

2011



# North Maharashtra University, Jalgaon

## FACULTY OF COMMERCE & MANAGEMENT

### Syllabus of Master in Business Administration (MBA)

SEMESTER: II

W.E.From 2011





# North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

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

### Semester-I and II

Paper	Semester-I A : Credit Courses	Paper	Semester-II A : Credit Courses
101	Management Science	201	Management Practices
102	Accountancy For Managers	202	Business Research Methods
103	Managerial Economics	203	Global Economic Scenario
104	Information Technology For Managers	204	Management Information System and ERP
105	Introduction To Operations Management	205	Financial Management
106	Organizational Behavior	206	Human Resource Management
107	Corporate Social Responsibility	207	Marketing Management
108	Corporate Communication Skills	208	Quantitative Techniques

### Semester-III and IV

Paper	Semester-III Credit Courses	Paper	Semester-IV Credit Courses
301	Strategic Management	401	e-Commerce & Excellence Management
302	Entrepreneurship & Project Management	402	Family Business Management
303	Legal Aspects Of Business	403	Indian Commercial Laws
304	Specialization-I (Major)*	404	Specialization-V (Major)*
305	Specialization-II (Major)*	405	Specialization-VI (Major)*
306	Specialization-III (Major)*	406	Specialization-VII (Major)*
307	Specialization-IV (Major)*	407	Project Report & Viva-Voce*
308	Specialization (Minor-I)**	408	Specialization (Minor-II)**

*Specialization In Major Subjects (Any One)		**Specialization In Minor Subjects (Any One)	
A	Financial Management	A	Financial Management
B	Marketing Management	B	Marketing Management
C	Human Resource Management	C	Human Resource Management
D	Operations Management	D	Operations Management
E	International Business Management	E	International Business Management
F	Agro Business Management	F	Agro Business Management
G	Systems	G	Systems



# North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

## FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

### SEMESTER: II

#### Paper: 201: Management Practices

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

Required Lectures: 50 hours

## 1. Management of Business Practices (21)

### 1.1. Indian Management Practices (03)

- 1.1.1. Indian Ethos: Essential Features & insights
- 1.1.2. Features of Traditional business & Modern business
- 1.1.3. Indian Transnational Corporations: Features of Indian TNC's
- 1.1.4. Indian Management Practices

### 1.2. Japanese Management Practices (10)

- 1.2.1.5-S system: Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Pre-requisites
- 1.2.2. Kai-Zen : Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Pre-requisites
- 1.2.3. Poke-Yoke: Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Pre-requisites
- 1.2.4. Zero Defect Program (ZDP) : Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Pre-requisites
- 1.2.5. Waste Reduction : Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Pre-requisites

### 1.3. Global Management Practices (08)

- 1.3.1. Patterns of Management analysis
- 1.3.2. TOWS matrix : A modern tool for analysis
- 1.3.3. Diversity Management
  - 1.3.3.1. Diversity and Multiculturalism : Nature, Dimensions and its Effects
  - 1.3.3.2. How to manage Diversity and Multiculturalism in the Organisation
- 1.3.4. Managing Growth : Necessity, Need & Objective of Growth
- 1.3.5. Bench Marking :
  - 1.3.5.1. Definition, Need, Levels & prerequisites,
  - 1.3.5.2. Process : Planning, Analysis, Integration, Action Phase
  - 1.3.5.3. Advantages & limitations of Benchmarking.

## 2. Services Management (14)

2.1. The pace of growth of Service sector in the GDP of an Economy.

### 2.2. Service & its business application

- 2.2.1. Definition
- 2.2.2. Difference between Goods & Services
- 2.2.3. Quality dimension: Features, Performance, Reliability-Credibility, Conformance, Durability, Serviceability, Aesthetics, Perceived quality, Courtesy, Consistency, Accuracy, Completeness, Timeliness, Responsiveness & Tangibility of service.

2.3. Return on service quality: Cost of quality and Profit linkage

### 2.4. Other functional areas of Service management practices

- 2.4.1. Disaster Management : Introduction, Features & Outcome of Disaster management
- 2.4.2. Event Management : Features, Problems & Process of Event management
- 2.4.3. Hospitality Management:
  - 2.4.3.1. Functional Areas of Hospitality
  - 2.4.3.2. Hospitality as a service Industry

- 2.4.3.3. Housekeeping operations, Waste reduction
- 2.4.3.4. Hospitality technology and Risk management in hospitality.
- 2.4.3.5. Hotel Finance
- 2.4.4. Business Process Outsourcing:
  - 2.4.4.1. Meaning, Benefits & Growth Drivers
  - 2.4.4.2. Types Of Outsourcing
    - 2.4.4.2.1. Customer Service Outsourcing
    - 2.4.4.2.2. Accountancy Outsourcing
    - 2.4.4.2.3. Internal Audit Of Transactions Outsourcing
    - 2.4.4.2.4. Legal Outsourcing
    - 2.4.4.2.5. Insurance And Banking Outsourcing
  - 2.4.4.3. Business Process Improvement
  - 2.4.4.4. Business Process Management Versus Functional Management
  - 2.4.4.5. Back Office Outsourcing
  - 2.4.4.6. Differences Between Business Process Outsourcing & Outsourcing

