
- 3.5. Political Risk-Causes, Types, Strategies to manage
- 3.6. Kinds of Legal systems, Jurisdiction, Negotiation, Country's bargaining strength
- 3.7. Introduction-Cultural Environment, Elements of Culture
- 3.8. Cultural Dimensions
- 3.9. Cross-Cultural solutions for International Business
- 3.10. Problems of selecting appropriate technology
- 3.11. Multinationals as source of technology

- 4. International Monetary Economics (08)**
- 4.1. Concept of Balance of Trade and Balance of Payment
 - 4.2. Components of BoP
 - 4.3. Disequilibrium and its correction
 - 4.4. Financing of BoP Deficit
 - 4.5. Policies for Internal and External Balance
 - 4.5.1. Devaluation and Demonitization
 - 4.5.2. Fixed and Flexible Exchange rates
 - 4.5.3. Foreign Exchange Rates and Markets
- 5. Global Regulatory Environment and Integration (10)**
- 5.1. International Financial Institutions**
- 5.1.1. Nature, Functions & Objectives of IMF & World Bank
 - 5.1.2. Role of IMF & World Bank
 - 5.1.3. Impact of IMF & World Bank on developing Countries
 - 5.1.4. Role of IMF & World Bank in Poverty Aid
- 5.2. International Currency and Phases**
- 5.2.1. Eurocurrency Market: Meaning, Scope & Features
 - 5.2.2. Euro Vs. Dollar
 - 5.2.3. Concept of Bitcoin & its implications
- 6. India and the Global Economy (06)**
- 6.1. Rising population and Economic growth
 - 6.2. India –An Emerging Market
 - 6.3. Features of Liberalization w.r.to Indian economy
 - 6.4. Globalization: India case
 - 6.5. A comparison: India Vs China
 - 6.6. India in Global Trade

REFERENCE BOOKS:

1. International Economics by Francis Cherunilum, Fifth edition-First Reprint 2008, Tata-McGraw Hill
2. International Business by Joshi – Oxford University Press
3. International Economy by D.M.Mithani, Fifth Revised edition-2007, Himalaya Publishing House
4. International Business 10e – V K Bhalla & Ramu- Anmol Publications
5. Economics – Samuelson & Nordhaus 19e -indian Adoptation Chaudhari & Sen –SIE- McGraw Hill
6. International Business Environment (Text & Case Study): by Dr. Joshua O. Miluwi & Hina Rashid. Manglam Publishers and Distributors, First Edition-2012
7. International Trade and Export Management by Francis Cherunilam, Sixteenth edition-2008, Himalaya Publication
8. Global Business Mgt, by ManabAdhikary, MacMillan, Reprint 2003-2009
9. International Business by Sitkin & Bowen
10. International Business, Ane Books Pvt. Ltd, Reprint of First edition-2011, by Sumati Varma
11. International Economics, 5/e - Gerber - Pearson
12. Business Environment : Text & Cases – M B Shukla - Taxmann
13. International Economics: Theory and Policy, 8e -Krugman / Obstfeld - Pearson
14. International Business Environment and Foreign Exchange Economics, by V.P.Singh, & S. Srivastava, New Age International Publishers, First edition-2011
15. International Economics, by S.S.M. Desai & Nirmala Bhalerao, Himalaya Publishing House, First edition-2008
16. Economic Environment of Business by Mishra &Puri – Himalaya



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: II

Paper: 204: Marketing Management

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

Required Lectures: 60 hours

Objectives of the course

- To provide fundamental knowledge about marketing management
- To create strong foundation for further studies in the field of marketing
- To prepare students to undertake practical assignments and projects in the marketing area

1. Introduction to Marketing Management (12)

- 1.1. Market: Meaning, Definition & Types of market
- 1.2. Goods: Kinds of goods
- 1.3. Marketing
- 1.4. Definition, Objectives
- 1.5. Marketing approach: Production, Product, Selling, Marketing & Societal marketing
- 1.6. Marketing Process
- 1.7. Marketing Environment; Micro-Macro
- 1.8. Marketing Management
 - 1.8.1. Definition, Nature, Scope
- 1.9. Functions
 - 1.9.1. Marketing research & Information
 - 1.9.2. Product & Pricing
 - 1.9.3. Planning & Control
 - 1.9.4. Promotion (Communication)
 - 1.9.5. Physical Distribution
- 1.10. Forms of Marketing Organization

2. Market Segmentation (08)

- 2.1. Requirement of Effective Segmentation
- 2.2. Levels of Segmentation
- 2.3. Bases for Segmenting Consumer Market and Industrial Market
- 2.4. Targeting Market Segment
- 2.5. Concept of Product Positioning, Process of Determining the Positioning Strategy, Positioning Errors and Approaches to Positioning
- 2.6. Concepts of Differentiation and USP

3. Marketing Mix (16)

- 3.1. **Product**
 - 3.1.1. Meaning, Classification
 - 3.1.2. Product Life Cycle
 - 3.1.3. New Product Development
 - 3.1.4. Branding-Definition, Need and Importance
 - 3.1.5. Product Related Strategies
- 3.2. **Price**
 - 3.2.1. Meaning & Objectives of Pricing
 - 3.2.2. Factors affecting Pricing decisions & Pricing Strategies
- 3.3. **Place**
 - 3.3.1. Nature and importance of marketing channels, Channel Design Decisions

3.3.2. Logistics Management- Physical Distribution, Warehousing and Transportation

3.3.3. Retailing- Types of Retail Formats

3.4. Promotion

3.4.1. Promotion mix-Components, AIDA formula

3.4.2. Advertising-Meaning, Importance, Types & Media plan

3.4.3. Sales Promotion-Tools, Guidelines & Personal Selling

4. Consumer Behavior & Marketing Research (12)

4.1. Consumer behavior: Determinants of consumer behavior

4.1.1. Consumer decision making process/ Buying Process: For Normal products: Need recognition, Information search, Evaluation of alternatives, Purchasing decision & post-purchase behavior

4.1.2. For New products: Awareness, Interest, Evaluation, Trial & Adoption

4.1.3. Organizational buyer decision process: Problem recognition, Product specification, Product & Vendor search, Product & Vendor evaluation, Product & Vendor selection & performance evaluation

4.2. Marketing Research: Meaning, Types & Process

5. Global Marketing (06)

5.1. Need, Importance & Problems in International Marketing

5.2. Levels of Involvement

5.3. Modes of Entry & Entry Strategies

6. New Trends in Marketing (06)

Concepts of -

6.1. Event Marketing

6.2. Emotional Marketing

6.3. Agro Marketing

6.4. Non-Profit Marketing

6.5. Buzz Marketing

6.6. Green Marketing

6.7. Viral Marketing

6.8. Customer Relationship Management (CRM)

Reference Books:

1. Principles of Marketing: A South Asian Perspective, 13e – Kotler - Pearson
2. Marketing –Asian Edition by inha, Bines, Fill & Page – Oxford University Press
3. Marketing Management – Rajan Saxena – Tata McGraw Hill
4. Marketing Management – Iacobucci, Kapoor - Cengage
5. Marketing Management: South Asian Perspective, 14e - Kotler/ Koshy - Pearson
6. Marketing : A South Asian Perspective – Lamb, Hair, Sharma - Cengage
7. Marketing Management – Ramaswamy, Namakumari 4th edition - Macmillan
8. Marketing Management – Arunkumar N. Meenakshi – Vikas Publishing
9. Marketing Management – Stanton – McGraw Hill
10. Marketing Management by Kotler, Keller & Koshti - Pearson/ Prantice Hall
11. Marketing –Varma & Duggal – Oxford University Press
12. Basics of Marketing Management – R.B. Rudani - S. Chand & Company Ltd.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: II

Paper: 205: Financial Management

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

Required Lectures: 60 hours

Objectives of the course

- The study fundamental concepts of Financial Management
- To gain basic knowledge about Finance for planning & control.
- To prepare students to undertake practical problems w.r.t. managerial decision making.

1. Financial Management-

(08)

- 1.1. Meaning, Nature, Scope and Objectives
- 1.2. Traditional & Modern Approaches
- 1.3. Functional areas of finance
- 1.4. Few Concepts of finance:
 - 1.4.1. Time value of Money, Concept of risk & return
 - 1.4.2. Interest Rates: Nominal Interest Rate, Real Interest Rate
 - 1.4.3. Measuring shareholders Value Creation : Economic value Added

2. Finance for Planning & control

(12)

- 2.1. **Budget & Budgetary Control**
 - 2.1.1. Concept, Objectives, & Limitations
 - 2.1.2. Classification of Budgets – Operating, Financial & Capital Budget
 - 2.1.3. Cash Budget, Flexible budget
- 2.2. **Standard Costing**
 - 2.2.1. Concept, Essentials of an effective system of standard costing
 - 2.2.2. Calculation of Material Variances
 - 2.2.3. Calculation of Labor Variances
 - 2.2.4. Causes & Disposition of the variances

2 Analysis & Interpretation of Financial Statements

(10)

- 2.1 Techniques of financial Statement Analysis: Comparative Financial Statements, Common Size Statement, Trend Analysis, Ratio Analysis
- 2.2 Ratio analysis : Liquidity Ratios, Activity Ratios, Profitability Ratios, Solvency Ratios
- 2.3 Limitations of Ratio Analysis

3 Funds flow & Cash Flow Analysis

(12)

- 3.1 Concept of Funds, Funds from Operations,
- 3.2 Statement of changes in working capital, Funds Flow Statement
- 3.3 Preparation of Cash flow statement (Refer AS-3)

4 Marginal Costing & Break Even Analysis

(10)

- 4.1 Concept of Marginal Cost: Contribution, Variable Cost, Fixed Cost, Semi-Variable Cost
- 4.2 Margin of Safety, PV Ratio
- 4.3 Assumptions of Break Even Analysis & Calculations of Break Even Point

5 Management of Working Capital

(08)

- 5.1 Concepts: Gross and Net, Permanent & Temporary, Operating Cycle
- 5.2 Disadvantages of insufficient Working Capital
- 5.3 Financing Of Working Capital, Maximum Permissible Bank finance
- 5.4 Factors Determining Working Capital Requirement
- 5.5 Estimation of Working Capital Requirement

Reference Books

1. Financial Management: Dr. R P Rustagi, Taxmann Publications
2. Financial Management by Shrivastava & Mishra- Oxford University Press
3. Accounting for Management by Ramanathan- Oxford
4. Financial Accounting for Management by Ramachandran& Kakani – McGraw Hill
5. Management Accounting: Khan & Jain , Tata Mc-Graw Hill
6. Financial Management: Ravi Kishore, Taxmann Publications
7. Management Accounting: I. M. Pandey, Vikas Publication
8. Management Accounting, 1e Bhattacharyya - Pearson
9. Management accounting – Paresh Shah – Oxford University Press
10. Management Accounting: Dr. S.N. Maheshwari& Dr. S.K. Maheshwari, Vikas Publications
11. Accounting for Managers - Vijaykumar - Tata Mc-Graw Hill
12. Management Accounting: Dr. Jawaharlal, Himalay Publications
13. Principles of Management Accounting: Manmohan& S. N. Goyal
14. Accounting for Managers: Thukaram Rao , new age
15. Management Accounting: Prasanna Chandra, Prentice Hall
16. Cost & Management Accounting: Ravi Kishore, Taxmann Publications
17. Management Accounting: Dr. J. Madegowada, Himalaya
18. Cost Accounting: RSN Pillai & V. Bagavathi – S.chand
19. Management Accounting-Concepts and Applications-Kothari -Macmillan
20. Introduction to Management Accounting, 16e - Horngren - Pearson



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: II

Paper: 206: Organizational Behavior – II

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

Required Lectures: 60 hours

Objectives of the Course:

- To study dimensions of Leadership at work
- To get knowledge of Power & Politics
- To get in depth knowledge organizational development & Change.
- To understand work stress
- To prepare students to undertake practical knowledge through case studies

1. Leadership

(10)

- 1.1. Meaning of Leadership
- 1.2. Functions of Leadership
- 1.3. Styles of Leadership
- 1.4. Traits of Leadership
- 1.5. Theories of Leadership:
 - 1.5.1. Likert's System of 4
 - 1.5.2. Fielders Leadership Contingency theory
 - 1.5.3. Hersey-Blanchard's Situational Leadership Theory
 - 1.5.4. Path Goal Theory
 - 1.5.5. Charismatic Leadership Theory
 - 1.5.6. Transformation Leadership Theory
 - 1.5.7. Ohio State Leadership Quadrants and Management Grids

2. Power & Politics

(10)

- 2.1. Definition & Meaning
- 2.2. Difference between Power & Authority
- 2.3. Bases of Power
- 2.4. Power Tactics
- 2.5. Politics: Power in action
- 2.6. Factors contributing to Political behavior: Individual & Organizational
- 2.7. Impression Management

3. Change Management

(10)

- 3.1. Forces for change
- 3.2. Factors in Organizational change
- 3.3. Planned Change
- 3.4. Human response to change
- 3.5. Resistance to change
- 3.6. Managing resistance to change

4. Organization Development

(10)

- 4.1. Meaning and objectives of Organization Development,
- 4.2. Characteristics of Organization Development
- 4.3. OD interventions :
 - 4.3.1. Individual Focused-Sensitivity Training, Skill Training, Job Redesign and Career Planning
Group focused-Survey Feedback, Management by Objectives and Team Building

5. Work stress

(10)

- 5.1. Meaning of Stress
- 5.2. Nature and sources of stress
- 5.3. Consequences of Stress
- 5.4. Stress & Task Performance
- 5.5. Coping Strategies for the Stress

6. Case study:

(10)

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

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

References

1. Organization Behavior 12 e –Fred Luthans - McGraw Hill
2. Organization Behavior 15e – Stephen Robbins, Vohra - Pearson
3. Understanding Organization Behavior by Pareekh & Khanna - Oxford University Press
4. Organization Behavior: A south Asian perspective – Nelson, Quick, Khandelwal – Cengage L
5. Organization Behavior – Suja R. Nair, Himalaya Publications
6. Organization Behavior – Mcshane & Glinow – McGraw Hill
7. Organization Behavior – Neeru Vasisth - Taxmann
8. Organization Behavior – Margie- Paraikh- Tata McGraw Hill
9. Organization Behavior –S.S. Khanka – S Chand
10. Organization Behavior – V.S.P.Rao – Excel Publication
11. Organizational Behaviour, 2/e - Singh - Pearson
12. Organization Behavior – K. Ashwathappa - Himalaya
13. Human Relations and Organisational Behaviour (5/e) - Dwivedi - Macmillan
14. Human Behavior at Work –Keith Devis-TMH
15. Organization Behavior – 2E – Bhattacharyya – Oxford University Press
16. Organization Behavior – P. Subba Rao - Himalaya



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: II

Paper: 207: Services Management

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

Required Lectures: 60 hours

Objectives of the course:

- The objective of this subject is to develop service perspective and adopt service logic in management.

1. Introduction to Services

(10)

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

2. Service Operations

(14)

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

3. Services Recovery

(06)

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

3.4 Service Guarantees

4. Service Design and Standards (14)

4.1 Service Innovation & Design

- 4.1.1 Challenges of Service Innovation and Design
- 4.1.2 Important considerations for service innovations
- 4.1.3 Types of service innovations
- 4.1.4 Stages in service innovations and development

4.2 Physical evidence

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

4.3 Customer defined service standards

- 4.3.1 Factors necessary for service standards
- 4.3.2 Types of customer defined service standards
- 4.3.3 Development of customer defined service standards

5. Managing Service Promises (08)

5.1 Pricing of Services

- 5.1.1 Approaches to pricing services: cost, competition, & Demand based
- 5.1.2 Pricing strategies linking four value definitions
 - 5.1.2.1 Value is low price
 - 5.1.2.2 Value is everything I want in a service
 - 5.1.2.3 Value is the Quality I get for the price I pay
 - 5.1.2.4 Value is all that I get for all that I give

6. Emerging Service Sectors in India (08)

- 6.1 Healthcare Sector In India
- 6.2 Biotechnology Industry in India
- 6.3 Indian Retail Industry
- 6.4 Indian Banking Sector
- 6.5 Insurance Sector in India
- 6.6 Hospitality services
- 6.7 Entertainment services

Reference Books

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2017-18

SEMESTER: II

Paper: 208: Operations Management

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

Required Lectures: 60 hours

Objectives of the course

- To give brief Introduction to the field of Operations Management
- To get basic knowledge of Materials & Inventory Management
- To create strong foundation for further studies in the field of Operations & Materials Management
- To prepare students to undertake practical assignments and projects in the operations management

1. Introduction to Operations Management (10)

- 1.1. Production & Operations Management
 - 1.1.1. Meaning & Nature of Operations Management,
 - 1.1.2. History of Operations Management
 - 1.1.3. Role of Operations Managers
 - 1.1.4. Product Design
 - 1.1.5. Process Design
 - 1.1.6. Automation
- 1.2. The Nature of Business Policy
 - 1.2.1. Formation & Implementation
- 1.3. Operations Policy
 - 1.3.1. Competitive Advantage:
 - 1.3.2. Policy Implications & Implementation

2. Capacity Management and Scheduling (12)

- 2.1. Need for Operations Planning & Control
- 2.2. Capacity & Capacity Planning
 - 2.2.1. Meaning, Need & Importance of Capacity
 - 2.2.2. Types of Capacity
 - 2.2.3. Process of Capacity Planning
 - 2.2.4. Capacity Measurement
- 2.3. Scheduling
 - 2.3.1. Meaning and Terminology
 - 2.3.2. Need for Scheduling
 - 2.3.3. Gantt Charts (Theory Only)

3. Facilities Location and Layout (10)

- 3.1. Product Selection
- 3.2. Factors Affecting Facility Location Planning
- 3.3. Locational Design
- 3.4. Layout of Facilities
- 3.5. Need & Objectives of Layout Planning
- 3.6. Basic Types of Layouts
- 3.7. Layout Planning Procedure
- 3.8. Material Handling

4. Materials Management (10)

- 4.1. Materials Planning & Control
 - 4.1.1. Significance & Benefits of Material Planning
 - 4.1.2. Factors Influencing Material Planning
- 4.2. Introduction to Material Budgeting,
 - 4.2.1. Material Control
 - 4.2.2. Records of Material Control
- 4.3. Vendor Development & Rating
 - 4.3.1. Need for Vendor Development
 - 4.3.2. Factors On Vendor Evaluation & Rating
 - 4.3.3. Vendor Motivation

5. Inventory Management (10)

- 5.1. Inventory Management
 - 5.1.1. Functions & Classifications
 - 5.1.2. Selective control system in inventory management (ABC, XYZ, VED, FSN analysis)
 - 5.1.3. Importance
 - 5.1.4. Inventory Models (Simple E.O.Q. & E.O.Q. With Discounts)
- 5.2. Value Analysis & Value Engineering
 - 5.2.1. Historical Perspective
 - 5.2.2. Types of Values
 - 5.2.3. Steps in Value Analysis
 - 5.2.4. Value Engineering

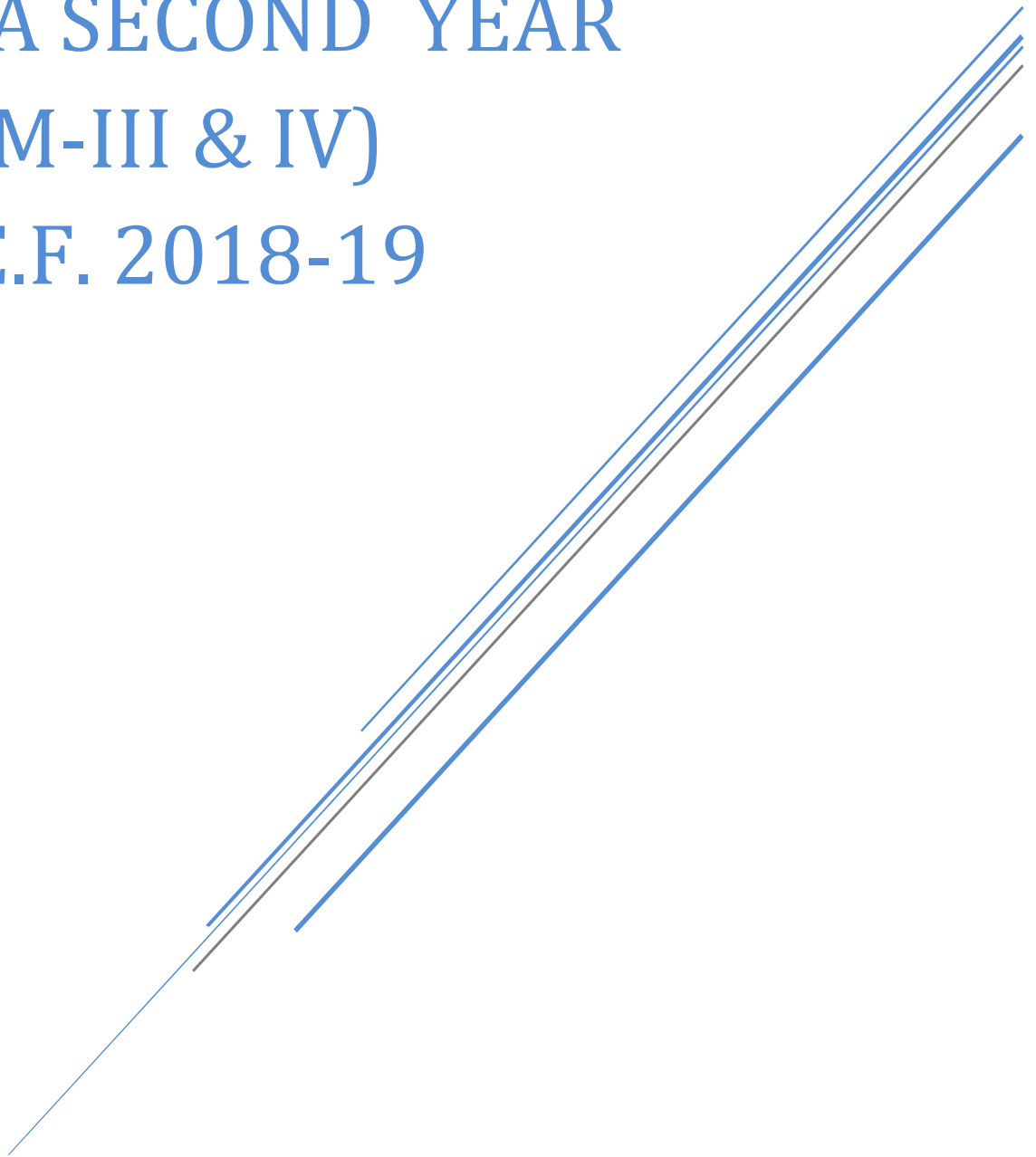
6. Productivity and Advanced Concepts in OM (08)

- 6.1. Productivity-
 - 6.1.1. Concept
 - 6.1.2. Labour Productivity, Multiple factor Productivity, Total factor Productivity
- 6.2. Advanced Concepts
 - 6.2.1. Lean Manufacturing and Group Technology
 - 6.2.2. JIT
 - 6.2.3. Six Sigma Quality control system
 - 6.2.4. ISO 9000 and ISO 14000

References

1. Production & Operations Management 3e – Kanishka Bedi – Oxford University Press
2. Operations Management: Theory and Practice, 2e - Mahadevan - Pearson
3. Operations Management, 11e – Stevenson – McGraw Hill
4. Operations Management – Gore and Pannizzolo – Cengage Publishing
5. Production & Operations Management - N.G. Nair – Tata McGraw Hill
6. Operations Management – Ray Wild – Thomson Learning/ Cengage
7. Operations Management 9e - Krajweski/Srivastava - Pearson
8. Managing operations 2e- Swink, Copper – McGraw hill
9. Operations Management- Krajewski, Ritzman, Malhotra- Pearson
10. Production & Operations Management – K. Ashwathappa & K. Shridhar Bhat- Himalaya
11. Production & Operations Management – S.N. Chary – Tata McGraw Hill
12. Operations Management, 9e – Heizer – Pearson

MBA SECOND YEAR
(SEM-III & IV)
W.E.F. 2018-19





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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 301: Strategic Management

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

Required Lectures: 60

Objectives:

- To equip students with the core concepts, frameworks, and techniques of Strategic management.

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

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

REFERENCE BOOKS

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



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 302-Management Information System and ERP

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

Required Lectures: 60

Objectives:

- To explain students why information systems are so important today for business and management
- To evaluate the role of the major types of information systems in a business environment and their relationship to each other
- To assess the impact of the internet and internet technology on business electronic commerce and electronic business
- To identify the major management challenges to building and using information systems and learn how to find appropriate solutions to those challenges

1. Foundation of management Information System (08)

1.1. Information

- 1.1.1. Concepts, Information Classification, Value of Information
- 1.1.2. Need and Objective of information
- 1.1.3. Quality of Information

1.2. Information System

- 1.2.1. Classification of System (Operation support system & Management support systems)
- 1.2.2. Elements of System

1.3. Management Information System

- 1.3.1. Definition, Scope, Objective, Characteristics
- 1.3.2. Components of MIS
- 1.3.3. Types of MIS (TPS, MIS, DSS, ESS, SCM, CRM, KMS)
- 1.3.4. Benefits & Limitations of MIS
- 1.3.5. Factors contributing in the Success & Failure of MIS

2. Development Process of Management Information System (08)

- 2.1. Introduction & Need for System analysis
- 2.2. The System Development Life Cycle(SDLC)
- 2.3. Principals of System Development
- 2.4. System Requirement Specification(SRS)
- 2.5. Structure of SRS
- 2.6. Management of Quality in the MIS
- 2.7. Barriers to successful Development of MIS

3. Application of Management Information System (08)

- 3.1. Accounting Information System
- 3.2. Human Resource Information System
- 3.3. Inventory Information System
- 3.4. Manufacturing Information System
- 3.5. Quality Information System
- 3.6. R & D Information System
- 3.7. Knowledge Based Expert System

4. Security & Ethics in MIS (08)

- 4.1. Security of an information system
- 4.2. Information system and ethics

4.3. The ACM & IEEE Code of ethics and Professional Conducts

4.4. Information System Control

4.5. Auditing IT Security

5. Enterprise Resource Planning & Application

(08)

5.1. Concept, Why ERP, Feature of ERP, Scope, Advantages, Disadvantages

5.2. Drivers for implementing ERP

5.3. ERP architecture

5.4. ERP Solution Structure: Business operations, Technology & Implementation

5.5. ERP Selection: Vendor evaluation, Technology evaluation & Solution evaluation

5.6. ERP Implementation: Process, Customization & Precautions

5.7. Problems encountered with ERP

5.8. Business Process Re-engineering

5.8.1. Meaning, Necessity & Principles

5.8.2. Three R's - Rethink, Redesign & Retool

5.8.3. Quality & re-engineering

5.8.4. Benefits & Limitations of re-engineering

6. Case Study

(20)

Comprehensive Cases on application of Information system management must be discussed & solved.