### **3. Knowledge Management (05)**

- 3.1. Knowledge Management
  - 3.1.1. Introduction and Definition
  - 3.1.2. Market value proposition and Prosperity of Knowledge management
  - 3.1.3. Three phases of Life cycle- Acquisition, Enhancement & Retention
- 3.2. Understanding Customer Value Knowledge Chain
- 3.3. Phases of Customer Knowledge Cycle

### **4. Case study (10)**

- 4.1. A real world situation faced by a manager should be considered for analysis and discussion of the cases based on the above topics.

#### **REFERENCE BOOKS:**

1. Global Management Solutions: Demystified by Seth- Thompson Learning
2. Management: Task, Responsibilities, Practices by Peter F. Druker – Allied Publishers Pvt. Ltd
3. Indian Ethos - Nandagopal Tata McGraw Hill
4. Knowledge Management – Jawadekar- Tata McGraw Hill
5. Management: Value-Oriented Holistic Approach by S.A. Sherlekar – Himalaya Publishing House
6. Business Organizations & Management by Vasisht, Rajput – Kitab Mahal
7. Essentials of Business Environment by K. Ashwathappa – Himalaya Publishing House
8. Total Quality Management by K. Shridhar Bhat – Himalaya Publishing House
9. The Essential Guide to Knowledge Management by Amrit Tiwana – Pearson Education Asia
10. Business Process Outsourcing – Sarika Kulkarni – Jaico Publishing House
11. Management: Principles & Applications by Ricky Griffin – Cengage Learning
12. Management (2008 Edition) – Kreitner, Mohapatra- Biztantra (Wiley India Pvt. Ltd.)
13. Management by Stoner, Freeman, Gilbert – Pearson/ Prentice Hall
14. Management – Text & Cases by V.S.P. Rao & V Hari Krishna – Excel Books
15. Total Quality Management – by B. Senthil Arasu & J. Pravin Paul – Scitech Publications Pvt. Ltd.
16. Information and Knowledge Management – Kamalavijayan- Macmillan
17. Global Business Management Adhikari Macmillan
18. Introduction to Disaster Management Modh Macmillan



# North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

## FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

### SEMESTER: II

#### Paper: 202: Business Research Methods

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

Required Lectures: 50 hours

- 1. Research Methodology (06)**
  - 1.1. Meaning, Objective, Importance & Types of Research
  - 1.2. Research Process
  - 1.3. Features & Criteria of Good Research.
  - 1.4. Research In Functional Area of Management
  - 1.5. Problems encountered by Researchers in India
- 2. Research Problem (04)**
  - 2.1. Formulation of Research problem
  - 2.2. Selecting the Problem, necessity of Defining the Problem
  - 2.3. Techniques involve in Defining a problem
  - 2.4. Literature Survey
- 3. Research Design (06)**
  - 3.1. Meaning & Need for Research Design
  - 3.2. Feature of Good Research Design
  - 3.3. Important Concept Relating to Research Design
  - 3.4. Types of Research Design : Exploratory/ Formulative, Descriptive/ Diagnostic & Hypothesis Testing/Experimental Research design
  - 3.5. Validity & Reliability In Research
- 4. Sampling Design (05)**
  - 4.1. Sampling Terminology, Steps in Sampling Design, Criterion of selecting sampling procedure
  - 4.2. Sampling Methods
    - 4.2.1. Probability Sampling: Simple random, Systematic, Stratified, Cluster, Area, Multi-stage, Proportional, Sequential sampling.
    - 4.2.2. Non-probability Sampling: Convenience, Quota, Snowball, Judgment
- 5. Data Management (09)**
  - 5.1. Data Collection
    - 5.1.1. Types & Sources of Data: Primary & Secondary
    - 5.1.2. Methods of Data Collection: Observation, Interview, Questionnaire, Schedule & Survey Method
    - 5.1.3. Guidelines for Constructing Questionnaire/ Schedule, Choice of Questions
    - 5.1.4. Measurement Scales: Nominal, Ordinal, Interval, Ratio
    - 5.1.5. Sources of Error
  - 5.2. Measurement & Scaling Technique
    - 5.2.1. Tests of Sound Measurement: Validity, Reliability, Practicality
    - 5.2.2. Scaling: Meaning, Classification bases.
    - 5.2.3. Scaling Techniques: Rating Scales, Ranking Scales.

## **6. Testing of Hypotheses**

**(07)**

- 6.1. Hypothesis: Meaning, Sources, Importance & Types of Hypothesis
- 6.2. Criterion of Good Hypothesis
- 6.3. Basic Concept Concerning Testing of Hypotheses
- 6.4. Procedure for Hypotheses Testing
- 6.5. Flow Diagram for Hypotheses Testing
- 6.6. Level of Significance

## **7. Advanced Tools For Hypothesis Testing Using SPSS**

**(08)**

- 7.1. Parametric & Non parametric Tests
- 7.2. Analysis of Variance (ANOVA) : One way & Two Way
- 7.3. Multivariate Data Analysis: Factor Analysis, Cluster analysis, Discriminate Analysis, Multidimensional Scaling
- 7.4. Linear Correlation & Regression

## **8. Interpretation & Report Writing**

**(05)**

- 8.1. Interpretation: Meaning, Techniques, Precautions
- 8.2. Organization Report Writing
  - 8.2.1. Writing a good report, Critical elements of a report,
  - 8.2.2. Steps, Layout of the Research Report
  - 8.2.3. Types of Research Reports
- 8.3. Summer Project Reports
  - 8.3.1. Parameters: Declaration, Certificate, Acknowledgement, Executive Summary, Introduction of the project, Company Profile, Methodology, Collection-Interpretation & Analysis of Data, Findings-Suggestions & Conclusions, Bibliography, Annexure.

### **REFERENCE BOOKS:**

- 1. Research Methodology (Methods & Techniques) – C.R.Kothari - Wiley Eastern Ltd
- 2. Business Research Methodology – Shrivastav- Tata McGraw Hill
- 3. Business Research Methodology – J.K. Sachdeva- Himalaya Publishing House
- 4. Business Research Methods- 7 ed. – William G. Zikmund – Cengage Learning
- 5. Research Methodology – A.B. Rao- Excel Books
- 6. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan– Pearson Education
- 7. Methodology And Techniques Of Social Research- Wilkinson & Bhandarkar- Himalaya Publishing House
- 8. Business Research Methods- Murthy, Bhojanna- Excel Books
- 9. Doing Data Analysis with SPSS by Carver, Nash – BROOKS/COLE Cengage Learning
- 10. Business Research Methods- Donald R. Cooper, Pamela S. Schindler- 8/e - Tata McGraw-Hill Co. Ltd.
- 11. A Research Methodology – Smarth & Siriya – S. Chand & Company Ltd.
- 12. A Handbook of Research Process                      Ananthanarayanan                      Macmillan



# North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: II

**Paper:203: Global Economic Scenario**

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

Required Lectures: 50hours

## 1) Basics Of International Trade

(08)

- a) International Trade
- b) Importance Of International Trade
- c) Distinguish Features Of International Trade
- d) Terms Of Trade & Factor Influencing Terms Of Trade
- e) Concepts Of Tariffs & Quotas &Its Effects
- f) Concept Of Balance Of Trade & Balance Of Payments: Favourable, Unfavourable
- g) Free Trade Case For & Against
- h) Gains From Trade To Importing ,Exporting Countries & Overall World
- i) Factors Influencing Gains & Measurement Of Gains
- j) Exchange Rates :Meaning & Types

## 2) Globalisation Forces

(08)

- a) Meaning Of Globalisation
- b) Factor Facilitating Globalisation
- c) Steps Towards Globalisation
- d) Management Of Change To Globalisation
- e) Key Global Issues for Business
- f) Requisite For Globalisation
- g) Globalisation Model
- h) Environmental Adaptation For Globalisation

## 3) The Changing World

(08)

- a) International Financial Flows
- b) International Migration
- c) Global Environmental Challenges
- d) New Political Tendencies In Developing Countries
- e) Emerging Sub National Dynamics
- f) Urban Imperatives
- g) Implication For Development Policy

## 4) The World Trading System

(08)

- a) Developing Countries & Global Trading System
- b) Role &Functioning Of I.M.F. & W.B., in World Economic & Trade Development
- c) Role and functioning of Asian Development Banks
- d) W.T.O. Mechanisms for Promoting & Maintaining Liberal Trade Regimes
- e) Sustaining the Momentum For Trade Reform
- f) International Trade &Development Policy

**5) Developing Countries & Global Financial System****(08)**

- a) The Gathering Pace Of International Integration
- b) Toward A More Robust & Diversified Banking System
- c) The Orderly Sequencing Of Capital Account Liberalisation
- d) Attracting Foreign Investment
- e) Revitalising International Macroeconomic Cooperation

**6) Indian Economy In The Global Scenario****(10)**

- a) India & The Global Economy
- b) Changing Face Of International Trade Of India
- c) Banking Sector & Financial Sector Reforms
- d) Effects of Globalisation on Indian Economy
- e) Global Financial Imbalances & Crises
- f) The Global Financial Crisis & Indian Economy