REFERENCE BOOKS

1. Management Information System by James O'Brian- Tata McGraw Hill
2. Management Information System by Joshi – Oxford University Press
3. Management Information System by Jawadekar - Tata McGraw Hill
4. Management Information System by Stephan Haag - Tata McGraw Hill
5. Management Information System by Arora - Excel Books
6. Management Information System by Davis & Gordon - Tata McGraw Hill
7. Business Process Reengineering by K Sridhar Bhat - Himalaya Publishing House
8. Management Information System by C S V Murthy - Himalaya Publishing House
9. Management Information Systems (3/e) - Goyal - Macmillan
10. Enterprise Resource Planning by Alex Leon - Tata McGraw Hill
11. Enterprise Resource Planning by Ray - Tata McGraw Hill
12. Enterprise Resource Planning (Concept & Practices) by Garg, Venkitkrishnan- PHI
13. Enterprise Resource Planning by Jyotindra Zaveri - Himalaya Publishing House
14. Textbook of Enterprise Resource Planning Jaiswal Macmillan



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 303 Legal Aspect of Business

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

Required Lectures: 60

Objectives: -

- To provide the Basic knowledge about the different types of Contract.
- To increase the Understanding level of Individual about Sales of Goods act.
- To aware about the basic terms in the field of LLP Act 2008.
- To provide the practical aspects in the light of case study.

1. Law of Contract – “Indian Contract Act, 1872” (10)

- 1.1. Introduction, Meaning, Definitions & Essentials of Contract
- 1.2. Classification of Contract: - (i) Void, Voidable & Valid Contract (ii) Wagering Agreement, Contingent Contracts & Quasi-contracts
- 1.3. Discharge of Contract
- 1.4. Breach of Contract & Remedies
- 1.5. Specific Contracts: - i) Indemnity & Guarantee ii) Agency iii) Bailment & Pledge

2. Law of Sale of Goods – “Sale of Goods Act, 1930” (10)

- 2.1. Contract of Sale of Goods: - i) Its essentials & types of Goods ii) Distinction between ‘Sale & Agreement to Sale’ Condition & Warranties: - i) Difference between Condition & Warranty ii) Express & Implied conditions & warranties iii) Doctrine of Caveat Emptor
- 2.2. Transfer of Property: - i) Rules regarding Transfer of Property ii) Transfer of Title & Transfer of Title by Non-owners Performance of Contract of Sale: - Delivery, modes, rules etc.
- 2.3. Unpaid seller & his rights
- 2.4. Buyer’s right against Seller
- 2.5. Concept of Auction Sale

3. Limited Liability Partnership Act 2008 (10)

- 3.1. Meaning & Silent Features of LLP
- 3.2. Partnership deed
- 3.3. Incorporation of LLP
- 3.4. Extent & Limitations of Liability
- 3.5. Benefit or Advantages of LLP
- 3.6. Difference between LLP & Partnership Firm
- 3.7. Prima facie steps of conversion to LLP
 - 3.7.1. Partnership firm to LLP
 - 3.7.2. Private Limited Company to LLP
- 3.8. Winding up & Dissolution
 - 3.8.1. Ways of winding up
 - 3.8.2. Circumstances in which LLP may be wound up by Tribunal

4. Law of Negotiable Instruments – “Negotiable Instrument Act, 1881” (08)

- 4.1. Introduction, Definition & Characteristics
- 4.2. Parties to Negotiable Instruments
- 4.3. Specimen & its Essentials - Promissory Note & Bill of Exchange

- 4.4. Cheque - Bearer & Crossed, Types of Crossing
- 4.5. Holder & Holder in due course
- 4.6. Rights/Privileges of Holder in Due course

5. Intellectual Property Law – Patent, Copyright & Trade mark (12)

- 5.1. **“The Patents Act, 2002”** - i) Application for Patent ii) Grant of Patent iii) Rights of Patentee iv) What inventions are not patentable? v) Revocation of Patents
- 5.2. **“Copyright Act, 1957** - i) Introduction ii) Duration of Copyright protection iii) Registration of Copyright iv) Infringement of Copyright – Exceptions
- 5.3. **“The Trade Marks Act, 1999”** - i) Introduction ii) Classification of Goods & Services iii) Procedure for registration of Trade Marks iv) Grounds for refusal of registration

6. Case studies in Legal Aspects of Business – Typical cases based on the above topics only (10)

REFERENCE BOOKS

1. Legal Aspects in Business 2e by Albuquerque – Oxford University Press
2. Legal Aspects of Business by Akhileshwar Pathak – Tata McGraw Hill
3. Mercantile & Commercial Law by Rohini Aggrawal – Taxman Publication
4. Legal Aspects of Business by R.R.Ramtirthkar – Himalaya Publishing House
5. Mercantile Law by N.D.Kapoor – Sultan Chand & Sons

Specialization – A – Financial Management



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 304 A -Banking & Investment Management

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

Required Lectures: 60

Objectives:

- To study the overall Indian Banking System.
- To Get knowledge of Banking & Financial Services
- To enable students to understand and analyze various investment alternatives

1. Banking System in India (10)

- 1.1. An Overview of Banking System in India
- 1.2. Commercial Banking Structure: Meaning, Role and Functions
- 1.3. Non Banking Financial Corporations: Role, Growth, Types, Regulations
- 1.4. Concepts in banking: CAMEL Ratings, Retail Banking, Microfinance, Online Banking, Mobile Banking, Payment Banks
- 1.5. Terms of Payment & settlement system
 - 1.5.1. Debit Card & Credit Card
 - 1.5.2. Electronic Fund Transfer
 - 1.5.3. Electronic Clearing Services
 - 1.5.4. Magnetic Ink Character Recognitions
 - 1.5.5. Core Banking Solutions
 - 1.5.6. RTGS & NEFT

2. Credit planning & Management (10)

- 2.1. Objective & Scope
- 2.2. CRR, SLR, Bank Rate, Repo Rate, Reverse Repo Rate
- 2.3. Priority Sector Lending
- 2.4. NPA management-
 - 2.4.1. Meaning, Impact, Process
 - 2.4.2. Recovery mechanism and management
 - 2.4.3. Provisioning required as per RBI directives.

3. Investment Avenues (10)

- 3.1. Concept, Objectives, Characteristics, Attributes, Factors favorable for Investment
- 3.2. Investment Avenues:
 - 3.2.1. Non Marketable fixed Income avenues- Bank Deposit, Corporate Fixed Deposit, Provident Fund including PPF, National Saving Certificate
 - 3.2.2. Marketable Avenues- Shares, Debentures, Bonds, Private Equity & Venture Capital
 - 3.2.3. Other Avenues: Units of Mutual fund, Life Insurance, Real Estate, Money Market Instruments.

4. Indian Financial Markets

- 4.1. **Capital Market (08)**
 - 4.1.1. Functions, Structure, Types.
 - 4.1.2. DEMAT A/c, Contract Note, T+2 Trading Settlement, BOLT, NEAT
- 4.2. SEBI, BSE, NSE, Over the Counter Exchange of India
- 4.3. Capital Market Indexes – Sensex & Nifty.
- 4.4. Various intermediaries in capital markets

4.5. Commodity Market

4.5.1. Overview, Products, Participants, functions

4.5.2. Commodity Exchanges: MCX, NCDEX

4.5.3. Commodities Traded Gold, Paper Gold, Silver, Crude Oil, Metals

5. Insurance and Mutual funds

(12)

5.1. Insurance:

5.1.1. Meaning & Principles

5.1.2. Types of insurance – Life, General, Agricultural & Bancassurance, Re-insurance, Group insurance & micro-insurance

5.1.3. Types of Life Insurance Policies

5.2. Mutual Funds:

5.2.1. Meaning, Performance & its measures, Advantages

5.2.2. Types of mutual funds Schemes

6. Security Analysis & Portfolio Management

(10)

6.1. Concept of Security & Security analysis

6.2. Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis

6.3. Technical Analysis: Technical Assumptions

6.4. Portfolio Management: Meaning, Phases, Strategies, Asset Allocation

REFERENCE BOOKS

1. Introduction to Banking: Vijayaragavan Iyengar – Excel Books
2. Fundamental of the Indian Financial System – Vasant Desai , Himalaya Publishing House
3. Merchant Banking & Financial Services – Dr. K Ravichandran - Himalaya
4. Investment Management by V. A. Avdhani , Himalaya Publishing House
5. Fundamentals of Investment Management - Geoffrey Hirt, Stanley Block –Tata Mcgrew Hill
6. Investment Analysis & Porfolio Management by Ranganathan - Pearson
7. Investment Management: Security analysis and portfolio Management by V. K. Bhalla - S. Chand
8. Investments – Bodie, Kane, Marcus, Mohanty – Tata McGraw Hill
9. Security analysis and portfolio Management by V.A.Avadhani – Himalaya
10. Financial Management, Ravi M Kishore, Taxman
11. Financial Management by Khan & Jain – Tata McGraw Hill
12. Security analysis and portfolio Management by Rohini Sing – Excel Books



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 305 A – Tax Management

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

Required Lectures: 60

Objectives:

- To study various provisions of Direct Tax Laws and the compliance procedures their too.
- To understand the new structure of Taxes in India and Fundamentals provisions of Goods & Services Tax (GST).

1. Direct Tax: Income Tax Act, 1961: practical Problems (38)

- 1.1. **Basic Concepts:** Previous year, Assessment Year, Assesses, Income, Person, Gross Total Income, Capital and Revenue Receipts, Capital and Revenue Expenditure, Exempted Incomes, agricultural Income, Residential Status.
- 1.2. **Deductions from Gross Total Income:** U/S 80C, 80D, 80 E, 80 G, 80GG, 80 GGC, 80U
- 1.3. **Compliances & Procedures in Income Tax Act, 1961**
- 1.4. Tax Deducted at source, Advance Tax, PAN, TAN, Submission of Returns, e-filing of ITR.
- 1.5. **Heads of Income:**
 - 1.5.1. **Income from Salary:** Allowances, Perquisites, Deductions, Practical Problems
 - 1.5.2. **Income from House Property:** Let out & Deemed Let Out properties, Self-occupied properties, deductions U/s 24, Practical problems
 - 1.5.3. **Income from Business or Profession:** Depreciation and other permissible Deductions, Disallowable Expenses, Provisions regarding Tax Audit, Practical Problems on Income from Business & Profession
 - 1.5.4. **Capital gains:** Capital Assets, Transfer of Capital Asset, Cost of Acquisition, Cost of Improvement, Exemptions, Practical Problems
 - 1.5.5. **Income from Other Sources:** Incomes, Deductions, Grossing up, Practical Problems

2. Goods & Service Tax (GST) (22)

- 2.1. Introduction, Transitional Provisions
- 2.2. Taxes to be subsumed
- 2.3. Merits and Demerits of GST, Types of GST
- 2.4. Registration: Compulsory Registration, Exemption, Procedure
- 2.5. Supply of Goods: Meaning and Scope, Time and Value of Supply, Interstate and Intrastate supply, Place of Supply
- 2.6. Levy and Collection, Composition Levy, Transaction Value
- 2.7. Input Tax Credit, Exemption from GST
- 2.8. Rates of Tax, Tax Invoice, Debit and Credit Notes
- 2.9. Payments of Tax, Returns, Refunds, Audit

REFERENCE BOOKS

1. Students' Guide to Income Tax, Vinod K. Singhania Kapil Singhania - Taxmann Publications, New Delhi.
2. Direct Taxes - T. N. Manoharan, Snow White Publications.
3. Income Tax: Law and Practice - N Hariharan – Tata Mcgraw Hill
4. Direct Taxes - Girish Ahuja & Ravi Gupta - Bharat Publications
5. Law and Practice of Income in India- Bhagavati Prasad :, New Age International Publishers, New Delhi.
6. Income Tax – R. G. Saha, Dr. Ushadevi N.- Himalaya Publishing House
7. GST Manual – Taxmann
8. Guide to GST Bill 2017: Taxman Publication
9. GST How to meet your Obligations- S S Gupta - Taxmann

10. GST Made Easy – Arpit Haldiya - Taxmann

11. For GST- <http://idtc.icai.org/publications.php>



North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 306 A –Strategic Financial Management

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

Required Lectures: 60

Objectives:

- To study the financial resources which can maximize the value of the business.
- To enable students to understand importance of strategies such as Merger, takeover, Joint Venture etc. that enhance the firms competitive strengths.
- To enhance the ability of students as regards the financial decision making in rapidly changing global economic environment.

1. Sources of Finance (12)

- 1.1. Long term Sources: Debt and Equity, Retained Earnings, Private Equity , Foreign Direct Investment, Euro Issues, Term Loans, External commercial borrowing, Lease Financing etc
- 1.2. Short Term Sources: Trade Credit, Factoring, Commercial Paper, Public Deposits
- 1.3. Bank finance for Working Capital: Cash Credit, Overdraft, Discounting of bill, Letter of Credit
- 1.4. Computation of Cost of Capital
 - 1.4.1. Meaning & Significance
 - 1.4.2. Cost of Equity, Cost of Preference, Cost of Debt, Cost of Retained Earnings & Weighted Average Cost of Capital
 - 1.4.3. Under & Over Capitalization

2. Capital Structure & Leverages (12)

- 2.1. Capital Structure
 - 2.1.1. Meaning & Features & Determinants
 - 2.1.2. Approaches to Capital Structure
- 2.2. Indifference Point
 - 2.2.1. Meaning
 - 2.2.2. Problems on Computation of Indifference Point
- 2.3. Leverages
 - 2.3.1. Meaning & Types
 - 2.3.2. Problems on Computation of Operating, Financial & Combine Leverages

3. Capital Budgeting Techniques: (12)

- 3.1. Payback period Method
- 3.2. Rate of return Method
- 3.3. Net Present Value Method
- 3.4. Internal rate of Return Method
- 3.5. Profitability Index
- 3.6. Replacement Decision
- 3.7. Lease or Hire- Purchase or Buy Decision

4. Dividend Policy (8)

- 4.1. Determinants of Dividend
- 4.2. Problems on Dividend Theories: Walter approach, Gordon Growth Model

5. Turnaround Management (8)

- 5.1. Corporate Sickness
 - 5.1.1. Definition, Causes & Symptoms of sickness
 - 5.1.2. Prediction of Sickness, Revival of Sick Units.

5.2. Types of Turnaround

5.2.1. Basic Approaches

5.2.2. Phases in Turnaround Management.

6. Mergers and Takeover:

(8)

6.1. Mergers & Acquisitions: Kinds, Motives, Reasons, Causes & failures

6.2. Takeovers- Meaning, Kinds of Takeovers, Stages of Hostile Takeover

REFERENCE BOOKS

1. Strategic financial Management , J B Gupta, Taxman Publication
2. Strategic financial Management , Ravi M. Kishore, Taxman Publication
3. Strategic Financial Management By Saravanan – Oxford Uni. Press
4. Strategic financial Management, A. N. Sridhar , Shroff Publishers & Distributors Pvt. Ltd
5. Strategic Management' Sharplin - McGraw Hill
6. Financial Management- I. M. Pandey – Vikas Publication
7. Financial Management by Berk – Pearson Publication
8. Financial Management – Prasanna Chandra – PHI
9. Corporate Valuations – Prasanna Chandra – McGraw Hill



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 307 A Tally and Advance Excel

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

Required Lectures: 60 (Theory 30 hours, Practical: 30 hours)

Objectives of the course:-

- To enable students to learn how to record accounting operations in Tally Software.
- To establish a connection between theories, concepts & principles of Accounts & Finance with practical business operations.
- To understand the importance of Advanced Excel in business operations in order to perform complex business calculations and preparation of Financial Reports

Tally -ERP

1. Basics of Tally (06)

- 1.1. Distinction between Computerized Accounting & Manual Accounting
- 1.2. Introduction to Tally ERP
- 1.3. Versions & Features of Tally ERP
- 1.4. Creation of Company Process - (by taking hypothetical information for the Co. to be created)
- 1.5. Alteration of Company Process - (by taking hypothetical information which is to be altered)
- 1.6. Deletion of Company - Create a company Temporary Friends Pvt. Ltd. By using hypothetical information and then write process to delete

2. Groups & Vouchers, Stock item in Tally (08)

- 2.1. Introduction to Gate way of Tally
- 2.2. Process of Creation of Groups in Tally
- 2.3. Process of Creation of Ledgers in Tally
- 2.4. Process of Creation of Vouchers in Tally
- 2.5. Purchase, Sales, Contra Voucher, Receipt, Payment vouchers.
- 2.6. Process of showing Financial Statements in Tally- Trial Balance, P & L A/c, Balance Sheet
- 2.7. Procedure to create of Stock items & stock groups in Tally
- 2.8. VAT Features, Computation of VAT in Tally

ADVANCED EXCEL

3. Introduction to Excel & Financial Functions (04)

- 3.1. Introduction to Excel
- 3.2. Data Entry- Text, Number, Formulae, Functions (AVERAGE, SUM, PRODUCT, COUNT, MIN, MAX)
- 3.3. Importance of Financial Functions
- 3.4. Syntax & benefits of following Financial Functions in Excel -FV, PV, PMT, PPMT, DB, SLN, IRR, NPV

4. Pivot Table, Charts & Bars, V look up & H Lookups Functions (02)

- 4.1. Importance of Pivot Table
- 4.2. Importance of Bars /Pie- Charts
- 4.3. Importance of V lookup & H Lookup Functions in Excel

AUDIT

5. Basics of Audit (06)

- 5.1. Meaning & Significance of Audit
- 5.2. Difference between Accounting and Auditing, Difference between Auditing and Investigation
- 5.3. Internal Control, Audit Evidence, Audit Report

- 5.4. AAS-1 Basic Principles Governing an Audit
- 5.5. Types of Audit- Statutory Audit, Internal Audit, Balance Sheet Audit, Tax Audit, VAT Audit
- 5.6. Limitations of auditing
- 5.7. Auditing in Computerized Information System (CIS) Environment:
 - 5.7.1. Meaning of CIS
 - 5.7.2. Approaches to Computer Auditing- Black Box & White Box
 - 5.7.3. Characteristics of CIS Environment
 - 5.7.4. Computer Frauds

6. Tax Base Software (04)

- 6.1. Introduction to Tax Base Software
- 6.2. Users of Tax Base Software.
- 6.3. Features of Tax Base Software
- 6.4. Benefits & Limitations of Tax Base Software

Practical (Internal 40 Marks)

TALLY (12)

Assignment : 1

Creation, Deletion and alteration of company

A. Create a Company **MBA Friends Pvt. Ltd.** With following details

Enter the hypothetical details e.g. Address, State, PAN No. etc.

Select Accounts with Inventory option, Use 1-4-20XX(Current Financial Year) as the date of commencement of business.

B. Alteration of Company details :-

Alter the Following Details MBA Friends Pvt. Ltd.

Address & contact no. and save the alterations. .(Show Pop-up Menu before Saving changes).

C. Deletion of the Company:-

Create a Company **MBA Temporary Friends Pvt. Ltd.** With following details

Enter the hypothetical details e.g. Address, State, PAN No. etc.

- Now, delete the company. (Show Pop-up Menu before deletion)
- Select Accounts with Inventory **OR** only Accounts option, Use current financial year as the year of commencement and then **delete the Company**

{**Note :-** In this practical students are required to take print out before saving the information of Creation ,Alteration and Deletion of companies}

Assignment: 2.

Creation of Ledger Accounts, assigning the proper groups and opening Balances of those accounts as on 31March,20XX in the books MBA Friends Pvt. Ltd. as per the following the information.

(**Note :** Instructors & Students are required to take the current financial year for accounting entries)

Sr.No.	Date	Ledger Name (To Be Created)	Groups (To be assigned)	Opening Balances(Rs.)
1.	1-April-20XX	Cash A/c	Already Existing in Tally	5,00,000
2.	1-April-20XX	Mr.X A/c	Sundry Debtors	50,000
3.	1-April-20XX	Mr.Y A/c	Sundry Creditors	20,000
4.	1-April-20XX	Mr.Z A/c	Sundry Creditors	30,000
5.	1-April-20XX	Capital Account	Capital Account	10,00,000
6.	1-April-20XX	SBI Bank A/c	Bank A/c	5,20,000
7.	1-April-20XX	Plant & Machinery A/c	Fixed Asset A/c	20,00,000
8.	1-April-20XX	Land & Building A/c	Fixed Asset A/c	30,00,000
9.	1-April-20XX	Furniture & Fixture A/c	Fixed Asset A/c	5,00,000
10.	1-April-20XX	SBI Loan A/c	Bank Loan A/c	1,00,000

Assignment: 3 –

Journalize the following (by Using Proper Vouchers in Tally) in the books of **MBA Friends Pvt. Ltd.** along with their appropriate narrations:-

- (a) Paid Rs.30,000 as Salary for the month of April on 1st May,20XX
 - (b) Paid Telephone bill Rs.2,000 through SBI Bank Cheque No. 543210 on 5th May,20XX
 - (c) Received a cheque Rs. 20,000 from Mr.X (Cheque No.700001) which is deposited in SBI Bank A/c (No.SBIIND123456789) on 8th May,20XX
 - (d) Purchased Machinery of Rs.50,000 through SBI BANK Cheque No 123456 on 1st June, 20XX
 - (e) Purchased goods of Rs.1,70,000 from Mr.Y for Cash on 1st Aug,20XX
- Create 3 hypothetical stock items; specify rates per unit and total amount.
- (f) Sold Goods of Rs.2,00,000 for cash to Mr. X on 10th June,20XX
- Take any one stock item from entry (e) above for sale, Specify hypothetical prices.

Note:- In above transactions students need to create Purchase & Sales A/c i.e. Ledgers , other Ledgers are already created in Assignment No. 2.

Assignment: 4

Considering the transactions in Assignment no.1,2,3 above, Show Trial Balance , Trading Accounts & Profit & Loss Accounts and Balance sheet as on 31st March,20XX for MBA Friends Pvt. Ltd.

Split Company Data

Split company data in Tally up to 31st Jan, 20XX and now Make Zip File of the Data up to 30th Jan, 2015 and email it to your tax consultant Mr. Ganesh Maurya on his email Id : ganesh@maurya.com

And

Export of Data in Excel

Export data from Tally containing the Trial Balance, Trading Accounts And Profit & Loss Accounts and Balance sheet as on 31st March, 20XX in Excel Format.

ADVANCED EXCEL**(10)****Assignment No: 5****Loan Amortization Schedule**

Use PMT function & calculate the monthly payment on a loan with an annual interest rate of 5%, 2-year duration and a present value (amount borrowed) of 20,000.

Name the input cells as:-

Payment Number Payment Principal Interest Balance

- 2. Use the PPMT function to calculate the principal part of the payment.
- 3. Use the IPMT function to calculate the interest part of the payment.
- 4. Update the balance.
- 5. It takes 24 months to pay off this loan.

Show how the principal part increases and the interest part decreases with each payment.

Assignment No: 6 Compound Interest Calculation

- 1) Assume you put Rs.100 into a bank. How much will your investment be worth after one year at an annual interest rate of 8%?
- 2) Now this interest will also earn interest (compound interest) next year. How much will your investment be worth after two years at an annual interest rate of 8%?
- 3) How much will your investment be worth after 5 years?
- 4) Assume you put Rs. 10,000 into a bank. How much will your investment be worth after 10 years at an annual interest rate of 5% compounded monthly?
- 5) Assume you put Rs. 10,000 into a bank. How much will your investment be worth after 15 years at an annual interest rate of 4% compounded quarterly?

Assignment: 7 Creation of Pie Chart & Bar Chart (2 Dimension or 3 Dimensional) & Interpretation.
Create Pie Chart & Bar Graphs from the following Particulars for –

- i) Sales & Net Profit

Sr.No.	Particulars	2015-16	2016-17	2018-19
1	Sales	70,00,000	80,00,000	90,00,000
2	Net Profit	18,00,000	21,25,000	27,00,000

ii) Sales & Sundry Debtors

Sr.No.	Particulars	2015-16	2016-17	2018-19
1	Sales	70,00,000	80,00,000	90,00,000
2	Sundry Debtors	28,00,000	30,00,000	40,00,000

Write Interpretation for above Table (i) & (ii)

TAX BASE SOFTWARE

(8)

Assignment No.8 Creation of Group & Assessee in Tax Base Software

Mr. Jay is an employee of Nilon India Ltd. (Mumbai) and has PAN No. ABCDE1234F. With the help of Other imaginary details create Assessee as Mr.Jay in Taxbase Software and Group Nilon India Ltd.

Assignment No.9

Mr.Virat has given you following particulars of his Income for the Current Assessment Year.

Income from Salary	8,00,000
Income from House Property	2,00,000
Income from Business	3,00,000
Income from Other Sources (Bank Interest on FD)	1,00,000
Deduction U/s 80 C to 80 U	1,50,000

Compute the Taxable Income of Mr. Virat in Tax Base Software

(Show computation sheet)

Note : Assessment Year would be taken according to the current Financial Year or Availability in Tax Base Software.