**REFERENCE BOOKS:**

1. World Development Report:1999-2000 - Oxford University Press,2000
2. India &The Global Financial Crisis : Y.V.Reddy - Orient Blackswan Private Limited,2009
3. International Economics: DrS.S.M.Desai&Dr.MirmalaBhlerao - Himalaya Publishing House:2008
4. International Finance: V.A. Vadhani - Himalaya Publishing House:14<sup>th</sup> Edition:2000
5. Indain Economy : Datt&K.P.M.Sudharam - S. Chand Pvt. Ltd.
6. Indain Economy : Mishra &Puri – Himalaya Publishing House
7. Corporate Governance: Principles, Policies & Practices: A.C. Fernando - Pearson Education 2006
8. Global Business Management - Adhikari - Macmillan





# North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

## FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

### SEMESTER: II

#### Paper: 204: Management Information System and ERP

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

Required Lectures: 50hours

- 1. Fundamentals of Management Information Systems (08)**
  - 1.1. Concepts, Classification & Value of Information
  - 1.2. Information System : Open & Closed
  - 1.3. Management Information System
    - 1.3.1. Definition, Concepts & Meaning
    - 1.3.2. Components & Activities
    - 1.3.3. Types – Operation support system & Management support systems
    - 1.3.4. Control systems – Feedback & Feed forward systems
    - 1.3.5. MIS planning process – Steps in planning
    - 1.3.6. MIS design & Development Process – Phases
    - 1.3.7. Components of MIS
  - 1.4. MIS vis-à-vis Computer, Academics & Users
  - 1.5. MIS vis-à-vis Information Concepts, System Concepts
- 2. Process of Management Information System (08)**
  - 2.1. System Analysis & Design
    - 2.1.1. Introduction & Need for System analysis
    - 2.1.2. System analysis of a new requirement
    - 2.1.3. Structured systems analysis & Design (SSAD)
  - 2.2. Development of MIS
    - 2.2.1. Introduction & Contents of MIS Long range plans
    - 2.2.2. Determining the information Requirement
    - 2.2.3. Management of Quality in the MIS
    - 2.2.4. Factors contributing in the Success & Failure of MIS
- 3. Application of Management Information System (12)**
  - 3.1. Business Processes : Primary, Supportive & Administrative
  - 3.2. MIS in functional area
    - 3.2.1. MIS & Manufacturing sector
      - 3.2.1.1. Operational control & Research Systems
      - 3.2.1.2. Inventory Control System
      - 3.2.1.3. Manufacturing system: CIM, Process control & Machine control
    - 3.2.2. Marketing Information System: Marketing Research, Marketing planning, Sales analysis & Marketing control.
    - 3.2.3. Accounting Information system: Financial, Management & Cost accounting system
    - 3.2.4. Human Resource Development System: HRP system, Human Resource Information System
  - 3.3. Service as a distinctive product
  - 3.4. Transaction Processing System

- 3.5. Concept of Knowledge Based Expert System
- 3.6. Concept of Artificial Intelligence
- 3.7. Managerial Challenges of Information Technology : Success or Failure, Developmental & Ethical

#### **4. Support System (06)**

- 4.1. Decision Support System (DSS ): Concept, Philosophy, Characteristic, Classes, Users of DSS
- 4.2. Executive Support System (ESS) : Introduction, Components & Architecture
  - 4.2.1. Office Information System: Document management & Communication system

#### **5. Enterprise Resource Planning (08)**

- 5.1. Concept/System
- 5.2. Drivers for implementing ERP
- 5.3. ERP architecture
- 5.4. ERP Solution Structure: Business operations, Technology & Implementation
- 5.5. Benefits of ERP
- 5.6. ERP Selection: Vendor evaluation, Technology evaluation & Solution evaluation
- 5.7. ERP Implementation: Customization & Precautions
- 5.8. Problems encountered with ERP
- 5.9. Service process optimization: Service processes & its benefits
- 5.10. ERP in the twenty-first century

#### **6. ERP – Technologies & Application (08)**

- 6.1. Business Process Re-engineering
  - 6.1.1. Meaning, Necessity& Principles
  - 6.1.2. Application of re-engineering
  - 6.1.3. Three R's – Rethink, Redesign & Retool
  - 6.1.4. Reengineering in service industry
  - 6.1.5. Quality & re-engineering
  - 6.1.6. Benefits & Limitations of re-engineering
- 6.2. Material Requirement Planning (MRP-I)
- 6.3. Manufacturing Resource Planning (MRP-II)

#### **REFERENCE BOOKS:**

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



# North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. .

SEMESTER: II

**Paper: 205: Financial Management**

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

Required Lectures: 50hours

- 1. Introduction to Financial Management (07)**
  - 1.1. Finance Function
    - 1.1.1. Finance Concepts
    - 1.1.2. Financial Information
    - 1.1.3. Finance & other Functions In the Business
    - 1.1.4. Factors affecting financial organizations
    - 1.1.5. Finance Functions
  - 1.2. Financial Management
    - 1.2.1. Nature, Scope, Objectives & Functions
    - 1.2.2. Functional Areas of Financial Management
    - 1.2.3. Financial Planning
    - 1.2.4. Financial Analysis: Value analysis
- 2. Capital Structure & Leverages (08)**
  - 2.1. Capital Structure
    - 2.1.1. Meaning & Features & Determinants
    - 2.1.2. Computation of Capital Structure
    - 2.1.3. Patterns & Approaches to Capital Structure
    - 2.1.4. Indifference Point
    - 2.1.5. Under & Over Capitalisation
  - 2.2. Leverages
    - 2.2.1. Meaning & Types
    - 2.2.2. Computation of Leverages
- 3. Raising Finance (14)**
  - 3.1. Short term Financing
    - 3.1.1. Introduction & Characteristics
    - 3.1.2. Sources of Short term Finance
  - 3.2. Long Term Financing
    - 3.2.1. Need for long term financing
    - 3.2.2. Sources of Long Term Finance
    - 3.2.3. Risk analysis in Capital Budgeting & Sensitivity analysis
  - 3.3. Primary & Secondary Markets
    - 3.3.1. Meaning, Importance & Role
    - 3.3.2. Market intermediaries: brokers, dealers, investment bankers
    - 3.3.3. Bid, Ask or Offer, bid-ask spread, Bull and bear, blue chips, day trading, stop loss,
    - 3.3.4. BSE/ NSE Indices
- 4. Investment Decisions (16)**
  - 4.1. Short term Invest Decision
  - 4.2. Long term Investment Decisions
    - 4.2.1. Time value of Money
      - 4.2.1.1. An overview & Study of Time lines
      - 4.2.1.2. Theory of interest or computation of Interest
      - 4.2.1.3. Amortization of a loan

- 4.2.2.Capital Expenditure Planning & control
  - 4.2.2.1. Definition, Importance
  - 4.2.2.2. Computation of Cost of Capital
- 4.3. Capital Budgeting Techniques:
  - 4.3.1.Payback period Method
  - 4.3.2.Rate of returnMethod
  - 4.3.3.Net Present ValueMethod
  - 4.3.4.Internal rate of Return Method
  - 4.3.5.Profitability Index
  - 4.3.6.Replacement Decision
  - 4.3.7.Capital Rationing
- 4.4. Venture Capital Finance
  - 4.4.1.Introduction, Meaning Features & Types
  - 4.4.2.Stages of Venture Capital Investment
- 4.5. Lease & Hire Purchase Finance
  - 4.5.1.Lease
    - 4.5.1.1. Meaning & essential elements of leasing
    - 4.5.1.2. Types of lease & their evaluation
  - 4.5.2.Hire Purchase
    - 4.5.2.1. Evolution & Meaning of Hire Purchase
    - 4.5.2.2. Characteristic , Determinants of Hire Purchase
- 4.6. Mutual Funds: Concept & Types
- 4.7. Decision making techniques
  - 4.7.1.Lease or Buy
  - 4.7.2.Make or Buy
  - 4.7.3.Manufacture or Vendor Development
  - 4.7.4.Do or Outsource
  - 4.7.5.Owners Self Outlet or Franchisee appointment

## 5. Emerging trends Finance

(06)

Concepts of

- 5.1. Corporate Combinations
- 5.2. Corporate Financial Distress
- 5.3. Derivatives & Options
- 5.4. Hybrid Financing: preferred stock, leasing, warrants & convertibles
- 5.5. Reverse Mortgage
- 5.6. Credit rating
- 5.7. Portfolio Management
- 5.8. International Financial Management

### REFERENCE BOOKS:

1. Financial Management by Ravi M. Kishore – Taxman Publication
2. Financial Management by Khan & Jain - Tata McGraw Hill
3. Financial Management tools & Techniques by DrPradip Kumar Sinha – Excel books
4. Financial Management: Principles & Practice by G Sudarsana Reddy- Himalaya Publishing
5. Fundamentals of Financial Management by VyuptakeshSharan – Pearson Education 2<sup>nd</sup> Edition
6. Financial Management by I M Pandey – Vikas Publishing House
7. Financial Management – P.V. Kulkarni, Satyaprasad - Himalaya Publishing House
8. Financial Management – Principles & Practice by SudhindraBhat– Excel Books
9. Financial Management: Management & Policy By R.M. Srivastava - Himalaya Publishing House
10. Fundamentals of Financial Management by Brigham &Houton - Cengage Learning
11. Financial Management -Mathur - Macmillan