REFERENCES

Websites :

1. <http://www.tallysolutions.com/>
2. <http://tallyerp9book.com/>

Books :-

1. Tally.ERP 9: Basic Accounts, Invoice, Inventory by Asok K. Nadhani (Author)
2. Tally ERP 9 (English) Paperback – 2014 by Mr. Tarang (Author)
3. Excel With Excel (English) **Author:** Rajesh Seshadri
4. Excel 2010 in Simple Steps Paperback –by Kogent Learning Solutions Inc.
5. Auditing – N. D. Kapoor
6. Auditing- G. Shekhar

Specialization –B – Marketing Management



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 304 B: Product and Brand Management

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

Required Lectures: 60

Objectives:

1. To equip the students with the various dimensions of Product and Brand management
2. To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong Products and Brands

1. Introduction (10)

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

2. Competitive Strategy for Products (14)

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

3. Developing Product Strategy (10)

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

4. Concept of Brand (10)

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

5. Brand Equity (10)

- 5.1. Concept, Customer Based Brand Equity

- 5.2. Criteria for choosing Brand Element, Options and Tactics for Brand Elements
- 5.3. Marketing Communication to Build Brand (Criteria for Integrating Marketing communication-IMC)
- 5.4. Leveraging Secondary Brand Associations to Build Brand Equity**
 - 5.4.1. Conceptualising the leveraging Process
 - 5.4.2. Co-Branding, Licensing, Celebrity Endorsement,
- 5.5. Measuring Brand Performance**
 - 5.5.1. Qualitative Techniques- Free Association, Projective Technique, Brand personality
 - 5.5.2. Quantitative Techniques- Brand Awareness, Brand identity, Brand Image, Brand Responses, Brand Relationships, Brand Attitude, Brand Loyalty, Brand Switching
- 5.6. Measuring outcomes of Equity: Models of Brand Equity Aaker Model, Brandz Model, Brand Equity Measurement System, Brand Valuation

6. Brand Extensions and Managing Brand (06)

- 6.1. Types, Advantage and Disadvantage, New Product and Brand Extensions
- 6.2. Managing Brand Over a Time-Reinforcing Brand, Revitalising Brand and adjustment to Brand Portfolio
- 6.3. Global Branding-Advantages and Disadvantages

REFERENCE BOOKS

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

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19.

SEMESTER: III

Paper: 305 B – Consumer Behavior and Service Marketing

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

Required Lectures: 60

Objective:

- To highlight the importance of learning about consumer behavior
- To develop understanding of the need to market services differently from general marketing
- To help students in learning different approaches required for effective marketing of services.

1. Consumer Behaviour And Research (12)

- 1.1. Concept, Implementation
- 1.2. Customer Value
- 1.3. Buyer Behaviour & Decision Making Process
- 1.4. Consumer Research Paradigms
- 1.5. Consumer Research Process
- 1.6. Factors Influencing Buying Behaviour and Post Purchase Behaviour

2. Cross Cultural Consumer Behavior: An International Perspective (08)

- 2.1. Diffusion and adoption of innovations
- 2.2. Cross-cultural consumer analysis
- 2.3. Cross cultural psychographic segmentation
- 2.4. Developing multinational marketing strategies
- 2.5. Cultural aspects of emerging international market

3. Knowledge Of Buyers (08)

- 3.1. Consumer Reference Groups
- 3.2. Consumer Motivation
- 3.3. The Family Life Cycle
- 3.4. Influence of Culture on Consumer Behaviour
- 3.5. Social Class & Consumer Behaviour

4. Consumer Perception & Attitude (12)

- 4.1. Elements of Consumer Perception
- 4.2. Dynamics of Perception
- 4.3. Consumer Integrity
- 4.4. Ethics & Consumer Perception
- 4.5. Structural Model of Attitude
- 4.6. Attitude Formation

5. Services Marketing Mix (7ps) (12)

- 5.1. Marketing mix in services and traditional 4PS
- 5.2. Product
- 5.3. Price
- 5.4. Promotion
- 5.5. Place or distribution

- 5.6. People
- 5.7. Physical evidence
- 5.8. Process management

6. Integrated Service Strategy

(08)

- 6.1. Growth strategies for service businesses
- 6.2. Customer satisfaction measures
- 6.3. Service profit chain
- 6.4. Strategy for market leader, challengers, niche market & followers
- 6.5. Service performance metrics

REFERENCE BOOKS

1. Consumer Behavior – Krishna – Oxford University Press
2. Consumer Behavior – Kapoor, Madichie- McGraw Hill
3. Consumer Behavior, Schiffman G.L and Kanuk L.L, Prentice- Hall
4. Consumer Behavior – Kumar - Oxford University Press
5. Services marketing: Rajendra Nargundkar, Tata Mc Graw Hill
6. Services marketing - Jauhari, Datta – Oxford University Press
7. Services Marketing – Zeithaml, bitner, Gremler, Pandit- McGraw Hill
8. Services marketing : ravi Shankar, Excel Book
9. Services marketing C Bhattacharjee, Excel Book
10. Services marketing Govind Apte, Oxford
11. Marketing Management: A south Asian perspective; Philip Kotler, Kevin Lane Keller, Abraham Koshy Mithileshwar Jha, 14 ed, Pearson
12. Marketing Management, Rajan Saxena, Tata McGraw Hill
13. Marketing; Grewal, Levy, Tata McGraw Hill
14. Services Marketing, Lovelock, Wirtz, Chatterjee; Pearson



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19.

SEMESTER: III

Paper: 306 B– Sales & Distribution

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

Required Lectures: 60

Objective:

- To impart knowledge about the selling function and highlight the managerial issues involved in sales management.
- To bring out the changes in distribution function and understand current practices

1. Introduction to sales management (12)

- 1.1. Nature and Scope of Sales Management
- 1.2. Objectives of Sales management
- 1.3. Functions of Sales management
- 1.4. Prospecting for customers
- 1.5. Modes of sales presentation
- 1.6. Designing and delivering of sales presentation
- 1.7. Recruiting and selecting Sales Personnel
- 1.8. Methods and administering selection procedures

2. Sales force involvement, evaluation and training (12)

- 2.1. Developing Sales Training Programs,
- 2.2. Executing and Evaluating sales training programs
- 2.3. Motivating Sales Personnel
- 2.4. Compensating sales personnel
- 2.5. Designing and Administering various Compensation Plans
- 2.6. Controlling Sales personnel
- 2.7. Managing sales evaluation programs
- 2.8. Comparing standards with actual performances of sales personnel;

3. Sales force management (10)

- 3.1. Objective and Types of Quotas
- 3.2. Quota setting procedure
- 3.3. Administering the quota system
- 3.4. Designing Sales Territories
- 3.5. Allocating Sales efforts to sales territories

4. Marketing channels, structure and distribution (08)

- 4.1. Functions and Relationships of channels of Distribution
- 4.2. Channel Dynamics
- 4.3. Channel Planning and organizational Patterns in Marketing Channels
- 4.4. Channel Design Process
- 4.5. Channel Management Decisions

5. Channel intermediaries (08)

- 5.1. Channel Intermediaries- Role and Types
- 5.2. Wholesaling- Types of Wholesalers
- 5.3. Wholesaler marketing decisions
- 5.4. Retailing- Types of retailers
- 5.5. retailer marketing decisions

6. Market logistics (10)

- 6.1. Logistics Objectives,
- 6.2. Market logistics decisions for Distribution Channels

- 6.3. Role of Information System in Distribution Channel Management
- 6.4. Assessing Performance of Marketing Channels.
- 6.5. Quality customer service and integrated logistics- customer service-importance elements-the order cycle system.

REFERENCE BOOKS

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



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19.

SEMESTER: III

Paper: 307 B: Global Marketing Management

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

Required Lectures: 60

Objectives

- to apply Global marketing theories, frameworks and concepts to managerial decision contexts

1. Introduction to International Marketing

(12)

- 1.1. International Market: Meaning, Expansion, Growing Attractiveness
- 1.2. International Marketing: Meaning, Need, Significance, Participants, Motives, Problems, Complexities
- 1.3. International Orientation & Stages
- 1.4. Scope of Marketing Indian Products Abroad
- 1.5. International market orientation- EPRG frame work;
- 1.6. International Marketing Environment:
 - 1.6.1. Internal, External, Domestic, Economic, Social, Cultural, Demographic, Technological, Political & Legal
 - 1.6.2. International Trading Environment
 - 1.6.3. Trading Blocs
- 1.7. International Market Entry Strategies & Modes

2. International Product Strategy:

(10)

- 2.1. Levels & Hierarchy of product, Product-line analysis, Product design Strategy
- 2.2. Product Life Cycle Management,
- 2.3. New Product Development, Product Positioning & Product Adoption , Repositioning Strategies
- 2.4. Product planning Matrix, Dimensions of Product Strategies
- 2.5. Product planning for global markets;
- 2.6. Standardization v/s Product adaptation;
- 2.7. Management of international brands: Brand Drivers
- 2.8. Packaging and labelling

3. International Pricing

(10)

- 3.1. Role of Pricing, Objectives, Factors affecting Pricing, Pricing decisions
- 3.2. Pricing Methods, Pricing Strategies, Cost based pricing, Transfer pricing, Dumping , Export price structure, Skimming Pricing, Penetration Pricing, Price discounts, Discriminating Pricing
- 3.3. Price-Market relationship, Price Escalation: cost of exporting, Taxes, tariffs & Administrative costs, Exchange rate
- 3.4. Price control: Approaches to lessening price escalation, Leasing in international markets
- 3.5. Currencies and foreign Exchange- Money, Foreign Exchange Market, Foreign exchange rate and its system, Evaluation of floating rates

4. International Promotions

(08)

- 4.1. Promotion Decisions: Complexities and issues; International advertising
- 4.2. Marketing Environment & Promotional Strategies
- 4.3. Role of Export Promotion Organizations, Trade fairs and Exhibitions
- 4.4. International Marketing Communication: Major Decisions, Communication Mix, Problems in International Marketing Communication
- 4.5. International Personal selling, Sales promotion and public relations.

5. International Distribution**(08)**

- 5.1. Distribution Channels: Policy, issues, Functions & types of channels;
- 5.2. International Channel conflict & Channel Decision
- 5.3. Functional Excellence in Distribution Planning
- 5.4. International logistics decisions & Management, Developing logistic Strategy

6. Export Management**(08)**

- 6.1. Managing Export Decisions
- 6.2. Export Contract: INCO Terms
- 6.3. Export procedure & Documentation, Certificate of Origin, Modes of payments- LOC, Forfeiting agents, Cross Border Factoring, Bankers Acceptance (BA), Counter Trade
- 6.4. EXIM policy of India

REFERENCE BOOKS

1. International Marketing – Cateora, Graham, Salwan – Tata McGraw Hill
2. Global Marketing Management by Keegan - Pearson
3. International Marketing: Text & Cases – Francis Cherunilam – Himalaya
4. International Marketing: Text And Cases - Justin Paul & Ramneek Kapoor – Tata Mcgraw Hill
5. International Marketing – Rajgopal – Vikas Publications
6. International Marketing – Rajendra Nargundkar – Excel Books
7. International Marketing – R Shrinivasan – Prantice Hall
8. Global Marketing: Foreign Entry, Local Marketing & Global Mgmt. – Johansson - Tata Mcgraw Hill
9. International Marketing & Export Management By Albaum - Pearson
10. International Marketing - Jain S.C. - CBS Publications, New Delhi
11. International Financial Management- V.K. Bhalla, Anmol Publications
12. International Financial Management- P.G. Apte, Tata McGrahill

Specialization – C – Human Resource Management



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 304 C - Industrial Relations & Labour Welfare

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

Required Lectures: 60

Objectives:

- To Study various Industrial Relations practices in the organisation
- To understand Grievance handling & collective bargaining.
- To study various aspects of labour welfare.

1. Introduction to Industrial Relations

(12)

1.1. Industrial Relations –

- 1.1.1. Concept, Scope & Objectives of IR, Approaches to IR
- 1.1.2. Conditions for Congenial IR & Functional Requirement for Sound IR Policy

1.2. Employee Discipline –

- 1.2.1. Concept, Objectives, Need,
- 1.2.2. Red Hot Stove Rule,
- 1.2.3. Principles & Approaches to Discipline

1.3. Trade Unionism-

- 1.3.1. Types, role & importance
- 1.3.2. Growth & Need of & Managerial Trade Unions

2. Industrial Disputes-

(16)

2.1. Industrial Disputes

- 2.1.1. Concept, Definition,
- 2.1.2. Causes & Consequences of Industrial Disputes,
- 2.1.3. Types of Industrial Disputes - Strikes & Lockouts,
- 2.1.4. Prevention of Industrial Disputes-

2.2. Industrial Dispute Settlement Machinery-

2.2.1. Mediation –

- 2.2.1.1. Meaning, Importance,
- 2.2.1.2. Types and Essentials of Mediation

2.2.2. Conciliation-

- 2.2.2.1. Meaning, Steps for Conciliation Procedure,
- 2.2.2.2. Role and Qualities of Conciliator,
- 2.2.2.3. Essentials for Effective Conciliation

2.2.3. Arbitration –

- 2.2.3.1. Concept, Advantages, Disadvantages,
- 2.2.3.2. Essentials of arbitration

2.2.4. Adjudication –

- 2.2.4.1. Concept, Meaning,
- 2.2.4.2. Three Tier System of Adjudication – Labor Courts, Industrial Tribunal & National Tribunal

3. Grievance Procedure & Collective Bargaining

(08)

3.1. Grievance Procedure-

- 3.1.1. Meaning, Nature & Causes,
- 3.1.2. Steps in Grievance Procedure

3.2. Collective Bargaining –

- 3.2.1. Concept, Objectives, Importance & Need,
- 3.2.2. Process of Collective Bargaining,
- 3.2.3. Bargaining Strategies
- 3.2.4. Collective Bargaining in India & Qualities of Good Negotiator,
- 4. Introduction to labour welfare (08)**
 - 4.1. Meaning, Importance & Objectives of Labour Welfare.
 - 4.2. Types of Labour Welfare Services,
 - 4.3. Need and Scope of Labour Welfare in India,
 - 4.4. Labour Welfare Officer- Concept, Qualities and Role
 - 4.5. Industrial Safety
 - 4.5.1. Industrial accidents,
 - 4.5.2. Types of accidents
 - 4.5.3. Causes of Accidents
 - 4.5.4. Employee Safety
 - 4.6. Industrial Health
 - 4.6.1. Occupational hazards & risks
 - 4.6.2. Protection against health hazards
 - 4.6.3. Industrial health Programme
- 5. Workers' Participation in Management (WPM) & Employee Empowerment- (12)**
 - 5.1. **Workers' Participation in Management (WPM) –**
 - 5.1.1. Definition, Meaning and Objectives,
 - 5.1.2. Causes of Failure and Forms of WPM,
 - 5.1.3. Essentials for Effective WPM
 - 5.2. **Employee Empowerment—**
 - 5.2.1. Concept, Importance and Need of Employee Empowerment,
 - 5.2.2. Characteristics of Empowered Organization,
 - 5.2.3. Empowerment Process
 - 5.3. **Quality Circles-**
 - 5.3.1. Concept, Objectives and Benefits of Quality Circles,
 - 5.3.2. Organization Structure of Quality Circles
- 6. India & International Labour Organization (06)**
 - 6.1. Objectives, Structure of ILO
 - 6.2. Impact of ILO on India Labour
 - 6.3. Recommendations of ILO

REFERENCE BOOKS:

1. Industrial Relations – Venkata Ratnam – Oxford University Press
2. Industrial Relations and Labour Laws by Monappa Nambudhiri ,Selvaraj –McGraw Hill
3. Industrial Relations Trade Union & Labour Legislations by PRN Sinha & Shekher – Pearson
4. Dynamics of Industrial Relations by C. B. Mamoria; Himalaya Publishing House
5. Essentials of HRM & IR by P Subba Rao – Himalaya
6. Labour Welfare Trade Union & Industrial Relations by Puneekar, Deodhar & Sankaran - Himalaya Publications
7. Human Resource Management by K. Ashwathappa – Tata McGraw Hill
8. Industrial Relations in India 2/e – Sen - Macmillan
9. Human Resource Management by S. S. Khanka; S. Chand & Co. Ltd. New Delhi.



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 305-C: Human Capital Management And Development

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

Required Lectures: 60

Objectives:

- To understand the concept of Human Capital Management
- To study various testing concepts in selection process

- 1. Human Capital Management (HCM)- (12)**
 - 1.1. Concept of Human Capital & Its Origin
 - 1.2. Definition, Aims, Rationale of HCM
 - 1.3. HCM Vs HRM
 - 1.4. Role of HR in HCM
 - 1.5. Human Capital Advantage & Resource based Strategy
 - 1.6. Applications of HCM- HCM & Talent Management, HCM & Strategic HRM, HCM & Knowledge Management
- 2. Human Resource Development (HRD)- (08)**
 - 2.1. Concept, Objectives & Scope of HRD
 - 2.2. Need, Importance of HRD
 - 2.3. HRD Framework
- 3. Basics of Job Analysis- (08)**
 - 3.1. Concept, Importance and Steps
 - 3.2. Collecting Job Analysis Information
 - 3.3. How to write Job Description- Job Identification, Job summary & Relation
 - 3.4. How to write Job Specification for Trained & Untrained Persons, Its Methods
- 4. Employee Testing & Selection- (12)**
 - 4.1. Importance of Careful Selection of Employees
 - 4.2. Testing Concepts-
 - 4.2.1. Reliability and Validity-Way to Validate Test
 - 4.2.2. Types of Tests- Tests of Cognitive Abilities, Tests of Physical Abilities, Personality and Interest Tests, Some other Tests-Honesty (Polygraph) Test, Graphology, Substance Abuse Screening, Test of Intelligence-IQ, Spiritual & Emotional Quotient, , Multiple Intelligences Test
 - 4.3. Interviews-
 - 4.3.1. Concept & Importance of Interviews
 - 4.3.2. Types of Interviews- Structured Vs Unstructured, Exploratory, Directive, Telephonic, Video Conferencing, Stress Interview, Panel Interview, Peer Interview, Group Interview, Behavioral Event Interview (BEI), Situational Interviews
 - 4.3.3. Designing of Effective Process
 - 4.3.4. Best Practices for Effective Interview
 - 4.3.5. Pitfalls of Interview Process
 - 4.3.6. How to measure effectiveness of Selection
- 5. Developing Effectiveness of HR- (12)**
 - 5.1. Potential Appraisal- Concept, objectives and Importance
 - 5.2. Training- Investments in Training, Aspects of Training
 - 5.3. Training Process-
 - 5.3.1. Need Assessment- Organizational Analysis, Task Analysis, Personal Analysis

5.3.2.Designing Training Program- Instructional Objectives, Trainee Readiness & Motivation, Principles of Learning & Teaching, Areas & Principles of Training, Characteristics of Good Instructor

5.3.3.Implementing Training Program- Methods

5.3.4.Evaluating Training Program- Essential Ingredients for Successful Evaluation, Evaluation Techniques- General Observations, HR Factors, Controlled Experimentation, Performance Tests, Cost Value Relationship, Training Metrics, Kirkpatrick Model

5.3.5.Benchmarking of HR Training

6. High potential Employees & Competency Management- (08)

6.1. High Potential Employees-

6.1.1.-Definition, Concept, Categories & Characteristics

6.1.2.-Identification of High Potential Employees

6.1.3.-Retention of High Potential Employees-Motivators, Retention Measures

6.2. Competency Management-

6.2.1. Concept & Types

6.2.2. Competency Framework- Competency Dictionary, Competency Band Matrix, Job/Role Competency Profile, Competency Assessment Tool

* **Note** - 1. The Practical Aspects of concepts in syllabus should also be discussed with students.

2. The formation of HR Policies for any small organization can be carried out from the students as an assignment work

Reference Books:

1. Human Capital Management-Angela Baron & Michael Armstrong, Kogan Page Publishers, 2007
2. Strategic Human capital Management-John Ingham, Butterworth- Heinemann, 2007
3. Human Resource Management, 2/E Gilmore & Williams- Oxford University Press
4. Human Resource Management-Sharon Pande & Swapnalekha Basak, Pearson
5. Essentials of Human Resource Management & Industrial Relations- P Subbaro, Himalya Publications, 2012
6. Managing Human Resource-Bohlander, Snell, Thomson-South Western, 2004
7. Human Resource Management- Gary Dessler & Biju Varkkey, Pearson Prentice Hall, 2009
8. Human Resource Management by Gary Dessler – Pearson
9. Human Resource Management by Snell Bohlander - Cengage
10. Cross Cultural Management by Madhavan Oxford University Press
11. Human Resource Management by Mondy - Pearson



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 306-C: Strategic Human Resource Management

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

Required Lectures: 60

Objectives:

- To study the integration of Strategy alongwith Human Resource Management
- To understand Employee engagement.
- To study HR as Strategic Value addition Function
- To study role of IT in Strategic HRM

1. Strategic Human Resource Management (10)

- 1.1. Meaning, Definition of SHRM
- 1.2. Strategic HR Vs Traditional HR
- 1.3. Need & Importance of SHRM
- 1.4. Strategic Challenges for HR Manager
- 1.5. HR Strategies
 - 1.5.1. Overall HR Strategy-High Performance Mgt., High Involvement and High Commitment
 - 1.5.2. Specific HR Strategy-Human Capital Management, Performance Management, CSR, Employee Engagement, OD, Knowledge & Talent Management.
- 1.6. Barriers to Strategic HR
- 1.7. HR & Organizational Strategies
 - 1.7.1. HR & Corporate Strategy
 - 1.7.2. HR & Business Strategy
- 1.8. HR Strategy Framework-External Environmental Scan & Internal Capital Assessment

2. Job Design & Redesigning of Work System (12)

- 2.1. Job Design-
 - 2.1.1. Concept of Job Design
 - 2.1.2. Approaches to Job Design-Engineering Approach, Human Relations Approach & Socio-Technical Approach
 - 2.1.3. Modern Management Techniques in Job Design-Job Rotation, Job Enrichment, Job Enlargement & Job Sharing
- 2.2. Designing & Redesigning of Work Systems
 - 2.2.1. Approaches to Design Work System-Specialist, Generalist & Strategic
 - 2.2.2. Redesigning of Work Systems-Concept & Stages in Redesigning
- 2.3. Organizational Design-
 - 2.3.1. OD Process-Differentiation & Integration
 - 2.3.2. Factors Affecting OD Process
 - 2.3.3. Emerging issues in Organizational Design

3. Strategic Staffing & Employee Separation- (12)

- 3.1. Strategic Staffing-
- 3.2. Core Concepts in Staffing
 - 3.2.1. Staffing as a Process
 - 3.2.2. Organization & Job Analysis
 - 3.2.3. Person-Job Fit
 - 3.2.4. Person-Organization Fit
- 3.3. Strategic Approaches in Staffing-Traditional, Strategy Implementation & Strategy Formation
- 3.4. Strategic Issues in Staffing
- 3.5. Employee Separation-Concept
 - 3.5.1. Types of Separation- Separation Initiated by Employee, Retirement & Downsizing

3.5.2. Downsizing-Objectives, Reasons, Process, Areas Affected

- 4. Global Competitiveness & Strategic HR (10)**
- 4.1. Strategic Procurement: Strategic Recruitment, Strategic Selection
 - 4.2. Strategic Challenges
 - 4.2.1. Managing Talent Surplus
 - 4.2.2. Managing Talent Shortage
 - 4.3. Technology Challenges
 - 4.4. Strategic Dimensions of Performance Appraisal
 - 4.5. A Shift from Appraisal to Performance Management
 - 4.6. Economic Value added
 - 4.7. Organizational Appraisal- Balanced Scorecard (BSC)
- 5. Strategic HR & Information Technology (08)**
- 5.1. Technologies Affecting HRM
 - 5.2. Human Resource Innovations
 - 5.3. Conventional HRM to Web Based HRM
 - 5.4. Application Software for HR Practices
- 6. Developing HR as Strategic Value addition Function (08)**
- 6.1. Gaining competitive Advantage through HR
 - 6.2. HR as a Strategic Partner
 - 6.3. The VRIO Framework
 - 6.4. The changing role of HR
 - 6.5. Future Challenges of HR

REFERENCE BOOKS:

1. Strategic Human Resource Management by Jeffrey Mello.- Pearson
2. Strategic Human Resource Management by Truss Et Al Oxford University Press
3. Strategic Human Resource Management by Rajeesh Viswanathan – Himalaya
4. Strategic Human Resource Management by Armstrong – Kogan Page
5. Strategic Human Resource Management by Rajib Dhar – Excel Books
6. Strategic Human Resource Management by Greer - Pearson
7. Human Resource Strategy by Dreher & Dougherty – Tata Mcgraw Hill
8. Human Resource Management: A South Asian Perspective – Mathis, Jackson & Tripathy - Cengage
9. Managing Human Resources By Fisher- Cengage Learning



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 307 C – Labour Laws

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

Required Lectures: 60

Objectives:

- To study various labour laws applicable to Indian industries
- To understand various benefits available under labour laws

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

- 4. Workmen's Compensation & ESI Act (10)**
- 4.1. Workmen's Compensation Act, 1923.**
- 4.1.1. Object, Scope & definitions
 - 4.1.2. Amount of Compensation
 - 4.1.3. Obligations of Workmen & Employer
 - 4.1.4. Distribution of Compensation
 - 4.1.5. Occupational diseases
 - 4.1.6. Penalties
- 4.2. Employees state insurance Act, 1948**
- 4.2.1. Object, definitions
 - 4.2.2. Obligations of Employers & Employees.
 - 4.2.3. Contribution
 - 4.2.4. Benefits to employees
- 5. The employee Provident fund & Miscellaneous provisions Act, 1952 (08)**
- 5.1. Object, Applicability & definitions
 - 5.2. Employees' Provident Funds Scheme
 - 5.3. Employees' Family Pension Scheme,
 - 5.4. Employees' Deposit-linked Insurance Scheme,
 - 5.5. Determination of moneys due from employers,
 - 5.6. Special provisions relating to existing provident funds
 - 5.7. Transfer of accounts
 - 5.8. Obligations & Rights of employer & employees..
- 6. Maternity Benefit & other Act (12)**
- 6.1. Maternity Benefit Act, 1961**
- 6.1.1. Object, Applicability & definitions
 - 6.1.2. Right to payment of maternity benefit
 - 6.1.3. Forfeiture of maternity benefit
 - 6.1.4. Payment of maternity benefit in case of death of a woman
 - 6.1.5. Payment of medical bonus
 - 6.1.6. Leave for miscarriage
 - 6.1.7. Leave for illness arising out of pregnancy, delivery, premature birth of child, or miscarriage
- 6.2. Child Labour (Prohibition and Regulation) Act, 1986**
- 6.2.1. Definitions: child, workshop, occupier, family, establishment
 - 6.2.2. Prohibition of employment of children in certain occupation & Processes
 - 6.2.3. Regulation of condition of work
- 6.3. The Bonded Labour System (Abolition) Act, 1976**
- 6.3.1. Abolition Of Bonded Labour System

REFERENCE BOOKS:

1. Taxmann's Labour Laws – Taxmann publications
2. Industrial Relations and Labour Laws by Monappa Nambudhiri ,Selvaraj –McGraw Hill
3. Industrial Jurisprudence and Labour Legislation by A.M.Sharma – Himalaya Publications
4. Industrial and Labour Laws – Saravanavel – Galgotia Publications
5. Industrial Relations, Trade Unions & Labour Legislation by PRN Sinha, Indu Sinha, Seema Shekhar – Pearson
6. Elements of Mercantile Law by N.D.Kapoor – Sultan Chand & Sons
7. Labour Laws for managers by B.D.Singh – Excel Books
8. Labour Laws – Bare Acts

Specialization – D – Operations & Materials Management

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

r: 304 D – World Class Manufacturing and Process Management

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

Required Lectures: 60

Objective:

- 1) To aware the current knowledge about the manufacturing trends in industries.
- 2) To study the process management and to be able to get the brief of innovative management.