# North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: II

**Paper: 206: Human Resource Management**

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

Required Lectures: 50 hours

- 1. Introduction to Human Resource Management (08)**
  - 1.1. Concept, Characteristic & Significance of Human Resource
  - 1.2. Definitions, Nature, Scope & Objectives of HRM
  - 1.3. Functions of HRM.
  - 1.4. HRM Vs. Personnel Management
  - 1.5. HRM Vs. HRD
  - 1.6. Challenges before HRM
  - 1.7. Employer-Employee Relationship: concepts, Objectives, Parties, Measures for Improvement
- 2. Human Resource Management Process (18)**
  - 2.1. Human Resource Planning (06)
    - 2.1.1. Concept & Need of HRP
    - 2.1.2. Process of Human Resource Planning
    - 2.1.3. Methods of Demand Forecasting
    - 2.1.4. Prerequisites of HRP
  - 2.2. Process of Procurement (12)
    - 2.2.1. Recruitment
      - 2.2.1.1. Concept, Purpose & Factors Affecting Recruitment
      - 2.2.1.2. Sources of Recruitment
      - 2.2.1.3. Process of Recruitment
    - 2.2.2. Selection
      - 2.2.2.1. Concept Selection process
      - 2.2.2.2. barriers of selection
    - 2.2.3. Placement : Concept & Problems
    - 2.2.4. Induction,
      - 2.2.4.1. Concept, Objective & Steps in Induction
      - 2.2.4.2. Topics of Induction Programme
      - 2.2.4.3. Problems in Induction
- 3. Human Resource Development (16)**
  - 3.1. Performance appraisal (07)
    - 3.1.1. Definitions, Objective & Process of Performance Appraisal
    - 3.1.2. Methods of Performance Appraisal
      - 3.1.2.1. Traditional Methods: Ranking, Paired Comparison, Grading, Critical Incident, Force Choice, Checklist, Graphic Rating, Essay Evaluation, Confidential Reports
      - 3.1.2.2. Modern Methods: MBO, BARS, Assessment Centres, 360 Degree Appraisal System
    - 3.1.3. Problems with Performance Appraisal

- 3.2. Employee Training (06)
- 3.2.1. Meaning, Need and Objective of Training
- 3.2.1.1. Methods of Training : On the Job & Off the Job
- 3.2.2. Sensitivity Training
- 3.2.3. Evaluation of Training

- 3.3. Executive Development (03)
- 3.3.1. Meaning & Methods of Executive Development

**4. Recent Trends in HRM: (08)**

Concepts of -

- 4.1. Human Resource Audit
- 4.2. Human Resource Information System
- 4.3. Human Resource Accounting
- 4.4. Employer branding
- 4.5. Moonlighting by employees
- 4.6. Dual career group
- 4.7. Competency Mapping
- 4.8. Downsizing & Rightsizing
- 4.9. HR Matrix
- 4.10. HR score card
- 4.11. Talent Management
- 4.12. Flexi-time & Flexi-work
- 4.13. e-HRM : e-recruitment, e-training & e-learning.

**REFERENCE BOOKS:**

1. Human Resource Management, Text & Cases By Dr. V.S.P Rao - Excel Books
2. Human Resource Management By Dr K. Ashwathappa – Tata McGraw Hill
3. Essentials of Human Resource Management By P. SubbaRao – Himalaya Publishing House
4. Human Resource Management By S.S.Khanka – S Chand & Sons
5. Human Resource Management –Sanghi -Macmillan
6. Comprehensive Human Resource Management By P.L.Rao - Excel Books
7. Human Resource Management By Snell, Bohalender Cengage Learning
8. Human Resource Management by A M Sarma – Himalaya Publishing
9. Managing Human Resources By Fisher- Cengage Learning
10. Human Resource Management By Dr. C.B. Gupta – Sultand Chand & Sons
11. Human Resource Management By Dipakkumar Bhattacharya: Excel Books
12. Human Resource Management By GarvyDessler.- Pearson/ Prantice Hall
13. Human Resource Management, Principles & Practice By P. C. Aquinas- Vikas Publishing.



# North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: II

**Paper: 207:Marketing Management**

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

Required Lectures: 50hours

## 1. Introduction to Marketing Management

(17)

- 1.1. Market : Meaning, Definition & Types of market
- 1.2. Goods : Kinds of goods
- 1.3. Marketing
  - 1.3.1. Definition, Objectives & Functions of marketing
  - 1.3.2. Marketing approach : Production, Product, Selling, Marketing & Societal marketing
  - 1.3.3. Marketing Process
  - 1.3.4. Marketing Environment
  - 1.3.5. Indian Marketing Environment
    - 1.3.5.1. Changing Demographic structure & Literacy level
    - 1.3.5.2. Rising Income & Reduction in Income Gap between Rural & Urban population
    - 1.3.5.3. Opportunities in Rural market
    - 1.3.5.4. Emergence of Service sector & Retailing
    - 1.3.5.5. Media explosion
- 1.4. Marketing Management
  - 1.4.1. Definition, Nature & Scope
  - 1.4.2. Functions
    - 1.4.2.1. Marketing research & Information
    - 1.4.2.2. Product & Pricing
    - 1.4.2.3. Planning & Control
    - 1.4.2.4. Promotion (Communication)
    - 1.4.2.5. Physical Distribution
  - 1.4.3. Forms of Marketing Organization
    - 1.4.3.1. Functional
    - 1.4.3.2. Geographical
    - 1.4.3.3. Product or Brand oriented
    - 1.4.3.4. Customer oriented
- 1.5. Market segmentation

## 2. Marketing Mix

(15)

- 2.1. Product
  - 2.1.1. Meaning, Classification
  - 2.1.2. Product Life Cycle
  - 2.1.3. New Product Development
  - 2.1.4. Product Related Strategies
- 2.2. Price
  - 2.2.1. Meaning & Objectives of Pricing
  - 2.2.2. Factors affecting Pricing decisions & Pricing Strategies
- 2.3. Place
  - 2.3.1. Nature and importance of marketing channels, Channel Design Decisions
  - 2.3.2. Logistics Management- Physical Distribution, Warehousing and Transportation
  - 2.3.3. Retailing- Types of Retail Formats
- 2.4. Promotion
  - 2.4.1. Promotion mix-Components, AIDA formula
  - 2.4.2. Advertising-Meaning, Importance, Types & Media plan
  - 2.4.3. Sales promotion-Tools, Guidelines & Personal Selling

- 3. Consumer Behavior & Marketing Research (06)**
- 1.1. Consumer behavior: Determinants of consumer behavior
  - 1.2. Consumer decision making process/ Buying Process:
    - 1.2.1. For Normal products: Need recognition, Information search, Evaluation of alternatives, Purchasing decision & post-purchase behavior
    - 1.2.2. For New products: Awareness, Interest, Evaluation , Trial & Adoption
  - 1.3. Organizational buyer decision process: Problem recognition, Product specification, Product & Vendor search, Product & Vendor evaluation, Product & Vendor selection & performance evaluation
  - 1.4. Marketing Research: Meaning, Types & Process
- 4. Global Marketing (06)**
- 4.1. Need, Importance & Problems in International Marketing
  - 4.2. Levels of Involvement
  - 4.3. Modes of Entry & Entry Strategies
  - 4.4. Opportunity analysis
  - 4.5. Global Brand
- 5. New trends in Marketing (06)**
- Concepts of -
- 5.1. Event Marketing
  - 5.2. Emotional Marketing
  - 5.3. Holistic Marketing
  - 5.4. e-marketing
  - 5.5. Agro Marketing
  - 5.6. Non-Profit Marketing
  - 5.7. Buzz Marketing
  - 5.8. Green Marketing
  - 5.9. Viral Marketing
  - 5.10. Customer Relationship Management (CRM)
  - 5.11. Legal Aspects and Marketing
    - 5.11.1. Consumer Protection: Need, Importance, Consumer Education & Awareness
    - 5.11.2. Act related to Maximum Retail Price: Labeling and Packaging

#### REFERENCE BOOKS:

1. Marketing Management by Rajan Sexena - Tata McGraw Hill
2. Principle of Marketing by Kotler & Armstrong – PHI/ Pearson , LPE 9<sup>th</sup> edition
3. Marketing Management – Arunkumar N. Meenakshi – Vikas Publishing
4. Marketing Management – Global Perspective, Indian Context (4/e) - Ramaswamy & Namakumari - Macmillan
5. Marketing Management – Text & Cases by S H HKazami – Excel Books
6. Marketing Management – Stanton – McGraw Hill
7. Marketing Management – Text & Cases by Tapan Panda – Excel Books
8. Marketing Management by S.A Sherlekar – Himalaya Publishing House
9. Marketing Management (Text & Cases in Indian Context) by Karunakaran – Himalaya Publishing House
10. Marketing: Marketing in 21<sup>st</sup> Century – Berman – Biztantra (Willy India Pvt. Ltd.)
11. Basics of Marketing Management – R.B. Rudani - S. Chand & Company Ltd.
12. Marketing- Grewal & Levy - Tata McGraw Hill