1. Manufacturing Management (08)

- 1.1. Manufacturing activity scheduling
- 1.2. Manufacturing resource planning
- 1.3. Current Trends in Manufacturing in India

2. World Class Manufacturing & Technology Transfer (18)

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

3. Innovative Manufacturing System (12)

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

4. Process Management (12)

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

5. Maintenance Management

(08)

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

6. Management of Industrial Safety

(08)

- 6.1. Safety Analysis
- 6.2. Safety programs and organization
- 6.3. Safety and productivity
- 6.4. Causes, problems and sources of industrial accidents
- 6.5. Theory of accident occurrences
- 6.6. Accident prevention and control
- 6.7. Investigation and Analysis of accident
- 6.8. Duties of plant supervisor and safety inspector
- 6.9. Welfare and safety

REFERENCE BOOKS:

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



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 305 D – Management of Technology

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

Required Lectures: 60

Objective:

- 1) To study the use of technology in manufacturing.
- 2) To study the impact of technology on human and society.
- 3) To study the evolutionary changes of technology management in manufacturing sector.

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

REFERENCE BOOKS:

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



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 306 D –Logistic & Supply Chain Management

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

Required Lectures: 60

Objectives:

- 1) To study the supply chain management in operations management.
- 2) To study the role of information technology in SCM.
- 3) To study the role of logistic management in operations management.

1. Supply Chain Management (14)

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

2. Logistic Management (07)

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

3. Customer Service And Demand Management (07)

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

4. Logistic Planning And Strategy (08)

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

5. Logistic Mix-I (12)

- 5.1. Warehousing

- 5.1.1. Concept & Functions
- 5.1.2. Warehouse Options
- 5.1.3. Warehouse Site Selection & Layout Design
- 5.1.4. Warehouse Costing
- 5.1.5. Warehousing Strategies
- 5.1.6. Warehousing in India
- 5.2. Material Handling Systems
 - 5.2.1. Role of Material Handling
 - 5.2.2. Material Handling Guidelines
- 5.3. Material Storage Systems
 - 5.3.1. Concept
 - 5.3.2. Storage Principles
 - 5.3.3. Benefits of Storage Design
 - 5.3.4. Storage Methods

6. Logistic Mix-I

(12)

- 6.1. Transportation
 - 6.1.1. Transportation Infrastructure
 - 6.1.2. Freight Management
 - 6.1.3. Factors influencing Freight cost
 - 6.1.4. Transportation Network
 - 6.1.5. Route Planning
 - 6.1.6. Containerisation
- 6.2. Logistical Packaging
 - 6.2.1. Consumer Vs Logistic Packaging
 - 6.2.2. Packaging as Unitisation
 - 6.2.3. Design Considerations
 - 6.2.4. Packaging Materials
 - 6.2.5. Returnable Logistic Packaging
 - 6.2.6. Packaging Cost
- 6.3. Logistic Information system (LIS)
 - 6.3.1. Logistic Information Needs
 - 6.3.2. Designing Logistic Information system
 - 6.3.3. Desired Characteristic of LIS

REFERENCE BOOKS:

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



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 307 D –Operations Research

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

Required Lectures: 60

-
1. **Introduction to Operations Research** (08)
 - 1.1. Definitions, characteristic & Scope of Operations Research
 - 1.2. Role of Operations Research in Managerial D/M
 - 1.3. Role of Computers in OR
 - 1.4. Limitations of OR
 2. **Transportation Model** (12)
 - 2.1. Formulation of Transportation Problem.
 - 2.2. Methods of Finding Initial Solution.
 - 2.2.1. North-West corner rule
 - 2.2.2. Row Minima Method
 - 2.2.3. Column Minima Method
 - 2.2.4. Least Cost Method
 - 2.2.5. Vogel's Approximation Method
 3. **Assignment Model** (08)
 - 3.1. Comparison with Transportation Model
 - 3.2. Formulation of Assignment Model
 - 3.3. Hungarian or reduced Matrix Method
 4. **Theory of Games** (10)
 - 4.1. Competitive Games
 - 4.2. Terminology
 - 4.3. Rules for games theory
 - 4.4. 2X2 Games, 2X3 Games, 3X3 Games
 5. **Sequencing Problem** (08)
 - 5.1. Processing n jobs through two machines
 - 5.2. Processing n jobs through three machines
 - 5.3. Processing Two jobs through m machines
 6. **Investment Analysis** (14)
 - 6.1. Break even analysis
 - 6.2. Payback Period Method
 - 6.3. Average Rate of Return Method
 - 6.4. Discounted Cash Flow Method
 - 6.5. **Replacement Decisions**
 - 6.5.1. Replacement of Item Deteriorates with time
 - 6.5.2. Replacement of Item Whose Maintenance cost Increase with Time and value of Money

REFERENCE BOOKS:

1. Quantitative Techniques in Management by Vohra – Tata McGraw Hill Company
2. Operations Research by V.K.Kapoor - Sultan Chand & Sons
3. Operations Research by D.S Heera & P.K.Gupta - S.Chand & Sons
4. Operations Research by Natarajan - Pearson
5. Quantitative Techniques in Management by Jaishankar – Excel Books

Specialization – E – International Business Management

North Maharashtra University, Jalgaon



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 304 E – International Business

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

Required Lectures: 60

Objective:

- To develop a sound conceptual framework for understanding International business management
- To get in-depth knowledge on Theories of International Trade
- To be able to understand international trade strategies.

- 1. Introduction to International Business (IB) (06)**
 - 1.1. Concept of International Business
 - 1.2. International Vs Domestic Business
 - 1.3. Evolution, Development & Factors leading to Growth of IB
 - 1.4. International Orientation
 - 1.5. Globalization of Business Structure
- 2. Modes of International Business (08)**
 - 2.1. Determinants of Entry Mode
 - 2.1.1. country-specific,
 - 2.1.2. Industry-specific,
 - 2.1.3. Firm-specific,
 - 2.1.4. Project-specific
 - 2.2. Entry Mode Selection & Choices
 - 2.2.1. Trade Related
 - 2.2.2. Contractual
 - 2.2.3. Investment Based
- 3. Theories of International Trade (12)**
 - 3.1. Mercantilism
 - 3.2. Theory of Absolute cost Advantage
 - 3.3. Comparative cost Advantage Theory
 - 3.4. Comparative cost Advantage Theory with Money
 - 3.5. Country Similarity Theory
 - 3.6. Global Strategic Rivalry Theory
 - 3.7. Factor Proportions Theory
 - 3.8. Product life Cycle Theory
 - 3.9. Porter's National Competitive advantage Theory
- 4. International Business Environment (06)**
 - 4.1. Meaning of IB Environment, IB Environmental Factors
 - 4.2. Socio-cultural & Ethical Environment
 - 4.3. Economic Environment
 - 4.4. Political Environment
 - 4.5. Technological Environment
- 5. International Business Strategies (08)**
 - 5.1. Strategy: Role & Choices
 - 5.2. Strategy formulation: Approaches, Spectrum, Levels
 - 5.3. Planning, Organization & Control
 - 5.4. International Marketing Strategy
 - 5.5. International Investment & Financing Strategy
 - 5.6. International HRM Strategies

6. Global Trade & Investment

(20)

- 6.1. World Trade Organization,
 - 6.1.1. Establishment of WTO
 - 6.1.2. Organization Structure of WTO
 - 6.1.3. Anti Dumping Measures
 - 6.1.4. Dispute settlement Mechanism
 - 6.1.5. TRIMS & TRIPS
 - 6.1.6. WTO & India
- 6.2. Conflict & Negotiations in IB
 - 6.2.1. Factors causing Conflict
 - 6.2.2. Host Country Vs Transnational Corporations
 - 6.2.3. International Negotiations
 - 6.2.4. Role of International agencies in Conflict resolution
- 6.3. Foreign Direct Investment (FDI)
 - 6.3.1. Concept, Reasons & Trends in FDI
 - 6.3.2. Costs, Benefits & Determinants in FDI
 - 6.3.3. Theories of FDI
 - 6.3.3.1. Industrial Organisation Theory
 - 6.3.3.2. Product Cycle Theory
 - 6.3.3.3. MacDougall-Kemp Hypothesis
 - 6.3.3.4. Location-specific Theory
 - 6.3.4. Foreign Direct Investment In India

REFERENCE BOOKS:

- 1) International Business - Joshi - Oxford
- 2) International Business: K. Ashwathappa -Tata McGraw Hill
- 3) International Business – Sitken, Bowen - Oxford
- 4) International Business–Hill & Jain –Tata McGraw Hill
- 5) International Business: concept Env. & Strategies– Vyuptakesh Sharan –Pearson
- 6) International Business: concept Env. & Strategies –Sumati Varma –Ane Books
- 7) International Business: Text & Cases –P. Subba Rao –Himalaya
- 8) International Business–Shajahan-Macmillan
- 9) International Business Environemt & Management: V.K. Bhalla –Anmol Publications
- 10) International Business -O.P.Agrawal -Himalaya
- 11) International Business–Justine Paul–Prantice Hall



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 305 E - International Logistics and Supply Chain Management

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

Required Lectures: 60

Objective of the Course:

- To develop a sound conceptual framework for understanding International Logistics Management
- To get in-depth knowledge on Supply Chain Management
- To be able to plan global supply chain.

1. Introduction: (10)

- 1.1. International Logistics and Supply chain management: meaning and objectives,
- 1.2. importance in global economy ,
- 1.3. Characteristics of global supply chains,;
- 1.4. Supply chain relationship to business performance, -Key tasks of logistics and supply chain managers,
- 1.5. Role of Government in controlling international trade and its impact on Logistics and supply chain.

2. Supply Chain Strategy: (10)

- 2.1. Supply chain as a competitive advantage,
- 2.2. Global Supply chain strategy,
- 2.3. Structuring supply chain capabilities,
- 2.4. Business matching supply chain design with business strategy.

3. Transportation: (10)

- 3.1. Strategic importance of transport in global logistics,
- 3.2. logistical objectives of transport,
- 3.3. International Ocean Transportation,
- 3.4. International Air Transportation, and International Land Transportation:
 - 3.4.1.types, characteristics and salient features,
 - 3.4.2.intermodal transportation in international operations,
 - 3.4.3.factors influencing mode and carrier selection decision,

4. Outsourcing And Logistics Service Providers (10)

- 4.1. Intermediaries and Alliances in Global Logistics,
- 4.2. Meaning of 3 PL and 4 PL service providers, role in Global logistics,
- 4.3. Types of services, considerations for hiring 3PL and 4 PL service providers.
- 4.4. Concept and need of outsourcing,
- 4.5. determinants for outsourcing decisions,
- 4.6. role of outsourcing in global supply chain management

5. Network Design & Information Technology In Supply Chain (10)

- 5.1. Decisions in Network design-strategic importance, location of plant, warehouse, Facilities; capacity and number of warehouses:
- 5.2. Factors influencing network design Decisions,
- 5.3. Role and Importance of IT in Supply Chain Management,
- 5.4. IT solutions for Supply Chain Management,
- 5.5. Supply Chain Information Technology in Practice.

6. PLANNING GLOBAL SUPPLY CHAIN (10)

- 6.1. Planning the global supply chain,
- 6.2. Network design for global supply chain management,
- 6.3. Risk management in the global context,

- 6.4. Measuring logistics cost and performance.
- 6.5. Benchmarking the supply chain,
- 6.6. Performance measurement and evaluation in global supply chains

REFERENCE BOOKS:

1. Logistics Management- Ganpathi & Nandi -Oxford University Press
2. Logistics Management – Sople - Pearson
3. Logistical Management – Bowersox – McGraw Hill
4. Supply Chain Management – N. Chandrasekaran – Oxford University Press
5. Global Supply Chain Management - Douglas Long International Logistics: Springer- Verlag New York, LLC;2004
6. Global Operations and Logistics: Text and Cases - Philippe-Pierre Dornier, Panos Kouvelis , Michel Fender John Wiley & Sons, Incorporated 1998
7. Global Supply Chain Management in International Logistics –Alan Branch - Routledge 2007
8. Global Logistics Management: A Competitive Advantage for the New Millennium - Kent N. Gourdin -Blackwell Publishing 2006
9. Quantitative Models for Supply Chain Management Kluwer Academic Publishers 1998)



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 306 E - Export Import Management

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

Required Lectures: 60

Objective of the Course:

- To develop a sound conceptual framework for understanding Export and Import management.
- To get in-depth knowledge in various aspects of Exports and Imports
- To be able to understand procedures of Exports and Imports

- 1. PRELIMINARIES FOR EXPORTS AND IMPORTS (10)**
 - 1.1. Meaning of exports and imports
 - 1.2. Effects of Exporting and Importing on Economy
 - 1.3. Classifications of goods for exports
 - 1.4. Strategy and preparations for exports
 - 1.5. Methods of exporting
 - 1.6. Export marketing organizations in India
 - 1.7. Liberalizations of imports
 - 1.8. Negative list for imports
 - 1.9. Special schemes for imports
- 2. EXPORT PROCEDURE (10)**
 - 2.1. Registration stage
 - 2.2. Pre-shipment stage, shipment stage and post shipment stage
 - 2.3. Quality control and pre-shipment inspection
 - 2.4. Sales tax exemption
 - 2.5. Procedure for excise clearance
 - 2.6. Shipping and customs formalities
 - 2.7. Realization of export incentives
 - 2.8. Procedure for realization of export proceeds
- 3. EXPORT DOCUMENTATIONS (10)**
 - 3.1. Aligned documentation systems (ADS)
 - 3.2. Proforma Invoice, Commercial Invoice
 - 3.3. Packaging list
 - 3.4. Mate's receipt
 - 3.5. Bill of lading
 - 3.6. Certificate of origin
 - 3.7. Shipping bill
 - 3.8. Consular invoice
 - 3.9. Bill of entry
 - 3.10. Airway bill
 - 3.11. GR Form
- 4. IMPORT PLANNING (10)**
 - 4.1. Methods of Import Procurement – Global Tendering , Limited Tendering
 - 4.2. Negotiated Procurement
 - 4.3. Long-term Contracting
 - 4.4. Foreign Exchange Regulations Relating to Import
 - 4.5. Import finance – Instruments of financing, Related Procedures, Customs Clearance
- 5. EXIM POLICY (10)**
 - 5.1. Objectives

- 5.2. Facilities & Restrictions
- 5.3. Significance of Exports & Imports to Nations Progress
- 5.4. Export Potential of Services
- 5.5. Export Potential of Select Commodities: Textiles, Agricultural Products, Marine Products, Floriculture, Readymade Garments, Engineering Goods, Leather Products, Gems & Jewelry Export Prospects in Various Countries.

6. INSTITUTIONAL FRAMEWORK FOR FOREIGN TRADE

(10)

- 6.1. Special Economic Zone(SEZ)
- 6.2. Indian institute of packaging (IIP)
- 6.3. Export promotion council(EPC)
- 6.4. Export Oriented Units (EOU)
- 6.5. Commodity Boards(CBs)
- 6.6. Export Credit and Guarantee Corporation (ECGC)
- 6.7. Federation of Indian Export Organizations(FIEO)
- 6.8. Indian Trade Promotion Organization (ITPO)
- 6.9. Indian Institute of Foreign Trade(IIFT)

REFERENCE BOOKS:

1. International Business - Joshi - Oxford
2. Export Import Procedures and Documentation, Khuspat S Jain, Himalaya Publishing House
3. Export Management, S.H. Nagalkar & M.A. Barhate, Sai Jyoti Publication
4. Export – Import Management, Asin Kumar: Excel Publications. New Delhi
5. Export Marketing, Cherian and Parab : Himalaya Publishing Houses, Delhi.
6. International Business – Sitken, Bowen - Oxford
7. Government of India, Handbook of Procedures, Import and Export Promotion, New Delhi
8. International Marketing, Rathod, Rathore and Jani : Himalaya Publishing House, Delhi



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 307 E – International Finance and Forex Management

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

Required Lectures: 60

Objective:

- To develop a sound conceptual framework for understanding International Financial management
- To get in-depth knowledge on Forex Management
- To be able to understand international Tax and Monetary system

- 1. Financial Management in a Global Context (10)**
 - 1.1. Nature, Scope, Dimension & Importance of International Finance
 - 1.2. Why Study International Finance
 - 1.3. Domestic Vs International Finance
 - 1.4. Recent changes in Global Financial markets
 - 1.5. Globalization & international Financial Management
 - 1.6. Emerging challenges & Responsibilities of finance Manager
- 2. Exchange Rate determination & Forecasting (10)**
 - 2.1. Introduction
 - 2.2. Exchange Rate and interest rate volatility- A recent Experience
 - 2.3. Nominal, Real and Effective Exchange Rates
 - 2.4. Some Fundamental Equivalence relationship
 - 2.5. Structural models of Exchange Rate Determination
 - 2.6. Exchange Rate Forecasting and Need for it.
 - 2.7. Exchange Rate of Rupee
- 3. International Monetary system (10)**
 - 3.1. Introduction
 - 3.2. Exchange rate regimes since 1973
 - 3.3. Bretton woods system of Exchange Rate
 - 3.4. International Monetary Fund (IMF)- Solution for financial crisis
 - 3.5. Economic and Monetary Union (EMU)
 - 3.6. Asian Development Bank
- 4. Balance of Payments (10)**
 - 4.1. What is Balance of Payments
 - 4.2. Function Principles and Accounting of Balance of Payments
 - 4.3. Components of Balance of Payments
 - 4.4. Meaning of "Deficit" and "Surplus" in Balance of Payments
 - 4.5. Adjustments and Approaches to Adjustments
 - 4.6. Why Balance of Payments Statistics are important
 - 4.7. India's Balance of Payments
- 5. Foreign Exchange Market (10)**
 - 5.1. Introduction
 - 5.2. Distinctive features
 - 5.3. Major Participants
 - 5.4. Spot Market
 - 5.5. Forward Markets
 - 5.6. Currency Futures
 - 5.7. Currency Options
- 6. International Taxation (10)**

- 6.1. Bases of International tax System
- 6.2. Types of Taxes
- 6.3. Tax havens
- 6.4. Modes of Double Taxation Relief
- 6.5. International Tax Management Strategy
- 6.6. Indian Tax Scenario

Field Work Suggested:- Visit industries in your area which are involved in export business and Study the impact of the above factors on their business.

REFERENCE BOOKS:

- 1) International Finance Management by Thummuluri Siddaiah (IFM) - Pearson
- 2) International Finance Management by P. G. Apte - Tata McGraw Hill
- 3) International finance – O'Brien – Oxford University Press
- 4) International Finance Management by Vyuptakesh saran – Prentice Hall
- 5) International Finance by Maurice D. Levi - Routledge
- 6) International Finance Management by V.A. Avadhani – Himalaya Publishing House
- 7) International Finance Management by V.K Bhalla - Anmol Publications
- 8) International Finance Management by O.P.Agrawal and B K chaudhari- Himalaya Publishing House
- 9) International Finance Management by Cheol S. Eun & Bruce G Resnick , Tale McGraw Hill
- 10) International finance Marketing by N. R. Machiraju – Himalaya Publication
- 11) International Finance Management by K. Aswasthapa- Tata McGraw Hill

SPECIALISATION - F -AGRI- BUSINESS MANAGEMENT



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. 2018-19

SEMESTER: III

Paper: 304 F – Agro Business Management

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

Required Lectures: 60

Objectives:

- The course aims at providing students an exposure to the management practices in Agro Business Management.
- To train students in handling different issues related to Agro Business management.

1. Introduction to ABM (8)

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

2. Advanced Food Processing (16)

- 2.1. Present scenario, scope and opportunities
- 2.2. Infrastructural Development
- 2.3. Constraints and policy initiatives
- 2.4. Value addition and waste utilization
- 2.5. Food plant hygiene
- 2.6. industry wise segmentation
 - 2.6.1.Processed fruits & vegetables
 - 2.6.2.Milk and milk products
 - 2.6.3.Grain processing
 - 2.6.4.Meat & Poultry processing
 - 2.6.5.Fisheries, Marine Products
 - 2.6.6.Packed/Convenience foods
 - 2.6.7.Beverages
 - 2.6.8.Regulatory measures

3. Promotional Agencies (12)

- 3.1. MOFPI- Goals & Roles, Development Activities:
- 3.2. MSME- Ministry footprint, Organizational Setup, Functions, National Small Industries Corporation Limited (NSIC)
- 3.3. KVIC- Establishment, objectives, functions
- 3.4. MAIDC- Establishment, Vision& Mission, Divisions.
- 3.5. APEDA Establishment, Functioning
- 3.6. Make in India- food processing:- Summary; Reasons to Invest; Statistics; Growth Drivers; FDI Policy; Sector Policy; Financial Support; Investment Opportunities;

4. Agro-Processing Management (12)

- 4.1. Role of agro-processing industries in the Indian economy
- 4.2. Status and potential of Indian agro-processing industries. Food grains, commercial Crops.
- 4.3. Policy environment of agro-processing industries-Development, management structure and communication.
- 4.4. Work performance efficiency, public contact and public participation in agro- Processing industries
- 4.5. Decision making process and entrepreneurial efficiency
- 4.6. Government policies relating to agro processing unit
- 4.7. Interdependence of agro-processing industries, Problem of agro-processing units,

- 4.8. Guideline for financing of agro-processing industries in India
- 5. HRM in Agri Business Management (06)**
- 5.1. Nature and objectives, Functions,
 5.2. Importance's of Human Resource in Agricultural
 5.3. Future challenges before the managers
 5.4. H. R. training in Agribusiness
- 6. Emerging Trends in ABM (06)**
- 6.1. Agro Tourism
 6.2. Organic Farming
 6.3. Contract Farming
 6.4. Herbal Farming

REFERENCE BOOKS:

1. Dhondyal, S.P. Farm Management: An Economics Analysis. Friends Publications, 90, Krishnapur, Meerut -250002
2. Johl, S.S. and T.R. Kapur. Fundamentals of Farm Business Management. Kalyani Publishers, 11 Rajendra Nagar, Ludhiana – 114008,P-475
3. Kahlon, A.S. and Karan Singh. Economics and Farm Management in India: Theory and Practice. Allied Publishers Pvt. Ltd. 15 JN Heredia Marg, Ballard Estate Mumbai-400038
4. Singh I.J. Elements of Farm Management Economics. Affiliated East West Press, Pvt. Ltd. New Delhi.
5. Srivastava, U.K. Vathsala. Agro-processing Strategy for Acceleration and Exports Oxford University Press, YMCA, Library Building, Jai Singh Road, New Delhi – 110001.
6. Rajagopal. Organizing Rural Business Policy Planning and Management. Sage Publication, New Delhi.
7. Pandey, Mukesh and Deepak Tiwari. Rural and Agricultural Marketing International Book Distribution Co. New Delhi.
8. Diwase, Smita. Agri-Business Management. Everest Publishing House, Everest Lane, 536, Shaniwar Peth, Appa Balwant Chowk, Pune – 4110030
9. Siva Rama, K., K. Ramesh and M. Gangadhar. Human Resource Management in AGRICULTURE. Discovery Publication, New Delhi.
10. Talwar, Prakash, Travel and Tourism Management, Gyan Books Pvt. Ltd., Main Ansari Road, Darya Ganj, New Delhi- 110 002
11. Bagri, S.C. Trends in Tourism Promotion 2003. International Books Distributors, 9/3, Rajpur Road, Dehradun-248 001 Uttarakhand (India)
12. <http://msme.gov.in/>
13. <http://apeda.gov.in/apedawebsite/index.html>
14. <http://msme.gov.in/>
15. <http://www.kvic.org.in/kvicres/index.html>
16. <http://www.maidcmumbai.com/>
17. Make in India - <http://www.makeinindia.com/sector/food-processing>
18. http://www.irdindia.in/journal_ijrdmr/pdf/vol4_iss1/6.pdf
19. http://www.uuoidata.org/course/sns/s087/Lecture%201_%20Introduction%20to%20Human%20Resource%20Management.pdf



North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A.2018-19

SEMESTER: III

Paper: 305 F –Management of Agro Industries

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

Required Lectures: 60

Objectives:

- The present course aims at familiarizing the participants with the concepts, tools and techniques of Management of Agro based industries so as to enable them to develop analytical and conceptual skills and the ability to handle the various situations.

1. Animal Production Management

(10)

- 1.1. Scope of livestock in Indian economy
- 1.2. Livestock census and trend of livestock production
- 1.3. Terminology used in livestock care, poultry care and management of livestock and poultry i.e. calf, heifer, milking animal, dry animal, pregnant animal, draft animal and breeding bull.
- 1.4. Stress management. Housing of different livestock and poultry.
- 1.5. Routine farm management. Preparation of animal for different purposes
- 1.6. Various breeds of cattle, sheep, goat, buffalo and poultry
- 1.7. Nutrient requirement of livestock and poultry
- 1.8. Maintenance of records on livestock dairy and poultry farms
- 1.9. Animal health cover, structure of udder and letting down of milk, clean and hygienic milk production.
- 1.10. Reproductive systems of male and female, estrus cycle, pregnancy and parturition. Systems of breeding, artificial insemination

2. Value Addition in Animal Products

(10)

- 2.1. Present status of dairy, poultry, meat, wool and hide industries in WTO regime. Milk composition of different species
- 2.2. Production, packing, marketing of milk, meat and their products
- 2.3. Import, export of animal and poultry products
- 2.4. Price regulation in animal products. Factors influencing price
- 2.5. Trends in marketing and utilization of animal products
- 2.6. Importance of hides and bones, quality standards and storage Market standards and regulation of animal products

3. Post – Harvest Technology of Horticultural Crops

(12)

- 3.1. Importance and present status of post-harvest technology in horticultural crops in India and Maharashtra.
- 3.2. Maturity, harvesting and handling in relation to extended shelf-life and storage quality of fruits, vegetables and flowers.
- 3.3. Methods of pre-cooling, grading, packaging, storage and transport of fruits, vegetables and flowers.
- 3.4. Importance and scope of fruits and vegetable preservation.
- 3.5. Selection of site for fruit and vegetable preservation unit. Principles and methods of preservation.
- 3.6. Preparation of jams, jellies, marmalades, squashes, juices, syrups, preserves, crystallized fruits, chutney, pickle and ketchups
- 3.7. Spoilage of processed products, Post-harvest management of cut flowers. Control of
- 3.8. Post-harvest diseases of important fruits and vegetables.

4. Bio-fertilizers and Mushroom Production

(08)

- 4.1. Bio-fertilizers: Introduction, importance and definition
- 4.2. Type of bio-fertilizers, Economics of bio-fertilizer production
- 4.3. Mushroom: Introduction, importance and types of mushrooms. Requirements for mushrooms

cultivation: different tools, equipment's, substrates and chemicals required for
4.4. commercial cultivation of mushroom.

5. Technology in Agri-Business (12)

- 5.1. Information Technology: meaning, role and importance in Agri business and Agriculture marketing.
- 5.2. Importance of Common Service Centers (CSC), Common issues of CSCs, Expert decision support system in Agriculture.
- 5.3. Information Technology for Agriculture Marketing.
- 5.4. Online market information, online market status in India.
- 5.5. Website on Agriculture marketing and export.
- 5.6. Role of private companies in online marketing – eChaupal, HLL Shakti, Quality control system.
- 5.7. Packaging, preservation and storage systems.

6. Fertilizer Technology and Management (08)

- 6.1. Role of Fertilizers in Agriculture
- 6.2. Fertilizer Feedstock and Raw Materials Acids used for Fertilizer Production, Complex and Mixed Fertilizers, Secondary Nutrient fertilizers, Micronutrient Fertilizers
- 6.3. Fertilizer Legislation and Quality Control
- 6.4. Fertilizer Marketing
- 6.5. Fertilizers and Environmental Pollution

REFERENCE BOOKS:

1. Banerjee, G.C. Text Book of Animal Husbandry. Oxford and IBM Publishers, New Delhi.
2. Sashry, N.S.R.C.K. Thomas and R.A. Singh. Farm Animal Management and Poultry Production. NSR, Vikas Publishing House Pvt. Ltd. Delhi.
3. Hand Book of Animal Husbandry, ICAR, New Delhi.
4. Singh, R.A. Poultry Production. Publishers, New Delhi.
5. Maske, O Norton. Commercial Chicken Production. Manuel AVI Publishers, INC West Port.
6. Ling. E.R. Text Book and Dairy Chemistry. Chapman Hall Ltd., London
7. Pantastico, E.R.,B. Post Harvest Technology, Handling, Utilization of Tropical and Sub-tropical Fruits and Vegetables. The AVI Publishing Co., West-Post, Connecticut, USA.
8. Salunke, D.K. and Desai, B.B.Past Harvest Biotechnology of Vegetables. II CRC Press, Boca Raton, Florida.
9. Varma, L.R. and V.K.Joshi. Post Harvest Technology of Fruits and Vegetables, Vol. II. Indus Publishing Company, New Delhi-110027
10. Motsara I.M.R., P. Bhattacharyya and Beena Srivastava, Biofertilizer Technology, Marketing and Usage- A source Book – cum glossary, FDCO, New Delhi.
11. Bahl, N. Handbook on Mushrooms. Oxford and IBH Pub. Co.Pvt, Ltd, New Delhi.
12. Kapoor, J.N. Mushroom Cultivation. Sterling Pub. Co., New Delhi-16.
13. Recciuti, M.Database vendors hawk wares on Internet. Info World, 17-2, Jan 9,10.
14. Shah Jignesh. Commodity Future- Benefits start flowing in The Hindu Survey of Indian Industry.
15. Brahma mishra -Fertilizer Technology and Management- I. K International Publishing House Pvt. Ltd; First Edition edition (19 January 2012)



North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A.2018-19

SEMESTER: III

Paper: 306 F- Agri-Business Financial Management

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

Required Lectures: 60

Objectives:

To understand the perspective of financing agricultural operations and rural development in India and the current developments in this field.

- 1. Introduction to Agriculture Economics (08)**
 - 1.1. Meaning,-Need, importance, scope, importance of Agricultural in National Economy, Special characteristics of agriculture in Indian economy
 - 1.2. Principles of agriculture finance financial management for agribusiness.
- 2. Introduction-Accounting concepts (08)**
 - 2.1. Farm accounting,-Ratio analysis- Cash budget, Difference between Micro and Macro Economics, Basic terms and concepts used in economics.
 - 2.2. Consumer behaviour and demand, law of diminishing marginal utility, consumer's surplus and application, Production and supply: Nature and factors of production, Short-run and long –run production function.
- 3. Structure & Dynamics of Indian Agricultural (12)**
 - 3.1. Place of Agricultural in National and International economy.
 - 3.2. Pattern of agricultural holdings.
 - 3.3. Agricultural productivity: Trends, causes and consequences of low productivity in India. Measuring efficiency in agricultural production, Economic efficiencies.
 - 3.4. Theory of product choice; selection of optimal product combination.
 - 3.5. Green revolution: Strategy in development of Indian agriculture.
- 4. Indian Agricultural Policies (12)**
 - 4.1. Meaning, types and importance of agricultural policies.
 - 4.2. Evolution of agricultural policy.
 - 4.3. Famine Commission Report.
 - 4.4. Drought Prone area Programme (DPAP)
 - 4.5. Nature and objectives of land reforms, Land Reform Policy.
 - 4.6. National Insurance Policy.
 - 4.7. Tenancy reforms, Crash Scheme for Rural Development.
 - 4.8. National Rural Employment Assurance Programme & other recent Agricultural
 - 4.9. Development Programs.
- 5. Financial Management in Agri-Business (10)**
 - 5.1. Definition, Importance, Need of Agricultural Finance, Problems of agricultural credit in India, Requisites of good credit system.
 - 5.2. 5.2. Classification of credit and loan, Institutional agencies in agricultural credit, test of farm Credit proposal, tools of farm financial analysis, agricultural projects.
 - 5.3. 5.3. Traditional sources of finance for agriculture – issues, Significance of Co-op. Credit, Estimation of Agricultural Finance, Issues Theories of Agricultural Finance - Productive Vs. Consumption Credit Analysis, Kind Loans Vs. Cash Loans, Supervised Credit – Crop Loan – Cooperative credit, agricultural Finance in India.
- 6. 6. Financial Institutions and Entrepreneurial Finance (10)**
 - 6.1. Central banks - role of NABARD, RBI and developmental banks. Budgetary provision to agri-business, Agricultural subsidies, Agricultural taxation, Agricultural finance-Problems and remedies.

6.2. Agribusiness Entrepreneurial Finance

Overview of financial issues for agribusiness start-ups. Business funding specific to new enterprises. Case studies on financial practices for start-up firms.

Reference Books:

1. Indian Economy- S.K. Misra, V.K. Puri, Himalaya Publishing House.
2. Student Guide to Income Tax- Singhania, Taxman Publication
3. Indian Economy since Independence- Uma Kapila, Academic Foundation.
4. Banking Theory & Practice- Dr. P.K. Shrivastava, Himalaya Publishing House.
5. Direct Taxes- Singhania, Taxman Publication.
6. Beattie BR & Taylor CR. 1985. The Economics of Production. John Wiley & Sons.
7. Doll JP & Frank O. 1978. Production Economics - Theory and Applications. John Wiley & Sons.
8. Gardner BL & Rausser GC. 2001. Handbook of Agricultural Economics. Vol. I Agricultural Production. Elsevier. Heady EO. Economics of Agricultural Production and Resource Use. Prentice-Hall.
9. Sankayan PL. 1983. Introduction to Farm Management. Tata Mc Graw Hill.
10. Agricultural Finance In India – Theories and Practices, VB Jugale, Atlantic Publishers
11. Financing Agricultural industries – Long term loans – Need and estimation – Working Capital loans – Issues in managing Finance For Micro Finance – SHGs Bank linkages ,Insurance – Crop Insurance, Financing Agro exports.
12. Agricultural finance in India – the role of NABARD - Rajkumar K. – New Century Publications.



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A.2108-19

SEMESTER: III

Paper: 307 F- Agricultural marketing

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

Required Lectures: 60

Objectives:

- To understand and appreciate the concept of marketing strategy formulation and implementation in agricultural marketing.

1. Introduction to Agricultural Marketing

(08)

- 1.1. Introduction, Scope, concepts & objectives, Role of agricultural marketing, Problems of agricultural marketing
- 1.2. Differences in Agricultural & consumer marketing
- 1.3. Problems of Agri. Marketing: Traditional agri. Marketing and present status, suggestion for improvements.
- 1.4. Present status & problem in various marketing function, role of government in agricultural marketing, Standardization and Grading.

2. Agricultural Marketing, Economic Development and Futures Market

(10)

- 2.1. Introduction, Rural Marketing Inputs and Outputs, Commodities in agricultural marketing
- 2.2. Importance of Agricultural Marketing in economic development
- 2.3. History of agricultural Marketing
- 2.4. Growth of Agricultural Marketing
- 2.5. Risks in rural marketing and Insurance protection
- 2.6. The futures agricultural market, Agricultural options, how India is placed in these futures market developments?

3. Retail Marketing

(14)

- 3.1. Concept, types of retailers, supermarkets, factory outlets, hypermarkets
- 3.2. Non store retailing. Retailer- marketing decisions. Direct selling, one to one selling, multiple selling, direct marketing and multiple marketing
- 3.3. Major types of retail organization, co-operative chain stores, voluntary chain, retailers and consumer cooperatives.
- 3.4. Packaging and Market Segmentation in Retail Marketing.
- 3.5. Store Management: Retail location, merchandising, using price to stimulate market sale.
- 3.6. Branding Strategy: Manufacturer's brand, private label, brand for a sale.
- 3.7. Trends in retailing, retailing strategies.
- 3.8. Impact of retailing on economy and society.

4. Promotion of Agri Products

(10)

- 4.1. Basic Concept of Promotion, Fundamental of Advertising.
- 4.2. Market Analysis for Agri Products segmentation & Targeting
- 4.3. Concept of Direct marketing, Sales Management, Personal Selling & Salesmanship, Sales Related Marketing Policies.
- 4.4. Developing and implementing customer Relationships Management: Key concepts in Customer relationships, Customer loyalty, key principles of relationship management, framework for building CRM strategy in agriculture marketing, CRM Implementation.

5. Problems of Agricultural Marketing

(10)

- 5.1. Standardization: Basis of standards, aims of standardization, significance of standardization, demerits of standardization.
- 5.2. Grading: A marketing function, Importance of grading in agriculture grading in India.
- 5.3. Study of Market Intelligence and Market Integration: Meaning, definition, types of market integration, market function, AGMARK, price trends, market information. Co-operative agricultural marketing and public agencies involved in agricultural marketing viz. FCI, NAFED, STC, etc.; Functions of price mechanism, Nature and supply of agricultural products, marketable and marketed surplus,
- 5.4. Warehousing: State and Central Warehousing Corporations, objectives, functions, advantages, speculation, future trading and hedging. Hedging: Meaning, chief features of hedging, kinds, purpose, benefits and limitations of Hedging.

6. Trading of Agricultural Marketing

(08)

- 6.1. Importance of agricultural commodities in agricultural marketing.
- 6.2. Marketing of cereals rice, wheat and jawar etc.
- 6.3. Marketing of pulses-mango, tur, gram, udid etc.
- 6.4. Average cost of processing wheat into wheat flour, paddy to rice, whole pulses in to split pulses, comparison of different rice milling methods
- 6.5. Marketing of mango, citrus and grapes etc.
- 6.6. Commercial commodity Trading- cotton, sugarcane, grapes, banana, mango, cut flowers – roses, gerbera, gladiolus, etc. vegetables – cauliflower, tomato, potato, onion, ladies finger.

Reference Books:

1. Acharya, S.S. and N.L. Agrawal. -Agricultural Marketing in India.- Oxford and IBM Publishing Company Pvt. Ltd., 66 Janpath, New Delhi-110001.
2. Gupta, A.P. - Marketing of Agricultural Produce in India. - Vora and Company Publishers Pvt, Ltd., 3, Round Building, Kalbadevi, Mumbai-400002
3. Mamoria C.B. and R.L. Joshi.- Principles and Practice of Marketing in India. -Kitab Mahal, 15, Thorn hill Road, Allahabad.
4. Philip Kotler.- Marketing Management.- Pearson Education Publishers, New Delhi.
5. Panvar, J.S.Beyond - Consumer Marketing. - Response Books, Sage Publications, New Delhi.
6. Pandey, Mukesh and Deepak Tiwari.- Rural and Agricultural Marketing.- International Book Distribution Co., New Delhi.
7. Swapna Pradhan.- Retail Management – Tata McGraw Hill
8. Acharya, S.S. and N.L. Agrawal. - Agricultural Marketing in India. - Oxford and IBH Publishing Company Pvt., Ltd., 66, Janpath, New Delhi 110001
9. Mamoria, C.B. and R.L. Joshi. - Principles and practice of Marketing in India. - Kitab Mahal,15, Thorn hill Road, Allahbad.
10. Sunil Chopra, Peter Meindl,- Supply Chain Management.- Prentice Hall Publication
11. Panvar, J.S. Beyond - Consumer Marketing. - Response Books Sage Publications, New Delhi.
12. S. A. Chunawala,-Advertising, Sales and Promotion Management- Himalaya Publishing House
13. Customer relationship Management –A strategy approach to marketing by Kaushik Mukerjee , Prentice Hall India.

Specialization – G - Information Technology & Systems Management



North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 304 G - HTML & Website Management

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

Required Lectures: 60

Objective:

- To gain the basic knowledge of HTML & Website Management
- To understand the Website Development, & Email Management.

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

5.2.4.hosting web site onserver

5.2.5.security issues

5.3. Email Services

6. Web Searching fundamentals

(10)

6.1. Search engine

6.2. Search Engine Optimization (SEO)

6.3. SEO tools

6.4. Multilingual search

6.5. translation of search results

REFERENCE BOOKS:

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



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 305 G: Computer Networks

60 + 40 Pattern: External Marks 60 +Internal Marks (20 Marks Theory+ 20 Marks Practical=40 Marks) = Maximum Total Marks:
100

Required Lectures: 60 (30 Hours Theory + 18 Hours Practical)

Objectives:

- To understand the basic architecture of Computer Network
- To provide basic understanding for retrieving data according to required format.
- To learn the accessibility of data for different users.

1. Introduction to Networks

(14)

- 1.1. What Is a Network?
- 1.2. The OSI Reference Model
- 1.3. Network Interface Adapters
 - 1.3.1. NIC Functions
 - 1.3.2. NIC Features
- 1.4. Cabling a Network
 - 1.4.1. Cable Properties
 - 1.4.2. Coaxial cable
 - 1.4.3. Twisted pair cable
 - 1.4.4. Fiber optic cable
- 1.5. Wireless LANs
 - 1.5.1. Wireless Application
 - 1.5.2. IEEE 802.11 standards.
- 1.6. Network Connection Devices
 - 1.6.1. Repeaters
 - 1.6.2. Hubs,
 - 1.6.3. Bridges
 - 1.6.4. Routers
 - 1.6.5. Switches
- 1.7. Server Technologies
 - 1.7.1. Types of Server
 - 1.7.2. Purchasing Server
 - 1.7.3. Parallel Server

2. Designing a Network

(10)

- 2.1.1. Network Design overview
- 2.1.2. Assess network needs
- 2.1.3. Choose network type
- 2.1.4. Choose network structure
- 2.1.5. Choose server
- 2.1.6. Designing a home or small office network
- 2.1.7. Designing an internetwork
- 2.1.8. Finalizing design

3. Network Protocols and Network Connection Services

(12)

- 3.1. Ethernet Basics
- 3.2. TCP/IP
- 3.3. UDP
- 3.4. HTTP
- 3.5. SMTP
- 3.6. NetWare Protocols

3.7. DHCP	
3.7.1.Origins	
3.7.2.Objectives	
3.7.3.Architectures	
3.7.4.Implementations	
3.8. The Domain Name System	
4. Network Services	(10)
4.1. Internet Services	
4.1.1.Web server	
4.1.2.FTP server	
4.1.3.Email	
4.2. Connecting to the Internet	
4.2.1.Selecting an ISP	
4.2.2.Internet routers	
4.2.3.Client requirements	
5. Network Security	(07)
5.1. Securing the file system	
5.2. Verifying identity	
5.3. Secreting network communication	
5.4. Firewall	
5.5. Backing Up.	
6. Network Management and Troubleshooting tools	(07)
6.1. Operating system utilities	
6.2. Network analyzer	
6.3. Cable tester	
6.4. Network management.	

REFERENCE BOOKS:

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



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 306 G: RDBMS using ORACLE

60 + 40 Pattern: External Marks 60 + Internal Marks (20 Marks Theory+20 Marks Practical= 40 Marks) =Maximum Total Marks: 100

Required Lectures: 60

Objectives:

- To prepare students in using and managing databases.

- 1. Database Systems & Data Models (10)**
 - 1.1. Definition of DBMS & RDBMS
 - 1.2. File processing system vs. DBMS
 - 1.3. Limitation of file processing system
 - 1.4. Advantages and Disadvantages of RDBMS
 - 1.5. Database Models (Relational Model, Network Model, Hierarchical Model)
- 2. ER Model and Relational Database Design (12)**
 - 2.1. Attribute
 - 2.2. Relationship Set
 - 2.3. Entity Relationship Diagram (ERD)
 - 2.4. Keys: Super, Candidate, Primary, Foreign Key
 - 2.5. Codd's Rules
 - 2.6. Normalization
 - 2.7. Normal Form: 1 NF, 2 NF, 3 NF
- 3. Introduction to SQL (Structured Query Language) (10)**
 - 3.1. Introduction,
 - 3.2. Data Types in Oracle
 - 3.3. Basic Structure
 - 3.4. DDL Commands
 - 3.5. DML Commands
 - 3.6. Creating user, granting privileges, revoking privileges
- 4. Creating tables, Database Functions and Operators (10)**
 - 4.1. Creating table using different constraints like Primary Key, Foreign Key, Check, NOTNULL
 - 4.2. Alter Table, Drop Table & Truncate Table
 - 4.3. Functions : Aggregate functions, Date time functions, String functions, Arithmetical functions d)
Operators: Logical and Relational
- 5. Joins, Subqueries and Stored Procedures (10)**
 - 5.1. Set operators
 - 5.2. Joins: Equi, Self, Inner, Outer Join
 - 5.3. Subqueries: using IN, EXISTS and nested subquery
- 6. PL/SQL (08)**
 - 6.1. Introduction
 - 6.2. Advantages and disadvantages of PL/SQL
 - 6.3. Benefits & Types of Stored Procedures
 - 6.4. Executing & Deleting Stored Procedures

REFERENCE BOOKS:

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



North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 307 G: Software Engineering

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

Required Lectures: 60

Objective of Course:

- To understand various concepts related to systems
- To study System documentation techniques

- 1. System Concept (08)**
 - 1.1. Definitions, Types of Systems, Characteristics and elements of System
 - 1.2. Role of Software Engineer/Analysts/Users in the various phases of Systems
 - 1.3. Development Life Cycle
 - 1.4. Software engineering Definition
- 2. Systems Development Life Cycle (12)**
 - 2.1. Feasibility Study, Requirements Capture, Detailed Systems Analysis, Systems Design,
 - 2.2. Testing, On-site Implementation and Maintenance, Fact Finding Methods
 - 2.3. SDLC Model - Waterfall Model, Spiral Model, Prototyping, RAD, Object Oriented
- 3. Process & Data Modeling (12)**
 - 3.1. Data Flow Diagrams; Concept of Object Oriented Modeling
 - 3.2. Data Modeling - Entity Relationship Diagrams
 - 3.3. Computer Aided Software Engineering (CASE)
 - 3.4. Database Design
- 4. System Documentation Techniques (10)**
 - 4.1. System Flow Charts; Functional Decomposition
 - 4.2. Diagrams; Structured Flow Charts (N-S Diagrams)
 - 4.3. Logic Representation Techniques:
 - 4.3.1. Decision Trees
 - 4.3.2. Decision Tables
 - 4.3.3. Pseudo code and Structured English
- 5. Users Interface Design (08)**
 - 5.1. Golden Rules
 - 5.2. User interface analysis And design
 - 5.3. Interface Analysis
 - 5.4. Interface Design Steps
 - 5.5. Design Evaluation
- 6. Software testing & maintenance (10)**
 - 6.1. Software Validation, Software Verification
 - 6.2. Types of Testing
 - 6.3. Basic of software maintenance,
 - 6.4. Types of maintenance,
 - 6.5. Maintenance Activities
 - 6.6. Reverse Engineering

REFERENCE BOOKS:

1. Software Engineering by Roger Pressman
2. Software Engineering by K.K. Agrawal and Yogesh Agrawal
3. Analysis & design of Information system by James A. Senn, McGraw Hill international editions
4. System Analysis & Design by Rahul Mishra, Anshu K. Chauhan, Pragati Prakashan
5. Software Engineering by Jawadkar, Tata McGraw Hill Education (India) Pvt. Ltd.

Specialization –H– Retail Management



North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 304 H : Introduction to Retail Management

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

Required Lectures: 60

Objectives:

- To understand the scenario of Retailing.
- To get in depth knowledge of Retail and functions of Retailing.
- To be able to understand the recent trends in Retailing.

1. Fundamentals of Retailing

(12)

1.1. Retailing:

- 1.1.1. Concepts of Retail, Retailing & Retail Management
- 1.1.2. Types and functions of Retailers
- 1.1.3. Characteristics, Role, Importance, functions and Principles of Retailing
- 1.1.4. Evolution of retailing in India- Growth, Reasons for growth,
- 1.1.5. Emerging trends in retailing - New approaches in Retailing
- 1.1.6. Indian Vs Global Scenario and careers in retailing
- 1.1.7. Concept of value chain in retail, Services retailing, ethical issues in retailing.

1.2. Retailing Formats

- 1.2.1. Store-based (1) By Ownership, (2) On the basis of Merchandise: Food-based & General Merchandise-based
- 1.2.2. Non Store-based : Traditional & Non-Traditional
- 1.2.3. Organized vs Un-organized Retailing

2. Retail Location, Design and Layout

(10)

- 2.1. Factors affecting retail location decision-Site selection-Location based retail strategies, Store design-Interiors & exteriors.
- 2.2. Store layout – Types of layouts – Factors affecting store layout – Retailing image mix:(employees, merchandise, fixtures, sound, odor, visual, etc.) Effective Retail Space Management
- 2.3. Live Exercise –To visit and observe any retail Supermarket from view point of location, store layout, merchandise arrangement and space utilization followed by group discussion in class room.

3. Managing a Retail Business-

(10)

- 3.1. Human Resource Management in Retailing:
- 3.2. Significance of Human resources in retail, Gaining competitive advantage through HRM, Designing retail organization structure, Motivating retail employees.
- 3.3. Retail store operations-Functional areas of retail operations, store operating parameters, strategic resource model in retailing
- 3.4. Theories of Retail Development: Environmental Theory, Cyclical Theory and Conflict Theory.

4. Merchandise Management

(10)

- 4.1. Basics of Retail Merchandising: Meaning, Evolution
- 4.2. Factors affecting buying functions
- 4.3. Roles & Responsibilities of Merchandiser & Buyer
- 4.4. Buying for a single store, chain store & Non store retailers
- 4.5. Lifestyle merchandising
- 4.6. Merchandising Planning: Concept and Process of Merchandising Planning
- 4.7. Developing Sales forecast
- 4.8. Determining Merchandising requirements

- 4.9. Merchandising Control & Assortment planning
- 4.10. Evaluation of Merchandise performance
- 4.11. Retail pricing: concepts & elements
- 4.12. Determining price, ii) Retail Pricing policies/ Strategies

5. Private Labels in Retailing (08)

- 5.1. Concept, Importance, evolution of private labeling in retail.
- 5.2. Role of private labels, current scenario in India
- 5.3. Factors influencing private labels development, promotion of private labels
- 5.4. Transition of private labels to store brands
- 5.5. Theory of retail incubation and propagation

6. Rural retailing & Legislation for Retailing (10)

- 6.1. Concept, opportunities and challenges in rural retailing.
- 6.2. Regulations and Policies for the rural retailing
- 6.3. Regulations to promote healthy retail competition, product related regulations.
- 6.4. Legal compliances in store operations
- 6.5. Taxation and its impact on retailing
- 6.6. Live Exercise- Students shall study various rural retail projects like Hariyaali Kisaan Bazaar, Project Shakti, e-choupal, Kisanseva kendra etc. followed by class room presentations.

REFERENCE BOOKS:

- 1. Retail Management: Swapna Pradhan – Tata Mcgraw Hill
- 2. Retail Management by Berman & Evans - Pearson
- 3. Retail Management: Suja Nair, First Edition 2006
- 4. Retail Management: A global Perspective: Dr. Harjeet Singh – S. Chand & Sons
- 5. Retail Management by Areef Sheikh & Kaneez Fatima
- 6. Retail Management by Bajaj, Tuli & Srivastava
- 7. Retail Management - Functional Principles & Practices by Gibson G. Vedamani, Jaico publishing house
- 8. Fundamentals of retailing by K.V.S. Madan, Tata Mcgraw Hill Publications



North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 305 H – Retail Promotion & Consumer Behavior

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

Required Lectures: 60

Objective:

- To know the Retail promotion and advertising strategy.
- To provide essential knowledge of core concepts like market segmentation, customer loyalty, Consumer behavior.
- To prepare students to undertake practical assignments and live projects in various retail stores.