# North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

## FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

### SEMESTER: II

#### Paper:208: Quantitative Techniques

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

Required Lectures: 50 hours

### Section – I Statistics

1. **Basics of statistics** (03)
  - 1.1. Statistics – Meaning , Utility In Business Management
  - 1.2. Mean, Mode, Median and Their Relationship.
  - 1.3. Standard Deviation
2. **Correlation and Regression** (08)
  - 2.1. Meaning Of Correlation, Multiple Correlation and Partial Correlation.
  - 2.2. Meaning Of Positive, Negative And Perfect Correlation
  - 2.3. Scatter Diagram
  - 2.4. Karl Pearson's Coefficient Of Correlation
  - 2.5. Computation Of Correlation Coefficient For Ungrouped Data
  - 2.6. Meaning Of Regression, Simple Regression, Multiple Regression.
  - 2.7. Statement Of Regression Equations ( Simple Regression)
  - 2.8. Meaning Of Regression Coefficients, Statement of Properties of Regression Coefficients.
  - 2.9. Coefficient of Determination.
  - 2.10. Numerical Problems from Real Life Situations.
3. **Probability** (05)
  - 3.1. Random and Non Random Experiments.
  - 3.2. Sample Space, Event, Sure Event, Impossible Event, Complementary Event, Mutually Exclusive Events.
  - 3.3. Classical Definition of a Probability, Computation of Probability.
  - 3.4. Conditional Probability, Computation of Conditional Probability.
  - 3.5. Statement of Addition and Multiplication Theorems of Probability.
  - 3.6. Computation of Probability Using the Theorems of Probability.
4. **Index Numbers** (04)
  - 4.1. Definition, Types, Uses of Index Numbers
  - 4.2. Methods of construction of Price Indexes
    - 4.2.1. Unweighted price Index : Single price index, Aggregate price Index
    - 4.2.2. Weighted Price Index: Weighted Aggregate Price Index -
      - 4.2.2.1. Laspeyre's Method
      - 4.2.2.2. Paasche's Method
      - 4.2.2.3. Fisher's Ideal Method
5. **Test of Significance** (08)
  - 5.1.  **$\chi^2$  –test (Chi-Square test)**
    - 5.1.1. Chi-square distribution,
    - 5.1.2. Properties of Chi-square distribution,
    - 5.1.3. Conditions for Chi-square distribution
    - 5.1.4. Application of Chi-square distribution,
    - 5.1.5. Tests of goodness-of-fit
  - 5.2. **T-test:** properties, uses, one sample t-test
  - 5.3. **One way ANOVA:** meaning, Assumptions, (Simple problems)

## Section-II Quantitative Techniques

1. **Quantitative Techniques for management & Co-Ordinate System** (03)
  - 1.1. Meaning, Field of Application
  - 1.2. Role of Quantitative Techniques in Business and Industries.
  - 1.3. Limitation of QT.
2. **Linear Programming Problems** (06)
  - 2.1. Meaning Of Linear Programming Problem, Feasible Solution, Decision Variable, Optimum Solution, And Objective Function.
  - 2.2. Advantages And Assumptions Of LPP
  - 2.3. Formulation Of LPP Problems
  - 2.4. Graphical Method to Solve Linear Programming Problem
3. **Decision Theory.** (08)
  - 3.1. Decision Making Problem
  - 3.2. Different Situations Of Decision Making: - Decision Under Deterministic Situation, Decision under Stochastic Situation, And Decision under Uncertainty.
  - 3.3. Maximax Criterion, Maximin Criterion, Minimax Criterion, Hurwitz Criterion, Laplace Criterion.
  - 3.4. Expected Monetary Value Criterion, Expected Regret Criterion.
  - 3.5. Expected Value Of Perfect Information
  - 3.6. Decision Trees.
4. **PERT and CPM** (05)
  - 4.1. CPM and PERT: Concepts, Advantages and Comparison and Limitations.
  - 4.2. Network Logic Construction Rules and Activity Relationship.
  - 4.3. Determination of Critical Paths.

### REFERENCE BOOKS:

1. Business Statistics By S.C. Gupta & Indira Gupta – Himalaya Publishing House
2. Statistical Methods By S.P. Gupta – Sultan Chand & Sons
3. Business Mathematics by Kapoor&Sancheti – Sultan Chand & Sons
4. Business Statistics – Beri - Tata McGraw Hill
5. Mathematics & Statistics for Management by –Mittal, Satyaprasad&Rao- Himalaya Publishing House
6. Statistics for Management by - Anderson - Cengage Learning
7. Business Statistics by R S Bhardwaj – Excel Books
8. Statistics for Business and Economics (4/e) – Hooda - Macmillan
9. Quantitative Techniques by Vora – Tata McGraw Hill
10. Quantitative Techniques by L.C. Jhamb - Everest Publishing House
11. Operations Research by V.K Kapoor – Sultan Chand & Sons
12. Operations Research by Heera& Gupta – S.Chand& Sons
13. Quantitative Techniques by C.R. Kothari – Vikas Publishing House
14. Operations Research: Theory and Applications (4/e) J K Sharma Macmillan