1. Retail Promotion Strategy –

(12)

- 1.1. Advertising sales promotion and publicity
- 1.2. Communication and stages of Models of Communication: what is communication, types of communication, important issues for consideration
- 1.3. Deciding objective of sales promotion
- 1.4. determining budget and allocation of budget
- 1.5. Implement promotional plans and evaluate implementation programs
- 1.6. Live assignment: visiting D-mart and Big bazaar in the festive season to understand the different retail promotional strategies

2. Advertising, Sales Promotion and Publicity

(12)

- 2.1. Developing plans for advertising
- 2.2. When to advertise, what to advertise, where to advertise and how to advertise
- 2.3. Sales promotion by vendor originated and retailer originated
- 2.4. Planning of promotional events & Limitations and benefits of promotional events
- 2.5. Ways to effective publicity and Dos and don'ts of effective publicity
- 2.6. Live assignment: analyzing list of advertising as per the products and brands available in the Retail store

3. Retail Promotional Strategy—

(14)

- 3.1. Store atmosphere and personal selling
- 3.2. Display as promotional tool: window display, interior display
- 3.3. How display affects the sales
- 3.4. Types of retail selling :Personal selling
- 3.5. Competencies, common errors of personal selling cause poor performance
- 3.6. Ideal selling: evaluate sales performance
- 3.7. Importance of CRM and personal selling

4. Retailing Strategy

(06)

- 4.1. Store image and target customer
- 4.2. Sustainable competitive advantage
- 4.3. Customer loyalty, vendor relation, location and low cost operations

5. Market segmentation and growth strategy

(06)

- 5.1. Establishing retail mix: components of retail mix
- 5.2. Market penetration, market expansion and diversification
- 5.3. Retail mix scales: innovative strategies, coordinate efforts, avoid diffusion

6. **Retail Consumer Behavior**

(10)

- 6.1. Major factors influencing buying behavior : cultural, social, personal, psychological
- 6.2. Purchase decision: basis of purchasing parameters and inducing factors
- 6.3. Customers buying behavior: complex, dissonance reducing, variety seeking, habitual
- 6.4. The buying decision process- a model: problem recognition, information search, Post purchase behavior
- 6.5. Live assignments: collecting data from the students actually filled at retail store for buying behavior and understanding the different factors influencing buying behavior

REFERENCE BOOKS:

1. Retail Management: Arif Shaikh and Kaneez Fatima, Himalaya Publishing
2. Retail Management: Swapna Pradhan – Tata McGraw Hill
3. Consumer Behavior and Text and Cases, Satish K.Batra, Excel Book
4. Consumer Behavior Building Marketing Strategy, Hawkins, Mc.Graw Hill
5. Consumer Behavior, Solomon, Pearson Publication
6. Marketing Management, (Kotler, Koshy, Keller, Jha), Pearson Publication



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 306 H –Retail Supply Chain Management

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

Required Lectures: 60

Objective:

- To understand the fundamental of supply chain.
- To get acquainted about Retail logistics.
- To provide knowledge of Retail distribution channels.

1. Fundamentals of Supply Chain

(08)

- 1.1. Meaning and importance of Supply Chain
- 1.2. How Retail Supply Chain is Different from Manufacturing Supply Chain
- 1.3. Aligning the Supply Chain with Business Strategy.
- 1.4. Supply Chain Linkages
- 1.5. Decision phases in supply chain
- 1.6. Supply chain flows
- 1.7. Cycle view of supply chain
- 1.8. Drivers of retail supply chain

2. Retail Distribution Channels-

(14)

- 2.1. Participants in the Distribution Channel, Need for distribution Channel and Types of Channels
- 2.2. Channel relationships-
 - 2.2.1. Retail supplier relationship management- retail sourcing, merchandise procurement, global Sourcing, and sourcing measures.
- 2.3. Retail customer relationship management- Introduction, customer service, order management,
- 2.4. Retail loyalty programmes, retail kiosks and Green retailing – what it means to CRM, measures of Retail CRM.
- 2.5. Direct Store Delivery (DSD), Managing Retail Home Delivery.
- 2.6. Live Exercise-Students shall visit the office of a manufacturer/marketer of any consumer/industrial
- 2.7. goods and discuss the distribution channels used by them in order to make their product available to the buyers/ customers.

3. Managing Retail Logistics-

(14)

- 3.1. Introduction to retail logistics management – Elements of retail logistics, Retail logistics structure, Importance and Retail logistics trends.
- 3.2. Retail Transport-Transportation Infrastructure, Freight Management, Freight Costs, Transportation Networks, Route Planning, Containerization.
- 3.3. Retail Warehousing-Warehousing Functions, Consolidation, Warehouse Site Selection, Size, Layout, Warehouse Costing, Warehousing Strategies, Virtual Warehouses, Cold Chain Infrastructure.
- 3.4. Retail returns and reverse logistics-challenge of product returns, scope of reverse logistics, system design for reverse logistics, reverse logistics – a competitive tool
- 3.5. Logistics Outsourcing-
- 3.6. Drivers of Outsourcing Trend, Benefits of Outsourcing, Third Party & Fourth Logistics, Selection of Service Provider, Value Added Services, Service Contracts.

4. Category and Format Specific Supply Chain Issues-

(08)

- 4.1. Food and Grocery Retailing Supply Chain- Food and Grocery Retailing, Food and Grocery Supply Chain Characteristics, Fresh Fruit and Vegetable Supply Chain, Managing the Cold Chain, Dairy Retailing, Technology Requirements for Food and Grocery Retailing

4.2. Apparel and Footwear Retailing Supply Chain-Understanding the Segment, Apparel Retailing Supply Chain, Supply Chain Characteristics, Apparel Retailing in India, Apparel Retail Supply Chain Innovations, Footwear Retailing.

5. Other Category Retailing Supply Chains- (08)

5.1. Consumer Electronics Retailing - Understanding the Segment, Consumer Electronics Retailing Supply Chain Characteristics, Jewelry Retailing, Home Furnishing Retailing,

5.2. Health and Beauty Retailing, Pharma Retailing, retailing of Books and Music, Retailing of Financial Products and Retail Banking, Courier Service Retailing, Service Retailing.

5.3. Live exercise- Students shall visit any retail mall/ outlet from above category products to study its retail supply chain followed by presentation in class room.

6. Information Technology for retail supply chain & logistics (08)

6.1. Information Needs, Desired Characteristics of Information Systems, Retail Technology Maturity Model

6.2. Bar Coding & RFID- product tracking in transit

6.3. Retail ERP

6.4. Mobile Applications

6.5. Retail Analytics, Point of Sales Solutions

6.6. Green Information technology and other Emerging Retail Technologies

REFERENCE BOOKS:

1. Retail Supply chain Management: Rajesh Ray –Mcgraw Hill education
2. Supply Chain Management in the Retail Industry-Michael H. Hugos, Chris Thomas, Wiley Publications
3. Channel Management and retail marketing by Meenal Dhotre.
4. Supply chain Management by V.V. Sople
5. Supply Chain Management by Rahul V. Altekar



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: III

Paper: 307 H: Mall Management

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

Required Lectures: 60

Objectives:

- To understand the current scenario of Shopping Malls with challenges.
- To get in depth knowledge of Mall development.
- To provide knowledge of Mall maintenance, tenant mix etc.

1. Introduction to Shopping Malls

(10)

- 1.1. Introduction, Emergence of Organized retail in India,
- 1.2. Evolution of Shopping Malls
- 1.3. Malls move out of Indian Metros
- 1.4. Types of shopping malls
- 1.5. Factors stimulating growth of shopping malls in India
- 1.6. Challenges of Mall development in India.

2. Mall Development

(12)

- 2.1. Introduction, Planning & design Decisions.
- 2.2. Site for shopping malls, Mall Design process, Capital sources of malls, Sources of revenues, Strategic decisions in mall financing.

3. Tenant Mix

(12)

- 3.1. Introduction, Zoning, Concept of Tenant mix, important terms related to Tenant mix, Five attributes of Tenant mix, Tenant mix modification to flow with times.
- 3.2. Models of Tenant mix improvement. Future direction of Tenant mix management. Concept of anchor store.

4. Maintenance Management

(08)

- 4.1. Areas of maintenance, Housekeeping services, security services, Fire management, parking management, Finance, HR policies, some common Engineering system.

5. Marketing Planning

(08)

- 5.1. Marketing planning, Facilitating marketing planning process, Graphical summary of marketing plans. Customer segmentation methodology, 4P's, Marketing communication, Branding methodology. Brand valuation, Market research.

6. Attributes of Mall

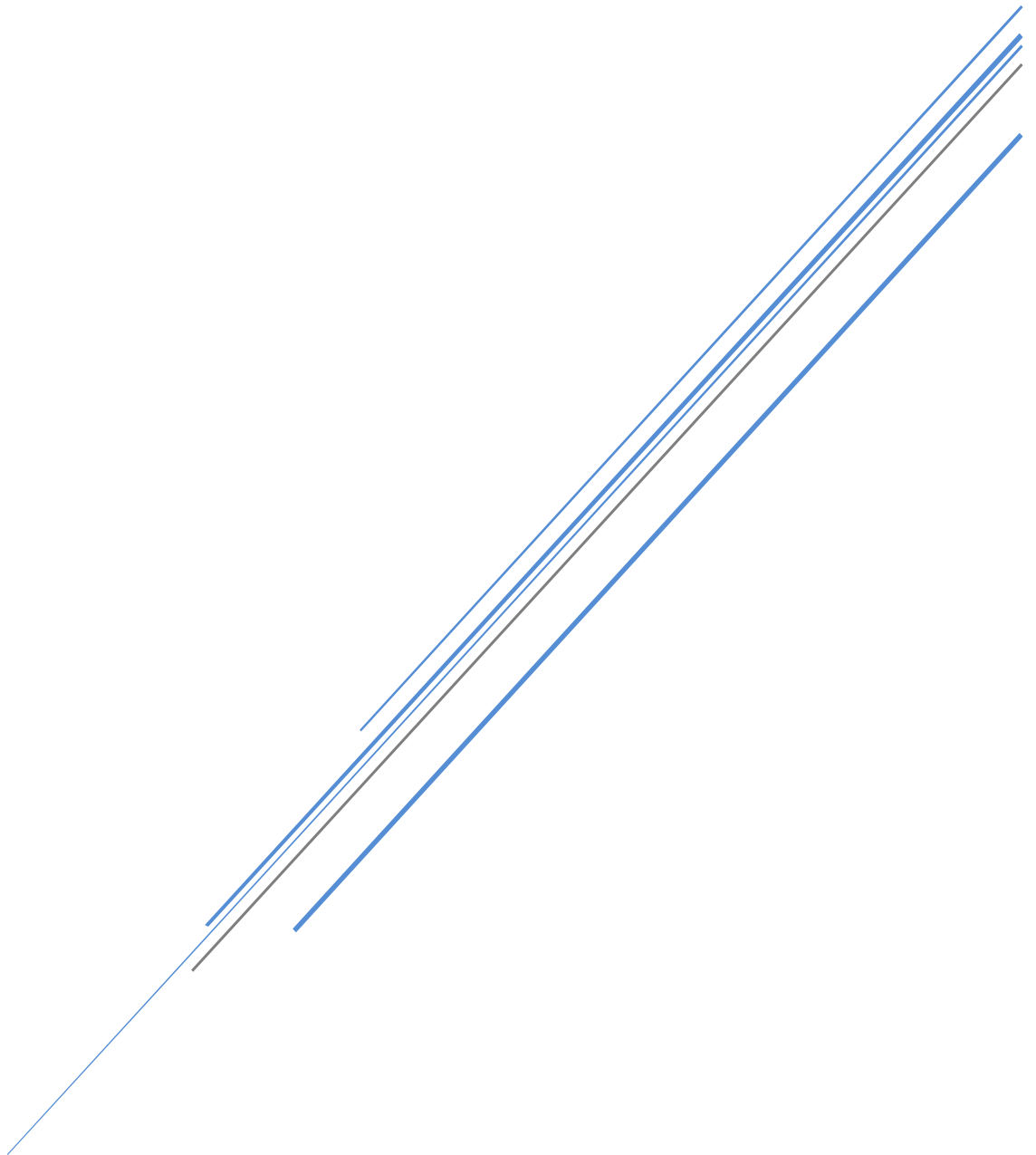
(10)

- 6.1. Entertainment, Relationship between key constructs and overall satisfaction, important factors related to consumer choice of choosing shopping centers, Dimensions of retailer attributes, shopping centers and food court, Common area kiosks.

REFERENCE BOOKS:

1. Mall Management with case studies (2nd Edition)- Abhijit Das, Taxmann's, New Delhi.
2. Retail Management: Arif Shaikh and Kaneez Fatima, Himalaya Publishing
3. Mall Management- operating in Indian Retail space, Harvinder Sing, Srin R Srinivasan
4. Retail Management: Swapna Pradhan – Tata Mcgraw Hill

MBA SEMESTER - IV





North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 401 Business and Government

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

Required Lectures: 60

Objective:

- To Understand relationship between Business and Government
- To Study various schemes of Government

1. Business Environment and Economic Overview (12)

- 1.1. Meaning and Definition of Business Environment
- 1.2. Role of State in Economy
- 1.3. The Planning Commission of India-Overview
- 1.4. The National Development Council and NITI Aayog- Constitution, Objectives and Functions
- 1.5. Policies of Indian Government- Industrial Policy-Historical Background, Meaning and Objectives, Recent Industrial Policy- MSME Sector
- 1.6. The Indian Financial System- Structure and Functions, Markets-Money, Capital and Commodity

2. Government of India Initiative- Make in India (12)

- 2.1. Overview
- 2.2. Policies (New Initiative)- Advantage India, New Infrastructure, New Process, New Sectors
- 2.3. Sectors in Make in India Initiative
Study the below sectors based on - Summary, Reasons to invest, Statistics, Growth drivers, FDI policy, Sector policy, Investment opportunities

Sectors-

Automobile, Chemicals, Electronic Systems, Food Processing, IT and BPM, Oil and Gas, Pharmaceuticals, Renewable Energy, Textiles and Garments, Tourism and Hospitality, Wellness

3. Government of India Initiative- Digital India, Startup India and Skill India (12)

- 3.1. Digital India – Overview,
- 3.2. Services under Digital India (Introduction /About us)- Agrimarket App, BHIM (Bharat Interface for Money), Crop Insurance Mobile App, eHospital, eNam, Goods and Service Tax Network (GSTN)
- 3.3. Startup India- Overview
- 3.4. Skill India- Overview, Role
- 3.5. Mudra - Micro Units Development & Refinance Agency Ltd- Introduction, Role

4. Management Systems (MS)- Certification Schemes (12)

- 4.1. Overview of Bureau of Indian Standards
- 4.2. Quality Management System (IS/ISO 9001)
- 4.3. Environmental Management System (IS/ISO 14001)
- 4.4. Hazards Analysis and Critical Control Point (IS 15000)
- 4.5. Occupational Health and Safety Management System (IS 18001)
- 4.6. Food Safety Management System (IS/ISO 22000)
- 4.7. Quality Management Systems - Requirements for service quality by public service organizations (IS 15700)
- 4.8. Energy Management System (IS/ISO 50001)
- 4.9. Six Sigma Certification- Introduction, Methodologies

5. Indian Rural Market (6)

- 5.1. Understanding Indian Rural Economy- Introduction, Rural Urban Disparities, Diagnosis of Failure and Rural Face of reforms.
- 5.2. Rural Banking System- Rural Indebtedness and Rural Credit, The co-operatives Banks, Commercial Banks-Functions, Problems

- 5.3. Agriculture and Indian Economy
- 5.4. Various Employment Generation Schemes

6. Assignments

(6)

- 6.1. Students are expected to study any 5 articles from the issues of current business magazines and make presentation.
- 6.2. Students should study various reports / case studies available on web portals of Make in India, Startup India, Skill India and other related portals

(No Question based on Chapter 6 in the University Exam)

Reference Books / Web-sites

- 1. Business Environment, 2/E- Saleem Shaikh-Pearson
- 2. Business Environment – Paleri – Cengage Learning
- 3. Fundamentals of Business Environment by Shukla – Taxmann
- 4. Economic Environment of Business-V. K. Puri , S. K. Misra-Himalayan Books
- 5. <http://www.makeinindia.com>
- 6. <http://www.nsdcindia.org>
- 7. <http://www.mudra.org.in/AboutUs/Genesis>
- 8. <http://www.digitalindia.gov.in/>
- 9. <http://www.bis.org.in/index.asp>
- 10. Rural Development-Dr. I. Satya Sundaram, Himalaya Publishing House
- 11. Rural Marketing Indian Perspective- Awadesh Kumar Singh, Satya Prakash Pandey, New Age International Publication
- 12. Rural Marketing: Text and Cases- By C. S. G. Krishnamacharyulu- Pearson Education India



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 402 Innovation Management

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

Required Lectures: 60

Objective:

- To equip students with the core concepts, frameworks, and techniques of Innovation management and its Applications

1. Innovation Function (10)

1.1. Innovation & Creativity

- 1.1.1. Introduction, Concept of Innovation, Characteristics of innovation
- 1.1.2. Sources of innovation, Types of innovation
- 1.1.3. Creativity –process- and impact of innovation
- 1.1.4. Invention, creativity and innovation
- 1.1.5. Relationship between Technology and Innovation
- 1.1.6. Levels of Innovation
- 1.1.7. Ideation: meaning, Key elements

1.2. Innovation Management

- 1.2.1. Concept, scope & Characteristics
- 1.2.2. Evolution of innovation management
- 1.2.3. Effective innovation management
- 1.2.4. Performance evaluation
- 1.2.5. Functions of innovation management (Overview)

2. Unit-2 Planning for innovation (10)

2.1. Innovation Environment

- 2.1.1. Originators of innovation, Key drivers of innovation, Factors influencing innovation
- 2.1.2. Nurturing innovation in e-business

2.2. Innovation Opportunities

- 2.2.1. Sources of innovation, Innovation behaviour
- 2.2.2. Opportunity identification tools, Opportunity analytical tools
- 2.2.3. Forecasting tools

2.3. Strategizing Innovation

- 2.3.1. Innovation as strategy component
- 2.3.2. Developing innovation strategy, Market standing based strategies
- 2.3.3. Environment based strategies

3. Organizing for Innovation (08)

3.1. Innovative organisation structures

- 3.1.1. Organizational theories and structures
- 3.1.2. Traits of innovative organization, Organising for innovation
- 3.1.3. Current trends, Factors influencing organisational design

3.2. Making organizations creative

- 3.2.1. Characteristics of creative organizations
- 3.2.2. Creativity crushers
- 3.2.3. Creating creative organisation – 7S framework.

4. New Product Development (12)

4.1. External Factors Affecting NPD

- 4.1.1. Institutional mechanism for innovation and research

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

4.1.3. Nature of product category, Product life cycle stage

4.2. Internal Factors Affecting NPD

4.2.1. Position of the firm in the market place

4.2.2. Level of technological competence of the firm

4.2.3. Ability to invest capital and attract investment

4.2.4. Aspirations and the vision of the firm

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

4.3. The Process of New Product Development

4.3.1. Generating & screening ideas for new products

4.3.2. New product concept development & screening

4.3.3. Market strategy and business analysis for new products

4.3.4. Beta-testing and Market-testing the concept

4.3.5. Technical implementation and commercializing new products

4.4. Types of NPD Outsourcing

4.4.1. Component Manufacturing, Contract Manufacturing

4.4.2. Independent Consultants, Contract Labor

4.4.3. Industrial Design Firms

4.4.4. Offshore Support, Product Development Organizations

5. Managing Creative people (08)

5.1. Individual creativity

5.1.1. Traits of creative persons, Motivation to creativity,

5.1.2. Blocks to creativity, Strategies for unblocking creativity

5.2. Group creativity

5.2.1. Factors influencing group creativity

5.2.2. Promoting group creativity

5.2.3. Managing creative employees, Group initiatives

5.3. Creativity Training

5.3.1. Creativity testing and development methods

5.3.2. Designing & organizing training programs, Developing intuition

5.3.3. Communication skills for creativity

6. Open Innovation Framework (12)

6.1. Open Innovation

6.1.1. Inbound innovation (Outside-in approach)

6.1.2. Outbound innovation (Inside –out approach)

6.1.3. Closed Innovation Approach, Open innovation approach

6.2. Challenges around Pursuit of Open Innovation Approach

6.2.1. Management-related challenges

6.2.2. IP policy, Culture

6.2.3. Competencies and skill level of employees

6.2.4. Quality of partners

6.3. Legal aspects of innovation

6.3.1. Safeguarding innovation

6.3.2. Concept of IPR, Benefits from patents

6.3.3. IPR in international setting, Patenting trends & challenges

REFERENCE BOOKS

1. Innovation Management – C S G Krishnamacharyulu, Lalith R. Himalaya Publishing House.
2. Innovation Management by Vinnie Jauhari & Sudhanshu Bhushan Oxford publications
3. Innovation Management and New Product Development By Trott – Pearson
4. Managing Technology and Innovation for Competitive Advantage by V.K. Narayanan – Pearson LPE





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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 403 Indian Commercial Law

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

Required Lectures: 60

Objectives:

- To provide the Basic knowledge about the Company.
- To increase the Understanding level of Individual about rights as a Consumer.
- To aware about the basic terms in the field of Information Technology.
- To provide the practical aspects in the light of case study.

1. The Consumer protection Act, 1986

(12)

- 1.1. Definition: Appropriate laboratory, complainant, complaint, consumer, consumer dispute.
- 1.2. Who is consumer
- 1.3. who can make a complaint
- 1.4. Unfair Trade practices
- 1.5. Restrictive Trade Practices
- 1.6. Medical services and the consumer protection Act, 1986
- 1.7. Consumer Protection Councils
- 1.8. Consumer Dispute Redressal Agencies

2. The Company Law – Companies Act 2013

(12)

- 2.1. Definition, characteristics , & types of company
- 2.2. Setting up of a company
 - 2.2.1. Incorporation of company: Promoter & Pre incorporation contract
 - 2.2.2. Prospectus & public offer
 - 2.2.3. Shares, share capital , debentures
- 2.3. Management & Administration
 - 2.3.1. Directors: - Types, Duties & Liability, Responsibilities
 - 2.3.2. Corporate Social Responsibility
- 2.4. MOA & AOA: - Meaning & Content
- 2.5. Winding up of the company & its types

3. Cyber laws – Information Technology Act 2000

(12)

- 3.1. Objectives & scheme of the IT Act 2000
- 3.2. Digital signature – i) meaning ii) Authentication of electronic records – Asymmetric Crypto system , Electronic records , Key pair , Private key , Public Key
- 3.3. Electronic Governance –
 - 3.3.1. Legal recognition of electronic records & digital signature
 - 3.3.2. Use of electronic records & digital signature in Government & its signature
 - 3.3.3. Retention of Electronic Records
 - 3.3.4. Powers to make rules by central government in respect of digital signature
 - 3.3.5. Definitions of – Information , electronic form , Computer , Computer network , Computer resources , Computer system , Data & functions.
 - 3.3.6. meaning of certifying authority under the act

4. Right to Information Act 2005

(6)

- 4.1. Important theme w.r.t. Citizen, information & public authority
- 4.2. Enforcement and Penalty under act
- 4.3. Right of Third Party

5. Arbitration

(6)

- 5.1. What is Arbitration & Conciliation
- 5.2. Arbitration Agreement
- 5.3. Appointment of Arbitrator
- 5.4. Arbitration Proceedings
- 5.5. Arbitral Tribunal
- 5.6. Arbitral Award
- 5.7. New York convention Awards
- 5.8. Geneva Convention Awards

6. Case studies in Indian commercial laws – Typical case based on above topics only (12)

REFERENCE BOOKS

1. Mercantile & Commercial Laws by Rohini Aggrawal – Taxman Publication
2. Legal Aspects of Business – Albuquerque – Oxford University Press
3. Legal Aspects of Business by Akhileshwar Pathak – Tata McGraw Hill
4. Business Regulatory Framework by Das – Oxford University Press
5. Legal Aspects of Business by R.R.Ramtirthkar – Himalaya Publishing House
6. Elements of Merchantile Laws by N.D. Kapoor – Sultan Chand & Sons
7. Business law – Bulchandani - Himalaya



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 404 Entrepreneurship & Project Management

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

Required Lectures: 60

OBJECTIVES:

- To provide theoretical foundations of entrepreneurship development.
- To acquaint students with the special challenges of starting new ventures and introducing new product and service ideas.
- To create an awareness of the need for systematic management of projects.
- To provide the skill in executing various projects, starting from project identification till project termination.

1. Entrepreneur and Entrepreneurship (06)

- 1.1. Entrepreneur - Concept, Functions, Types, Characteristics, Qualities and Role – Ideal
- 1.2. Entrepreneur
- 1.3. Entrepreneur vis-à-vis Professional Manager, Intrapreneur, Copreneur
- 1.4. Roles, Responsibilities, Career opportunities as Entrepreneur
- 1.5. Opportunities for Entrepreneurs in India and abroad
- 1.6. Entrepreneur and Entrepreneurship – Factors, Barriers & Problems

2. Entrepreneurship Development (12)

- 2.1. Entrepreneurship Development: Concepts, Factors affecting, Development Cycle and Strategy
- 2.2. Entrepreneurship Development Program (EDP): Concepts, Objective, Contents, issues, Phases, Evaluation. Institutions conducting EDP's in India
- 2.3. Entrepreneurship Development Training: Importance, Objective, Methods
- 2.4. Role of Institutions in Entrepreneurship Development –
- 2.5. Role of the following agencies in the Entrepreneurship Development
- 2.6. DIC – District Industrial Center
- 2.7. SISI – Small Industries Services Institute
- 2.8. EDII – Entrepreneurship Development Institute of India
- 2.9. NIESBUD – National Institute of Entrepreneurship and Small Business Development
- 2.10. NEDB – National Entrepreneurship Development Board

3. Emerging areas in Entrepreneurship (16)

- 3.1. Women Entrepreneurship: Types, Challenges, Opportunities, Achievements, Problems, Remedial Measures & supporting Institutions and Role Models of Woman Entrepreneurs in India, Self Help Groups,
- 3.2. Rural Entrepreneurship: meaning, need, Problems, Development, Role of NGO's,
- 3.3. Entrepreneurship in agriculture, TRYSEM.
- 3.4. Social Entrepreneurship: Genesis & Characteristic
- 3.5. E- Entrepreneurship: Concept, Purpose and Essence.
- 3.6. Family Business Management
 - 3.6.1. Importance of Family Business
 - 3.6.2. Types of Family business, History of family businesses
 - 3.6.3. Responsibilities and Rights of Family Shareholders of a Family Business
 - 3.6.4. Succession in Family Business
 - 3.6.5. Pitfalls of the Family Business
 - 3.6.6. Improving Family Business Performance
 - 3.6.7. How to Overcome Nepotism in Family Businesses
 - 3.6.8. How to save the Family Business

4. Market Survey and Opportunity Identification (10)

- 4.1. How to start a small scale industry
- 4.2. Procedures for registration of small scale industry
- 4.3. List of items reserved for exclusive manufacture in small scale industry
- 4.4. Assessment of demand and supply in potential areas of growth
- 4.5. Understanding business opportunity
- 4.6. Considerations in product selection
- 4.7. Data collection for setting up small ventures

5. Project (08)

- 5.1. Project : Concept, Classification, Identification, Project Design, Project Appraisal, Project Planning,
- 5.2. Marketing plan, financial plan and the organizational plan
- 5.3. Financing of the Project – Sources of Finance
- 5.4. Role of Financial Institutions – Commercial Banks, IDBI, ICICI, SIDBI, SFC's, IFCI, NABARD, Venture Capital, Angel Capitalist

6. Project Management (08)

- 6.1. Business Planning Process - The business plan as an entrepreneurial tool Elements of Business Plan, Objectives, Market Analysis, Development of product / idea, Marketing, Finance, Organization & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones.
- 6.2. Project Monitoring and Control – Parameters, Process
- 6.3. Technical, Financial, Marketing Personnel and Management Feasibility Reports

*** Out of 40 internal marks the student has to prepare & submit a business plan for 10 marks. The students may refer & take help from local DIC or Banks.**

REFERENCE BOOKS

References for Entrepreneurship :

1. Dynamics of Entrepreneurship Development and Management – Vasant Desai, Himalaya
2. Entrepreneurship Development small business Enterprises – Poornima Charantimath - Pearson
3. Exploring Entrepreneurship – Blundel Lockett - Oxford
4. Entrepreneurship, Robert D. Hisrich, Michal P. Peters, Tata McGraw-Hill Edition
5. Entrepreneurship Development and Project Management by Neeta Baporikar, Hiimalaya
6. Entrepreneurship Development in India by Gupta, Srinivasan – Sultan Chand & Sons
7. Entrepreneurship Development by S.S. Khanka – S. Chand
8. Entrepreneurship Development by Cynthia L. Greene, Cenage Learning

Project Management

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

Specialization –A – Financial Management

North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 405 A –Financial Derivatives

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

Required Lectures: 60



Objectives:

- To understand the concept of derivatives, various derivative instruments and the techniques of hedging the risks.

1. Basics of Derivatives (10)

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

2. Forward and Futures Contract (12)

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

3. Options Contract (12)

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

4. Futures and Option Clearing and settlement (08)

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

5. Swaps (08)

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

6. Credit Derivatives

(10)

- 6.1 Credit Derivatives- Concept
- 6.2 Types of Credit Derivatives
- 6.3 Uses , Benefits and Limitations of Credit Derivatives
- 6.4 Speculation and Hedging with Credit Derivatives
- 6.5 Credit Derivatives in India

REFERENCE BOOKS:

1. Financial Derivatives: Theory concepts & problems – S.L.Gupta – Prentice Hall of India (PHI)
2. Derivatives And Risk Management – Dr R. P Rustagi – Taxmann’s
3. Options, Futures & Other Derivatives - Hull C John, Sankarshan Basu – Pearson Educations Publishers
4. Derivatives And Risk Management – Jayanth Verma- Tata Mcgraw Hill
5. Futures Markets: theory & practice” – Sunil K Parmeswaran – Tata McGraw Hill.
6. Financial Derivatives – Bishnupriya Mishra ,Swaroop – Excel Books
7. Fundamentals of Financial Derivatives – N.R. Parsuraman – Wiley India
8. Derivatives – T.V.Somnathan - Tata McGraw Hill.
9. Financial Derivative & Risk Management – O.P.Agrawal – Himalaya Publication
10. Work book for NISM Series VIII : Equity Derivatives Certification Examination



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 406-A International Financial Management

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

Required Lectures: 60

Objectives of the course:

- To study the international environment in which the business operates
- To understand Exchange rate mechanism as well as international accounting practices

- 1. International Financial Environment (06)**
 - 1.1. International Financial Management: An Overview -
 - 1.2. International Financial Management Importance, Goals, Features & scope
 - 1.3. Domestic V/s International Financial Management.
 - 1.4. Emerging Challenges in International Finance -
- 2. Foreign Exchange Market (12)**
 - 2.1. Classification of Foreign Exchange Exposure & Risk-
 - 2.2. Function of Foreign Exchange Market-
 - 2.3. Global Financial Derivative Market-
 - 2.4. Spot and Forward Rate
 - 2.5. Foreign Currency Futures, Option & swap-
 - 2.6. International Parity-
 - 2.6.1. Factors affecting Exchange Rate
 - 2.6.2. Purchasing Power Parity Theory
 - 2.6.3. Interest Rate Parity
 - 2.6.4. Forward Rate Parity
 - 2.6.5. International Fischer Effect
 - 2.6.6. Comparison of PPP, IFE, IRP theories
 - 2.7. Arbitrage – Two Point and Triangular Arbitrage
 - 2.8. International Transaction Mechanism
 - 2.8.1. Nostro, Vostro and Loro Account,
 - 2.9. SWIFT, CHIP, CHAP, Telegraphic Transaction (IT)
 - 2.10. Central Bank Intervention
- 3. International Monetary system (8)**
 - 3.1. International Monetary Fund (IMF)
 - 3.1.1. Constitution, Role & Responsibility of IMF
 - 3.1.2. Funding facilities, International liquidity
 - 3.1.3. Special Drawing Rights (SDR)
 - 3.1.4. Role in Post Bretton Woods world
 - 3.2. Convertibility & Currency
- 4. International Accounting (12)**
 - 4.1. **Convergence to International Financial Reporting Standards**
 - 4.1.1. Introduction, Advantages of adopting IFRS, Applicability
 - 4.1.2. Comparison of IFRS and Ind –AS
 - 4.1.3. IND-AS1 Presentation of Financial Statements
 - 4.2. **Transfer pricing**
 - 4.2.1. Meaning and Important Issues of Transfer Pricing
 - 4.2.2. Negotiated Transfer Pricing
 - 4.3. **Financing of foreign trade**
 - 4.3.1. Documentation, Modes of Payment
 - 4.3.2. Methods of Financing, EXIM Bank

5. Managing Foreign Operations (12)

5.1. Introduction to International Banking-

- 5.1.1. International Debt Crisis
- 5.1.2. Asian Financial Crisis
- 5.1.3. International Regulation
- 5.1.4. Managing Risk in Foreign Exchange Trading

5.2. Eurocurrency Market -

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

5.3. Depository Receipts

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

6. Balance of Payment (10)

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

REFERENCE BOOKS:

1. International Finance Management by MadhuVij – Excel Books
2. International Financial Management, H.R. Machiraja, Himalaya Publication
3. International Financial Management by P. G. Apte, Tata McGraw Hill
4. International Finance – O' Brien – Oxford University Press
5. Practical Approach to IFRS- Jasmine Kaur, McGraw Hill Publication
6. Financial Accounting for Management – N Ramchandran, Ram Kumar Kakani-Mc Graw Hill Education
7. International Financial Management by Thumuluri Siddaiah (IFM) Pearson
8. International finance Marketing by V.A Avadhani – Himalaya Publication
9. International Finance Management by Vyuplesh Saran – Prentice Hall
10. International Finance Management by Cheol S. Eun & Bruce G Resnick , Tata McGraw Hill
11. International Financial Management Jain Macmillan



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 407 A – Case Studies in Financial Management

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

Required Lectures: 60

Objectives :

- To depict thorough knowledge of the subject and develop decision making abilities

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

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

Specialization –B – Marketing Management



North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper : 405 B – Marketing Research and Business Analytics

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

Required Lectures: 60

Objectives:

- The purpose of this course is to cultivate research skills in students and a beginning practitioner. The focus will be on qualitative (exploratory) and quantitative research execution and the application of research findings and analysis in decision making.
- The course is geared toward the practical application of research, though gaining a working knowledge of certain terminology will be important.

1. Introduction

(10)

- 1.1. Marketing research: Meaning, Scope, Purpose, Uses, Limitations and Threats to Marketing Research
- 1.2. Marketing Research and Marketing Management
- 1.3. Business research and its application vis-à-vis marketing
- 1.4. Marketing research process
- 1.5. Marketing Intelligence system:
- 1.6. Concept, Components, Scope, Significance
- 1.7. MIS and Marketing Decision Support System (MDSS)
- 1.8. Ethics in Marketing Research

2. Data Collection

(12)

- 2.1. Use of internet for primary data
- 2.2. Locating and Evaluating Secondary data
- 2.3. Measurement & Scaling
- 2.4. Concept of Measurement & Scaling
- 2.5. Types of measurement scales- Comparative, Non comparative
- 2.6. Attitude measurement scales, Attribute measurement scales
- 2.7. Questionnaire design & construction

3. Market Survey as a method of Data Collection

(12)

- 3.1. Market survey: Nature, Meaning and Objectives of Market survey
- 3.2. Types of Market survey
- 3.3. Field work: Conducting a Survey
- 3.4. Conducting Consumer Perception survey
- 3.5. Conducting Consumer Satisfaction survey
- 3.6. Conducting Concept Testing survey
- 3.7. Preparation of Report based on the conducted survey

4. Fieldwork and Interviewing

(08)

- 4.1. Fieldwork: Objectives, Overview, nature
 - 4.1.1. Training of fieldworkers
 - 4.1.2. Supervision of fieldworkers:
 - 4.1.3. Quality control and editing, sampling control, control of cheating.
- 4.2. Interviewing
 - 4.2.1. Conditions for successful interview
 - 4.2.2. The interview task

4.2.3. Interviewing errors

4.2.4. Interview for qualitative research

5. Data Analysis Techniques and Interpretation (10)

- 5.1. Regression Analysis,
- 5.2. Factor Analysis,
- 5.3. Cluster Analysis,
- 5.4. Discriminant Analysis,
- 5.5. Conjoint Analysis,
- 5.6. Multi-Dimensional Analysis
- 5.7. The Interrelationship between Analysis and Interpretation
- 5.8. Improper interpretation, Improper Analysis
- 5.9. The interpretative process

6. Specific Research Applications (08)

- 6.1. Test Marketing
- 6.2. Advertisement Research: Promotion Research, Brand Equity Research, Brand Name testing
- 6.3. Industrial Marketing Research
- 6.4. Export Marketing Research
- 6.5. Sales Analysis forecasting
- 6.6. Pricing Research
- 6.7. Consumer Behavior Research
- 6.8. Rural Marketing

Live Project 1: *Students should visit any marketing organizations and conduct the any one of mentioned in 3rd unit & unit 5th surveys and prepare a survey report.*

Live Project 2: *As mentioned in live project 1, students should enter the data in SPSS or MS Excel to test the above mentioned multivariate data analysis techniques.*

REFERENCE BOOKS

1. Market research - G.C. Beri – Tata McGraw Hill
2. Marketing Research – Naresh Malhotra – Pearson
3. Marketing Research – Easwaran, Singh – Oxford University Press
4. Marketing Research-Rajendra Nargundkar – Tata McGraw Hill
5. Marketing Research by S L Gupta – Excel Books
6. Marketing Research – Suja Nair – Himalaya
7. Marketing Research – Burns and Bush – Pearson
8. Marketing Research – Luck and Rubin – Prentice Hall Publications
9. Marketing Research, Concept & Cases – Cooper Schindler. – Tata McGraw Hill
10. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Alburn - Prentice Hall Publications
11. Marketing Research by Ramanuj Majumdar –New age International
12. Marketing Research by Shajahan –Macmillan



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 406 B - Retail Management And Digital Marketing

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

Required Lectures: 60

Objectives:

- To develop understanding about the retail sector and its current requirements
- To highlight the new trends of using technology and equip students to handle such developments in markets and marketing practices.

1. Overview of Retail Management

(10)

- 1.1. Retail- Definition, functions, the marketing –retail equation,
- 1.2. Retail in India- Evolution, key sectors, factors affecting the growth, aspects of FDI, Challenges faces by Indian, Indian Vs. Global Scenario
- 1.3. Steps / Elements of a retail strategy, Retail institutions categorized by ownership and store, The wheel of retailing, scrambled merchandising, The retail life cycle
- 1.4. Retail Consumer-Factors influencing, Store site selection- Types and Selection

2. Merchandise Management

(10)

- 2.1. Devising merchandise plans
- 2.2. Category Management
- 2.3. Retail Pricing- Elements, Determining the price, policies/strategies, Mark-up /Mark-down price,
- 2.4. Merchandise Planning Systems- Open-To-Buy System, Allocating Merchandise to store
- 2.5. Evaluating merchandise performance

3. Store Management

(10)

- 3.1. Store Design-Objectives
- 3.2. Store Design- Layouts, Signage and Graphics
- 3.3. Space Management-
- 3.4. Space Allocated to Merchandise Categories
- 3.5. Location of Merchandise Categories and design elements
- 3.6. Location of Merchandise within a category: The use of Planograms

4. Information System and Customer Service

(10)

- 4.1. Information Systems- Need for product identification-UPC,
- 4.2. Importance of technology in retail, applications of technology-EDI,
- 4.3. Database management, data warehousing, data mining and RFID.
- 4.4. Customer Service-Developing CRM programs

5. Supply Chain Management (SCM)

(10)

- 5.1. Concept of Supply Chain Management,
- 5.2. Issues involved in SCM
- 5.3. Supply Chain Integration
- 5.4. Innovation in SCM- VMI , Cross Docking
- 5.5. Retail Logistics

6. E-tailing

(10)

- 6.1. The online retail sector of India
- 6.2. E-tailing Business Models-Virtual Merchants, Brick-and-Clicks, Catalog Merchants, Manufacturer-Direct
- 6.3. Marketing Communication-Online Advertising, Display Ads-Banner and Pop-Ups, rich media / Video Ads, Search engine advertising, network keyword advertising, Social media advertising-Blogs, Social Networks

6.4. Business models of Indian e-tailers- Flipkart, Amazon and Paytm

Reference Books

8. Retail Management a strategic Approach-Barry Berman, Joel R. Evans- Pearson
9. Retailing Management- Michael Levy, Barton A Weitz and Ajay Pandit- Tata McGraw-Hill
10. Digital Marketing – Ahuja - Oxford University Press
11. Retailing Management- Swapna Pradhan- McGraw-Hill
12. Retail Management- Suja Nair-Himalaya Publishing House
13. E-Commerce –Business. Technology. Society. – Kenneth C. Laudon, Carol Guercio traver- Pearson



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 407 B: Case Studies in Marketing

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

Required Lectures: 60

Objectives:

- To enhance analytical skills of students

The student has to select and discuss the case studies related to paper no 204 and respective specialization papers no 304, 305, 306, 307, 405, 406, those will have impact on business decision making in each paper

Specialization – C – Human Resource Management

North Maharashtra University, Jalgaon



(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper : 405 C – Performance & Compensation Management

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

Required Lectures: 60

Objectives:

- To study different performance parameters in organisation.
- To study Performance Management Process.
- To understand compensation structure in organisation.

Performance Management-

1. Introduction- (10)

- 1.1. Meaning, Definition and Purpose of Performance Management
- 1.2. Standards of Performance and Guidelines to set Performance Standards
- 1.3. Determinants of Performance
- 1.4. Approaches to Measure Performance
- 1.5. Characteristics of Ideal Performance System
- 1.6. Disadvantages of Poorly Implemented Performance System .
- 1.7. Concept of Competency Management, & types of competencies

2. Performance Management Process- (06)

- 2.1. Performance Planning
- 2.2. Performance Execution
- 2.3. Performance Assessment
- 2.4. Performance Review
- 2.5. Renewal & Re-contracting

3. Team Performance Management- (06)

- 3.1. Definition, Importance & Need of Teams
- 3.2. Types of Teams
- 3.3. Purposes and Challenges of Team Performance Management
- 3.4. Rewarding Team Performance
- 3.5. Techniques/Measures to enhance Team Performance

Compensation Management

4. Introduction- (08)

- 4.1. Meaning, Concept, Objectives & Types of Compensation
- 4.2. Factors affecting employee's compensation
- 4.3. Compensation Management Process
- 4.4. Determining Compensation: Wage Mix
- 4.5. Job Evaluation-Concept, Objectives, Principles and Methods/Techniques
- 4.6. Managerial/Executive Compensation

5. Wages & Salary Administration- (10)

- 5.1. Concept and Kinds of Wages
- 5.2. Objectives of Sound Wage Policy
- 5.3. Objectives of Sound Wage Policy
- 5.4. Principles of Wages and Salary Administration
- 5.5. Wage Determinants
- 5.6. Wage Boards
- 5.7. Wage Differentials-
- 5.8. Concept, Rationale of Wage Differentials

- 5.9. Types of Wage Differential-Pay for Performance, Pay for Knowledge and Skills, Competency Based Pay
- 5.10. Methods of Wage Payments
- 5.11. Components of Wage Structure in India
- 6. Incentives & Fringe Benefits (14)**
- 6.1. Incentives-**
- 6.1.1. Meaning, Need and Types of Incentives
- 6.1.2. Individual & Group Incentive Plans
- 6.2. Fringe Benefits-**
- 6.2.1. Meaning, Need, Objectives & Types
- 6.2.2. Advantages and Disadvantages of Fringe Benefits
- 6.3. Introduction to payroll**
- 6.3.1. Payroll Procedures and Controls
- 6.3.2. Payroll Deductions
- 6.3.3. Payments to Employees
- * Some Important Factors in Wage Administration MBA-HR Students must aware about- (06)**
- i. Income Tax Calculations on Salaries/TDS and e-Return Filing
 - ii. Preparation of Salary Sheet
 - iii. Provident Fund Calculations
 - iv. Bonus Calculations
 - v. Gratuity Calculations
 - vi. Retirement Calculations
 - vii. Calculations of all above things on MS-Excel
- * Faculty are expected to take efforts on these points to improve Skills and Knowledge of students about subject. The above calculations are not expected in Exam Paper.*

Reference Books

1. Performance Management – Kohli, Deb - Oxford University Press
2. Performance Management by Herman Aguinis.- Pearson
3. Performance Management-Chadha, Macmillan
4. Compensation Management An Indian Perspective 2e –Bhattacharyya -Oxford University Press
5. Compensation by Milkovich, Newman, VenkataRatnam 9e– Tata McGraw Hill (SiE)
6. Compensation management by Dipak Kumar Bhattacharya – Oxford University Press
7. Compensation management by Kanchan Bhatia - Himalaya Pub
8. Essentials of Human Resource Management By P. SubbaRao – Himalaya Publishing
9. Human Resource Management By Snell, Bohalender - Cengage Learning
10. Human Resource Management-Pande & Basak, Pearson
11. Human Resource Management- Gary Dessler & Biju Varkkey - Pearson Prentice Hall
12. Human Resource Management by S. S. Khanka – S. Chand & Sons
13. Human Resource Management by Sharon Pande & Swapnalekha Basak - Pearson



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper : 406 C – International Human Resource Management

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

Required Lectures: 60

Objectives:

- To study HRM practices in International Environment
- To compare domestic HRM practices w.r.to International context
- To get indepth knowledge on Repatriation

1. Introduction to (IHRM) International Human Resource Management (10)

- 1.1. IHRM: Meaning, Definition
- 1.2. Internationalization and HRM
- 1.3. Domestic Vs International HRM
- 1.4. Growing interest in IHRM
- 1.5. Functional positioning of IHRM
- 1.6. Organizational context of IHRM
- 1.7. Barriers to effective Global HRM

2. Social and Cultural Context of IHRM (08)

- 2.1. Culture & Cultural Sensitivity
- 2.2. Social Environment
- 2.3. Religions and Economic Implications
- 2.4. Multiculturalism
- 2.5. Cultural Predisposition
- 2.6. Cultural Dimensions
- 2.7. Managing across cultures

3. International Joint Ventures (08)

- 3.1. Concept & characteristics of International Joint Venture
- 3.2. Motives & Extent of Merger & Acquisitions
- 3.3. HRM factors in IJV
- 3.4. Role & impact of Culture in International Joint Venture
- 3.5. Methods of Overcoming Cultural & other Problems in IJV
- 3.6. Objectives of International Compensation
- 3.7. Global Compensation: Emerging issues

4. Human Resource Practices in International environment (16)

- 4.1. International Human Resource Planning
 - 4.1.1. International Division of Labor
 - 4.1.2. Global HR Planning
 - 4.1.3. Issues in supply of international human resources
- 4.2. Recruitment and Selection in International Context
 - 4.2.1. Company Motive, Individual Motive
 - 4.2.2. Recruitment Methods
 - 4.2.3. Selection Criterion & Techniques
- 4.3. Need of global training: Areas of global training and development
- 4.4. Objectives & factors affecting international Compensation.
- 4.5. Women Expatriates -The Glass Ceiling Phenomenon

5. International Industrial Relations (10)

- 5.1. Key Issues in International IR
- 5.2. Trade Union & International IR
- 5.3. IR policy of MNC's
- 5.4. MNC's Characteristic in neutralizing the power of Labor Unions
- 5.5. MNC's Strategy towards International IR
- 5.6. Recent developments in management and union's approach to international IR

6. Repatriation (08)

- 6.1. Concept of Repatriation
- 6.2. Benefits from returnees
- 6.3. Challenges of Re-entry: Individual and Organizational Perspective
- 6.4. Repatriation Process
- 6.5. Managing repatriation
- 6.6. Tips for successful repatriation

REFERENCE BOOKS:

1. International Human Resource Management by P. Subbarao – Himalaya Publication
2. International Human Resource Management by Sengupta & Bhattacharya– Excel Books
3. International Human Resource Management by Peter Dowling &Denice Welch – Cengage
4. International Human Resource Management by K Aswathappa and Sadhna Dash
5. International Human Resource Management by P L Rao – Excel Books
6. Introduction to International Human Resource Management, 5/E by Crawley, Oxford University Press
7. International Human Resource Management by Tony Edwards & Chris Rees.- Pearson
8. International Human Resource Management (2/e) by Gupta –Macmillan
9. International Human Resource Management by Monir H. Tayeb - Oxford University Press



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 407 C – Case Studies in Human Resource Management

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

Required Lectures: 60

Objective:

1. To Increase the understanding of what managers should and should not do in guiding a business to success.
2. To identify strategic issues that need to be addressed, evaluating strategic alternatives, and formulating workable plans of action.
3. To gain in-depth exposure to different industries and companies, thereby acquiring something close to actual business experience.

The student has to Select and discuss the case studies related to paper no. 104, 106, 206, and respective specialization papers no. 304C, 305C, 306C, 307C, 404C, 405C those will have impact on business decision making in each paper.

To solve the case studies following steps may be considered –

Steps to solve case Study

1. Fact/ Summary
2. Problem Identification
3. Assumptions (if Any)
4. Analysis of problems
5. Alternate Solution
6. Best (optimum) Solution
7. Action/Implementation Plan

Specialization –D – Operations Management

North Maharashtra University, Jalgaon



(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper : 405 D –Industrial & Productivity Management

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

Required Lectures: 60

Objectives :-

- 1) To study work study work management to improve productivity of organization.
- 2) To study measurement of work of labour & optimal utilization of plant & equipment to decrease waste, scrape.

1) Introduction to Industrial Engineering and Management (08)

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

2) Work Study (10)

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

3) Work Measurement (10)

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

4) Productivity (10)

- a) Concept, Importance & Benefits of Productivity
- b) Productivity & Production
- c) Measurement of productivity
- d) Productivity Index
- e) Means of increasing productivity
- f) Productivity improvement procedure
- g) Six lines of Attack to improve Productivity
- h) Productivity & Standard of Living

- 5) Waste Scrap & Disposal Management (08)**
- a) Types & Cost of wastages
 - b) Causes and Remedies of wastage
 - c) Wastage of resources and preventive steps
 - d) Wastage control Programme and Salvage operation
 - e) Scrap Disposal and Surplus

- 6) Constraint Management (14)**
- a) Managing constraints across the organization
 - b) Theory of Constraints (TOC)
 - i) Measuring capacity, utilization & Performance
 - ii) Principles of TOC
 - c) Identification & Management of Bottleneck
 - d) Product mix decisions using bottlenecks
 - e) Economies of scale
 - f) Capacity timing & Sizing strategies
 - g) Procedure for long term capacity Decisions
 - i) Estimate capacity Requirement
 - ii) Identify Gaps
 - iii) Develop Alternatives
 - iv) Evaluate alternatives

REFERENCE BOOKS:

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



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 406 D – International Quality Management

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

Required Lectures: 60

-
- | | |
|---|-----------------|
| 1) Foundations of Quality Management | (12) |
| a) Quality: | |
| i) Meaning, Definition, Importance, Dimension | |
| ii) Types & Benefits | |
| iii) Five views of Quality | |
| iv) Quality & Competitive advantage | |
| v) Quality & Profitability | |
| vi) Quality as a source of value | |
| b) Quality Management: | |
| i) Principles, | |
| ii) Traditional Vs. Modern Quality Management | |
| iii) Strategic Quality Management | |
| c) Total Quality Management (TQM) : | |
| i) Meaning, Scope & Elements | |
| ii) TQM Vs. Traditional Management Practices | |
| d) Deming's Quality Principles | |
|
2) Administrative systems for Quality Management |
(10) |
| a. The Fork model for quality management- The Handle | |
| b. The Fork model for quality management- The Neck | |
| c. The Fork model for quality management- Daily Management | |
| d. The Fork model for quality management- Cross-functional Management | |
| e. Resource requirements of the detailed fork model | |
|
3) ISO series of Standards |
(08) |
| a. ISO 9000-2000 system | |
| b. ISO 9001-2000 system | |
| c. ISO 9004-2000 system | |
| d. ISO 14000 Series | |
| e. QS 9000 Series | |
|
4) Total Quality Management |
(10) |
| a. TQMEX model | |
| b. Japanese 5-S practice | |
| c. Quality control circles | |
| d. Business process Re-engineering | |
|
5) Six Sigma Management |
(10) |
| a. Concept, Six Sigma Terminology | |
| b. DMAIC Model | |
| c. Benefits and Costs of Six Sigma Management | |
| d. Six Sigma Roles and Responsibilities | |
|
6) Kaizen |
(10) |
| a. Concept | |

- b. Kaizen versus innovation
- c. Kaizen and Management
- d. Companywide Quality control
- e. Characteristics of Companywide Quality control
- f. Kaizen Strategy and Practice

REFERENCE BOOKS:

- 1) Total Quality Management- Poornima Charantimath, Pearson Education
- 2) Quality Management 3rd Edition by Howard Gitlow, Alan J, Rosa O, David Levine, Mcgraw-Hill,
- 3) Total Quality Management – Shridhar Bhat - Himalaya Publishing House
- 4) Total Quality Management- Bester field, Pearson Education
- 5) Total Quality Management- S.D. Bagade, Himalaya Publishing House
- 6) Total Quality Management – Shailendra Nigam – Excel Books
- 7) Total Quality Management – Shridhar Bhat- Himalaya Publishing House



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper: 407 D – Case Studies in Production and Operations Management

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

Required Lectures: 60

Objective:

- To gain in-depth exposure to different industries and companies, thereby acquiring something close to actual business experience.

The student has to Select and discuss the case studies related to paper no. 105 and respective specialization papers no. 304D, 305D, 306D, 307D, 404D, 405D those will have impact on business decision making in each paper.

Specialization –E – International Business Management



North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper : 405 E-International Human Resource Management And Diversity Management

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

Required Lectures: 60

Objective of the Course:

- To develop a sound conceptual framework for understanding International HRM.
- To get in-depth knowledge in Diversity Management.
- To be able to understand management of global teams.

1. Introduction: Overview (08)

- 1.1. Concepts of international management
- 1.2. What is IHRM
- 1.3. Issues in IHRM
- 1.4. Barriers to effective Global HRM
- 1.5. Expanding the role of HRM in international firms
- 1.6. Domestic Versus International HRM

2. International Strategic Human Resource Management (10)

- 2.1. Introduction
- 2.2. Peculiarities of Global Strategic Management
- 2.3. Value Creation
- 2.4. Global Strategic Management Process
- 2.5. MNC's Business Strategies and HRM Strategies
- 2.6. Formulation of Alternative Business Unit Level Strategies
- 2.7. Collaborative Strategies
- 2.8. Organizational and Human Resource Strategies

3. International Industrial Relations (10)

- 3.1. Introduction
- 3.2. Three Actors of Industrial Relations
- 3.3. Trade Unions
- 3.4. Concerns of Trade Unions in Multinational Companies
- 3.5. Collective Negotiations
- 3.6. Disputes/ Conflicts
- 3.7. Quality Circles and Participative Management

4. Managing Cultural Diversity (10)

- 4.1. Introduction
- 4.2. Culture and its factors
- 4.3. Cross-cultural Differences in the Workplace
- 4.4. Workforce Diversity
- 4.5. Breaking the Glass-ceiling for Women and Minorities
- 4.6. Globalization and Mobility of Human Resources
- 4.7. Managing Diversity: Strengths and Weaknesses
- 4.8. Strategies for Managing Workforce Diversity

5. Managing People In International Context (10)

- 5.1. Human Resource Management and Beyond
- 5.2. French Culture and people Management
- 5.3. The American Model of People Management
- 5.4. Japanese People Management
- 5.5. Chinese Model of People Management
- 5.6. Indian People Management

6. Leading And Managing Global Teams

(12)

- 6.1. Cross-Cultural misperceptions, misinterpretation and misevaluation
- 6.2. Managing expatriates effectively, equitably and ethically
- 6.3. Managing multicultural workforce
- 6.4. Domestic multiculturalism
- 6.5. Teams: the organization in microcosm
- 6.6. Types of diversity in teams
- 6.7. Cultural diversity's impact on teams
- 6.8. Conditions of high-performing multicultural teams
- 6.9. Managing culturally diverse teams

REFERENCE BOOKS:

1. International Human Resource Management by K. Ashwathappa – Tata McGraw Hill
2. Introduction to International Human Resource Management, 5/E by Crawley, Oxford University Press
3. International Human Resource Management by P L Rao – Excel Books
4. International Human Resource Management By P. SubbaRao – Himalaya Publication
5. International Human Resource Management by Monir H. Tayeb - Oxford University Press
6. International Human Resource Management by Tony Edwards & Chris Rees.- Pearson
7. International Human Resource Management by Peter Dowling &Denice Welch – Cengage Learning
8. International Human Resource Management by Sengupta, Bhattacharya – Excel Books
9. International Human Resource Management (2/e) by Gupta -Macmillan



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper : 406 E-International Marketing Management

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

Required Lectures: 60

Objective of the Course:

1. To develop a sound conceptual framework for understanding International Marketing management practices.
2. To get in-depth knowledge in International Marketing Mix Strategies.
3. To be able to understand Export Management.

1. Introduction to International marketing. (12)

- 1.1. International Market.
- 1.2. International Marketing.
- 1.3. International orientation and stages.
- 1.4. International Market orientation.
- 1.5. International Marketing environment; External & Internal environment. International trading environment, trading blocs
- 1.6. International market entry strategies.

2. International Product strategy. (08)

- 2.1. Hierarchy of product, Product design strategy.
- 2.2. Product life cycle management.
- 2.3. Product planning for global markets.
- 2.4. Standardization vs. Adaptation.
- 2.5. Packaging and labeling.

3. International Pricing strategy. (12)

- 3.1. Role of Pricing, Factors affecting Pricing.
- 3.2. Pricing strategies – cost based, Transfer pricing, Dumping, Skimming price, penetration price, price discounts.
- 3.3. Price market relationship, Price escalation, cost of exporting, Taxes, tariffs, exchange rate.
- 3.4. Price control: Approaches to lessening price escalation, leasing in international markets.

4. International Promotion strategy. (08)

- 4.1. Promotion decisions: complexities and issues, International advertising.
- 4.2. Marketing environment & Promotional strategies.
- 4.3. Role of export promotion organizations, Trade fairs and exhibitions.
- 4.4. International marketing communication mix.

5. International Distribution. (08)

- 5.1. International distribution channels, types of channels.
- 5.2. International channel conflict and channel decisions.
- 5.3. Distribution planning and functional excellence.
- 5.4. International logistics management and strategy.

6. International Markets for the Twenty-first Century, Imports and Exports (12)

- 6.1. Vertical Integration of Manufacturing Base
- 6.2. New Challenges in the Twenty-first Century for Marketers
- 6.3. The Virtual Marts, International Competitive Advantage
- 6.4. Export and Import Strategies, Export Financing, The Import Plans
- 6.5. Collaborative Plans, Collaborative Strategies, Franchise Arrangement, Turnkey Operations.

REFERENCE BOOKS:

1. International Marketing, R.M.Joshi, OUP
2. Global Marketing Management, K. Lee, OUP
3. International Marketing-Cateora.
4. Managing International Marketing –Varkey.
5. Creating Market across the Globe: Strategies for business excellence – Korwar
6. Essence of International Marketing –Stan Paliwoda.
7. International Marketing Management, Mathur U C - Sage Publication
8. Global Marketing Management-Warren J. Keegan.
9. International Marketing Management-Subhash Jain.
10. International Marketing Micheal- R Czinkota, Ilkka A Ronkainen
11. International Marketing, R.M. Joshi



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A.

SEMESTER: IV

Paper : 407 E– Case Studies in International Business Management

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

Required Lectures: 60

Objective:

- To be able to understand & solve case studies in International Business Management.

The student has to Select and discuss the case studies related to respective specialization papers no. 304E, 305E, 306E, 307E, 404E, and 405E those will have impact on business decision making in each paper.

Specialization –F – Agro Business Management



North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper : 405 F- Rural Development

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

Required Lectures: 60

Objectives

- To understand the basic concept regarding rural development.
- To create awareness about various schemes and programs which are helpful for rural development.

1. Rural Development (10)

- 1.1. Concept and Basic Elements of Rural Development
- 1.2. Nature & Scope of Rural Development
- 1.3. Importance of Rural Development
- 1.4. Objectives of Rural Development

2. Approaches and Determinants of Rural Development (10)

- 2.1. Community Development Programmes
- 2.2. Intensive Agricultural District Programme
- 2.3. Concept of Integration
- 2.4. Changes in the utilization of natural resources
- 2.5. Changes in employment, an increase in Capital.

3. Rural Development Special Schemes and policies (10)

- 3.1. Stress on special schemes
- 3.2. Limitations of special schemes
- 3.3. Strengthening special schemes
- 3.4. Need and Goals of rural development policy
- 3.5. Rural development policy in India

4. Employment Generation Programs (10)

- 4.1. Characteristics of Rural Employment
- 4.2. Measures needed for employment generation
- 4.3. Incidence of rural unemployment
- 4.4. Crash scheme for Rural Development
- 4.5. Pilot Intensive Rural Employment projects
- 4.6. Pradhan Mantri Kaushal Vikas Yojana
- 4.7. Employment Guarantee scheme
- 4.8. Rashtriya Krishi Vikas Yojana
- 4.9. Rojgar Yojana

5. Role of Banking and Finance in Rural Development (10)

- 5.1. Role of Cooperative and Commercial Banking in Rural sector
- 5.2. NABARD, its Schemes & Patterns
- 5.3. Role of Self-Help Groups in rural development
- 5.4. The role of foreign investment

6. Rural Development Administration and Panchayati Raj Institution (10)

- 6.1. Functions of Panchayati Raj System
- 6.2. Merits & demerits of Panchayati Raj System
- 6.3. Strengthening the Panchayati Raj System
- 6.4. Rural Development Administration

Reference Books:

1. Rural Development by – Dr. I. Satya Sundaram, Himalaya Publishing House
2. Rural Development and Planning in India – Devendra Thakur, Deep & Deep Publications, New Delhi
3. Rural Industrialization in India – Shrinivas Thakur – Streling Publishess, New Delhi
4. Dynamics of Rural Development Power Structure – S.N. Chandhary – Amar Prakashan, New Delhi.
5. Integrated Rural Development Programme in India: Policy & Administration – A.K.Shrivastva – Deep &Deep Publications, New Delhi.
6. Integrated Rural Development – R.C. Arora – S. Chand Sons, New Delhi
7. Rural Development, Principles, policies and management- Katar Singh, Sage Publication



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2018-19

SEMESTER: IV

Paper : 406 F- Agro entrepreneurship and Project Management

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

Required Lectures: 60

Objectives

- 1) To understand the basic concepts of entrepreneurship and project management
- 2) To aware learners towards agro entrepreneurship.
- 3) To provide proper guidance to set a particular agro based project.

1. Rural Entrepreneurship (10)

- 1.1. Concept of rural entrepreneurship
- 1.2. Aims of rural entrepreneurship
- 1.3. Opportunities and barriers to entrepreneurship in rural India
- 1.4. Policies Governing Entrepreneurship

2. Success stories of agripreneurs (10)

- 2.1. Xcell Dairy
- 2.2. Ocean of Honey
- 2.3. Beekeeping to Api-therapy
- 2.4. Feeding Agriculture with Poultry Compost
- 2.5. An Ecopreneur – Economy while Sustaining Ecology
- 2.6. "Green Gold" Bamboo: A revolution in making
- 2.7. Smart Farming with Farm Mechanization
- 2.8. Innovation Led Agri-Business by Agri lady
- 2.9. ICT-led Aqua Extension
- 2.10. Sow Good Seed, Reap Good Harvest
- 2.11. Doctor for Dairy
- 2.12. Five Star Agripreneur

3. Introduction to Project Management (10)

- 3.1. Searching for a Business Idea
- 3.2 Project Identification and
- 3.3 Project formulation
- 3.4 Project Analysis,
- 3.5 Project Risk

4. Project Planning & Implementation (10)

- 4.1 Project Planning,
- 4.2 Project Design and Network Analysis
- 4.3 Project Report, Project Appraisal
- 4.4 Location of an Enterprise,
- 4.5 Factory Design and Layout

5. Project Finance and Financial Analysis (10)

- 5.1. Source of Development of Finance,
- 5.2. Project Financing
- 5.3. Financial Analysis, Funds flow analysis
- 5.4. Investment process
- 5.5. Break Even Analysis, Profitability analysis
- 5.6. Budget and planning Process, Benchmarking
- 5.7. Role of various Government institutions for Promoting Agri. projects.

6. Project Reports (10)

Preparation of project reports for –

- 6.1. Milk and Milk Products
- 6.2. Live Stocks
- 6.3. Medicinal plants
- 6.4. Agro Tourism
- 6.5. Irrigation
- 6.6. Fertilizer /Pesticides
- 6.7. Floriculture and Horticulture

Reference Books

1. Entrepreneurship Development- Theories and Practices- N.P.Singh
2. Project Management- Vasant Desai – Himalaya Publication
3. Management in Agricultural Finance.- Jain S.C.Vora and Company. Publishers Pvt. Ltd.
Entrepreneurship and Technology- Vasant Desai
4. Entrepreneurship and Technology- Vasant Desai– Himalaya Publication
5. Success stories of agripreneurs, NIAEM, Ministry of Agriculture, Govt. of India, retrieved from http://agritech.tnau.ac.in/farm_enterprises/pdf/MANAGE%20AGRL%20CLINIC%20Success.pdf



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A.

SEMESTER: IV

Paper: 407 F- Case Studies in Agri Business Management

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

Required Lectures: 60

Objective:

- To get knowledge regarding agribusiness concepts and process.

The Student has to select and discuss the case studies related to respective specialization papers no 304,305,306,307,404 and 405 those will have impact on business decision making in each paper.

Specialization –G – Information Technology & Systems Management



North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)
FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A.
SEMESTER: IV

Paper: 405 G Information System Audit

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

Required Lectures: 60

Objectives of the course:

- To understand Information system audit
- To learn Information Assets
- To gain the knowledge for Business Continuity & Disaster Recovery Planning

1. Overview of Information System Auditing (10)

- Introduction
- Need For Control And Audit Of Computers
- Effects Of Computers On Internal Control
- Effects Of Computers On Auditing
- Foundations Of Information System Audit

2. Conducting an Information System Audit (10)

- Introduction
- Nature Of Controls
- Audit Risks
- Types Of Audit Procedures
- Steps In An Audit
- Auditing Around Or Through The Computer

3. Information System Audit Management (10)

- Introduction
- Managing The Information System Audit Function
- Planning Function
- Organizing Function
- Staffing Function
- Leading Function
- Control Information
- Information System Audit Professionalism
- Future Of Information System Auditing

4. Introductions to Information Assets (10)

- Classification of Information Assets
- Classification of users,
- Computer crimes, information security policy,
- Access control models, logical access control, network security control access.

5. Types of Controls: (10)

- Input controls
- process controls
- Validation controls
- Output controls
- Logical access controls
- Physical access controls
- Database controls
- Network controls
- Environment controls.

6. Business Continuity & Disaster Recovery Planning:

(10)

- a) Types of Disaster,
- b) Steps in developing Business Continuity Planning (BCP).
- c) Data Recovery and Data Classification,
- d) Types of Backup, Technical Methods for backup
- e) Audit & Evaluation of BCP.

REFERENCE BOOKS:

1. Information System Control And Audit, Ron Weber, Pearson
2. "EDP Auditing Conceptual Foundations And Practices" by Ron Weber - McGraw-Hill publication
3. Latest CISA review manual by ISACA , USA -
4. IS audit standards and control objectives of ISAXA which are non-copyrighted and relevant , refer www.isaca.org



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A.

SEMESTER: IV

Paper: 406 G ICT & Business Application

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

Required Lectures: 60

Objective- To prepare students to study the ICT applications with reference to the case study of the given systems.

- 1. Introduction of ICT & Business application (10)**
 - a. Organizations and systems
 - b. Data, information and knowledge
 - c. Information systems and organizational infrastructure
 - d. Communication infrastructure
 - e. ICT systems infrastructure
- 2. Understanding different Business segments (10)**
 - a. Manufacturing
 - b. Trading
 - c. Finance,
 - d. Service Industry
- 3. Information and Communication Technology (10)**
 - a. Definition
 - b. Benefits of using ICT in businesses
 - c. Limitations of using ICT in business
 - d. Study the flow of information
 - e. use of computers and applications of ICT for various
- 4. Managing information systems in business (10)**
 - a. Planning, strategy and management
 - b. Services, projects and operations
 - c. Information systems development
 - d. Successful informatics practice
- 5. Functions in the following systems (10)**
 - a. Library Management system
 - b. Sales/Purchase Order processing system
 - c. Inventory system
 - d. Admission system
 - e. Hospital Management
 - f. Hotel Management
 - g. Online Stores

The above systems must consist of the following

 - i. Databases
 - ii. E-R Diagram
 - iii. Data Flow Diagram
 - iv. Technology used for communication among processes
- 6. Case Studies (10)**

REFERENCE BOOKS:

- System Analysis and Design by James A. Senn
- Software Engineering by K.K. Agrawal



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A.

SEMESTER: IV

Paper: 407G : Software Project Management

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

Required Lectures:50 hours

Objectives:

- To understand the fundamentals of Software Project Management
- To study Quality assurance in project Management

- 1. Introduction to Software Project Management (10)**
 - a. Definition, Need of Software Engineering, Software Paradigms
 - b. Concept of Software Project Management
 - c. Need of software project management
 - d. Role of Project manager (Managing Peoples, managing Project)
 - e. Software Management Activities(Project Planning, Scope Management, Project Estimation)
- 2. Project Management Process (14)**
 - a. Project Management Process groups
 - b. Initiating
 - c. Planning
 - i. Introduction
 - ii. definition of planning
 - iii. Type of Plans
 - iv. Estimating software size and cost
 - v. Quality control of planning
 - vi. Fund flow planning
 - d. Executing
 - e. Monitoring & controlling
 - f. Closing
- 3. Developing Software requirement specification (06)**
 - a. Benefits of SRS
 - b. Building SRS
 - c. evaluating project SRS
 - d. Degree of stability
 - e. Degree of necessity
 - f. Verifiability, Modifiability, Traceability
- 4. Analysis & Design (10)**
 - a. Capability maturity model(CMM)
 - b. Project Management Tools
 - i. Gantt Chart
 - ii. PERT Chart
 - iii. Critical path method(CPM)
 - iv. Resource Histogram
 - c. Structured analysis / structured design
 - d. Object oriented analysis / Object Oriented Design
- 5. Quality assurance in project Management (10)**
 - a. Introduction
 - b. Environment Conducive to quality
 - c. Organization process

- d. Standards & guidelines
- e. Measurements and Metrics
- f. Quality Control
- g. ISO 9001, Six Sigma

6. The Implementation Plan and Project closure

(10)

- a. Introduction
- b. Project Implementation
 - i. Direct Cutover
 - ii. Parallel
 - iii. Phased
- c. Administrative Closure
 - i. Project Sponsor acceptance
 - ii. The Final Project Report
 - iii. Final meeting and presentation
 - iv. Closing the project
- d. Project Evaluation
 - i. Individual performance Review
 - ii. Project Audit
 - iii. Evaluating Project Success
- e. Pitfalls and best practices in Project Management.

REFERENCE BOOKS:

1. Information Technology Project management, Jack T. marchewka, WILEY, Fourth Edition
2. Mastering in Project management, Murali Chemuturi, J. Ross Publishing
3. Quality Software Project Management, Robert T. Futrell, Donald F. Shafer, Linda I. Shafer.
4. Software Project Management, Kieron ConWay, Coriolis

Specialization – H – Retail Management



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A.

SEMESTER: IV

Paper: 405 H: International Retailing

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

Required Lectures: 60

Objective:

- To get acquainted about emerging trends in global retailing in 21st century.
- To provide basic knowledge of International retailing, Global Markets along with problems.
- To study the role of financial management in International marketing.

1. International Marketing (10)

- 1.1. Concept, Importance, Need of International Marketing
- 1.2. International Marketing Research and Information system
- 1.3. Problems in International Marketing
- 1.4. EPRG Orientation
- 1.5. International Retailing in 21st century

2. Internationalization of Retailing (10)

- 2.1. Internationalization of Retailing-Need, Scope
- 2.2. Evolution of International Retailing
- 2.3. FDI in retailing
- 2.4. Drivers of International Retailing
- 2.5. Live Exercise- Students should observe recent trends in Retailing along with FDI followed by group discussion in class room.

3. Global Retail Markets (10)

- 3.1. Strategic planning process for global retailing
- 3.2. Challenges facing by global retailers,
- 3.3. Challenges & Threats in global retailing,
- 3.4. Factors affecting the success of a global retailing strategy
- 3.5. Innovative emerging trends in global retailing
- 3.6. A study of US and Asian Markets

4. Selection of International Retail Market (10)

- 4.1. Need to select International retail market
- 4.2. Study and analysis of retailing in global arena/setting
- 4.3. Different methods of international retailing
- 4.4. Different modes of market entry for international retailers

5. Competing in Foreign Market (10)

- 5.1. Multi country competition and global competition
- 5.2. Competitive advantages in foreign market
- 5.3. Cross market subsidization
- 5.4. Global Structure
- 5.5. International retail marketing mix- concept & importance
- 5.6. Managing brand at international level
- 5.7. Global issues in Supply chain Management: Forces behind globalization
- 5.8. World class SCM

5.9. World class demand management (WCDM)

5.10. World class logistics management (WCLM)

6. Financial Management in International Retailing

(10)

6.1. Importance of financial management in international retailing

6.2. Financial performances and Financial strategy

6.3. Strategic Cost Management

6.4. Accounting Methods

6.5. Strategic Profit Model

6.6. Financial ratios in Retailing

REFERENCE BOOKS:

1. Retail Management: Swapna Pradhan, Tata Mc Graw Hill
2. Retail Management: Arif Shaikh and Kaneez Fatima, Himalaya Publishing
3. Retailing Management: Suja Nair, Himalaya Publishing
4. The art of Retailing- A.J.Lamba, Tata McGraw Hill Education
5. Retail Management-A Strategic Approach: Berry Berman & J.R.Evans, Prentice Hall of India, New Delhi
6. Retail Management: S.L.Gupta, Wisdom Publications
7. Managing the Supply Chain-the definitive Guide-David Simchi Levi, Philip Kaminsky and Edith Simchi Levi, Tata Mc-Graw Hill, 2004
8. World Class Supply Management: The key to SCM- Burt, Dobler and Starling, Tata McGraw Hill, Seventh Edition, 2006.
9. High performance interactive marketing- Christopher Ryan, Viva Books Ltd, 2003.



North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A.

SEMESTER: IV

Paper: 406 H: Information Technology in Retail Management

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

Required Lectures: 60

Objective:

- To understand the role of Information technology in retail management.
- To get acquainted about Enterprise Resource Planning and E Commerce.
- To provide knowledge of E-retailing, Online Shopping, Mobile shopping etc.

1. Retail Management & Information System (10)

- 1.1. Role of IT in business
- 1.2. Importance of IT in retail
- 1.3. The need for product identification
- 1.4. Factors affecting the use of IT in Retail
- 1.5. Radio frequency Identification (RFID) - Concept and applications in retailing.

2. Application of IT and its areas for impact (10)

- 2.1. Adopting coding system
- 2.2. Inventory control
- 2.3. Sales analysis and point of sales,
- 2.4. Sales forecasting
- 2.5. Collaborative planning forecasting replenishment (CPFR)

3. Essential requirement of Information System (10)

- 3.1. Ease of creation
- 3.2. Inventory level
- 3.3. EDI: Electronic data interchange
- 3.4. Database Management

4. Enterprise Resource Planning (10)

- 4.1. Implementing ERP solutions
- 4.2. Need and Benefits of ERP
- 4.3. Use of ERP: Globalization and Retail Market

5. New trends in IT Application in Retailing (10)

- 5.1. Web enable system and Data mining tools
- 5.2. LAN and WAN strategies
- 5.3. Interactive kiosks
- 5.4. Efficiency in operation and merchandise

6. E-retailing and Use of IT (10)

- 6.1. How firms are using the Internet to expand their markets
- 6.2. E-retailing-concepts, growing importance in 21st century
- 6.3. Interactive home shopping
- 6.4. Mobile shopping: Apps, Smart cards, e-cash,
- 6.5. Retailing through television : Asian sky shop
- 6.6. Online shopping: Shopping carts e.g. e-bay, Amazon, Flip cart etc.
- 6.7. Strategies for E-commerce
- 6.8. Limitations to the web applications

Live Exercise –Students should visit personally or may observe any retail Supermarket on Internet which provides online services to customers followed by group discussion in classroom.

REFERENCE BOOKS:

1. Retail Management: Swapna Pradhan, Tata Mc. Graw Hill
2. Retail Management: Arif Shaikh and Kaneez Fatima, Himalaya Publishing
3. Retailing Management: Suja Nair, Himalaya Publishing
4. The art of Retailing- A.J.Lamba, Tata McGraw Hill Education
5. Retail Management-A Strategic Approach: Berry Berman & J.R.Evans, Prentice Hall of India, New Delhi
6. Retail Management: S.L.Gupta, Wisdom Publications



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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A.

SEMESTER: IV

Paper: 407 H: Case Studies in Retail Management

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

Required Lectures: 60

Objectives:

- To provide a foundation for an understanding of the various dimensions of Retail Management along with problems through case studies.

The student has to Select and discuss the case studies related to respective specialization papers no. 304-H , 305 H, 306 H, 307 H, 405 H, 406 H, those will have impact on business decision making in each paper:

While solving case study students may use following steps-

- Summary of the case
- Problem Identification
- Analysis of Problem
- Alternative Solution
- Best Solution