

2011



North Maharashtra University, Jalgaon

FACULTY OF COMMERCE & MANAGEMENT

Syllabus of Master in Business Administration (MBA)

SEMESTER: III

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



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

301: Strategic Management

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

Required Lectures: 50 hours

- 1. Strategic Management: Overview (15)**
 - a) Business policy- Nature, Importance, Objectives & Classification
 - b) Strategy: Meaning, Types, Components & Levels of strategy operations.
 - c) Business strategy: Concept, statement & Development
 - d) Strategic intent: Vision, Mission, Purpose, Goals and objectives, Values
 - e) Environmental Appraisal: Concepts and Environmental Scanning
 - f) Organizational Appraisal: Capability factors, Methods and Techniques
 - g) Strategic choice – Meaning, Process, Factors and Analysis – Portfolio and SWOT
 - h) Strategic management: Concept, Features, Risk, Benefits, Levels & Process
 - i) Strategic Innovation: Concept, Need, Importance & Analysis
- 2. Competitive Advantage (06)**
 - a) Concept and sources of competitive advantage
 - b) Kinds of competitive advantage : Position and Capability and their inter-relationship
 - c) Sustainable competitive advantage
 - d) Cost-Benefit analysis of competitive advantage
- 3. Strategy Implementation (10)**
 - a) Strategy Implementation: Aspects, Project & Procedural Implementation, Resource Allocation,
 - b) Structural Implementation – Structural Considerations, Structures for Strategy, Organization Design and Change, Organization Systems.
 - c) Behavioral Implementation – Leadership Implementation, Corporate Culture, Corporate Politics and Use of Power, Social Responsibility and Strategic Management, Personal Value and Ethics.
 - d) Functional Implementation of Strategies
- 4. Strategy Evaluation and Control (07)**
 - a) Strategic Evaluation: Nature, Importance, participants, Barriers
 - b) Strategic control and operational controls.
 - c) Techniques of a strategic evaluation and control.
- 5. Comprehensive Cases on various strategic situations and at least 10 cases based on application of strategic management must be discussed & solved. (12)**

REFERENCE BOOKS:

1. Business policy and Strategic Management - Azhar Kazmi-TMH
2. Marketing Strategy & Competitive Positioning by Hooley – Pearson Education
3. Business policy and Strategic Management : Concepts and Applications,- Gupta, Gollakota, Shrinivasan-Prantice Hall India
4. Strategic Management – Hunger, Wheelen – Addison Weesley
5. Strategic Management-P.Subba Rao – Himalaya Pub.
6. Strategic Management – Upendra Kachru- Excel Books
7. Strategic Management-Francis Cherunilam – Himalaya Pub Strategic Management-Saloner, Shepard, Podolny – Willey India
8. Strategic Management – B Hiriyappa – New Age International
9. Strategic Management – V.S.P. Rao, Harikrishna – Excel Books
10. Textbook of Strategic Management Mathur Macmillan



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

302: Entrepreneurship & Project Management

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

Required Lectures: 50 hours

- 1) Entrepreneur and Entrepreneurship (06)**
 - a) Entrepreneur - Concept, Functions, Types, Characteristics, Qualities and Role – Ideal Entrepreneur
 - b) Entrepreneur vis-à-vis Professional Manager, Intrapreneur, Copreneur
 - c) Distinction between wage employment, self employment & Entrepreneurship
 - d) Entrepreneurial Competencies
 - e) Entrepreneur and Entrepreneurship – Factors, Barriers & Problems and Process of Entrepreneurship
 - f) Growth of Entrepreneurship in India
- 2) Entrepreneurship Development (14)**
 - a) Entrepreneurship Development: Concepts, Factors affecting, Development Cycle and Strategy
 - b) Entrepreneurship Development Program (EDP): Concepts, Objective, Contents, issues, Phases, Evaluation. Institutions conducting EDP's in India
 - c) Entrepreneurship Development Training: Importance, Objective, Methods
 - d) Role of Institutions in Entrepreneurship Development - District Industrial Centre (DIC), Small Industries Services Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship and Small Business Units Development (NIESBUD), National Entrepreneurship Development Board (NEDB)
 - e) Role of Central and State Government in Entrepreneurship Development
- 3) Emerging areas in Entrepreneurship (07)**
 - a) Women Entrepreneurship: Types, Challenges, Opportunities, Achievements, Problems, Remedial Measures & supporting Institutions and Role Models of Woman Entrepreneurs in India, Self Help Groups,
 - b) Rural Entrepreneurship: meaning, need, Problems, Development, Role of NGO's, Entrepreneurship in agriculture, TRYSEM.
 - c) Social Entrepreneurship: Genesis & Characteristic
 - d) International Entrepreneurship
 - e) E- Entrepreneurship: Concept, Purpose and Essence.
- 4) Project (09)**
 - a) Project : Concept, Classification, Identification, Project Design, Project Appraisal, Project Planning,
 - b) Formulation of Project Report - Cost Benefit Analysis, Technical Feasibility, Financial Feasibility, Managerial Feasibility, and Market Survey.
 - c) Financing of the Project – Sources of Finance
 - d) Role of Financial Institutions – Commercial Banks, IDBI, ICICI, SIDBI, SFC's, IFCI, NABARD, Venture Capital.
- 5) Project Management (14)**
 - a) Project Management Life Cycle: Project Initiation, Planning, Execution, Closure
 - b) Project Monitoring and Control – Parameters, Process
 - c) Monitoring and Control of group of Projects
 - d) Techniques of Project Monitoring and Control – PERT, CPM, Network technique
 - e) Computer based Project Management
 - f) Integrated Project Management – Management of Project Finances, Materials – Production – Marketing – Personnel Management.
 - g) Project Audit

Entrepreneurship

1. Dynamics of Entrepreneurship Development and Management – Vasant Desai, Himalaya
2. Entrepreneurship Development small business Enterprises – Poornima Charantimath - Pearson
3. Entrepreneurship, Robert D. Hisrich, Michal P. Peters, Tata McGraw-Hill Edition
4. Entrepreneurship by Ial and Sahai, Excel Books
5. Entrepreneurship Development and Project Management by Neeta Baporikar, Hiimalaya
6. Entrepreneurship Development in India by Gupta, Srinivasan – Sultan Chand & Sons
7. Entrepreneurship Management by Aruna Kaulgud - Thomson
8. Entrepreneurship Development by S.S. Khanka – S. Chand
9. Patterns of Entrepreneurship by Jack M. Kaplan, Willey Publications
10. 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. Textbook of Project Management Gopalakrishnan Macmillan
4. Project Management by Maylor - Pearson
5. Projects - Prasanna Chandra – CFM TMH Professional Series -Tata McGraw Hill
6. Project Management : Managerial Approach by Jack R. Mereditts and Samuel J. Mantel Jr., Willey Publications
7. Contemporary Project Management by Timothy J. Kloppenborg, Cenage Learning
8. Project Management and Control by Narendra Singh, Himalaya Publishing House
9. Project Management by Panneerselvam, Senthilkumar – PHI
10. Project Management by Nagarajan – New Age International



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

Paper: 303: Legal Aspects Of Business

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

Required Lectures: 50 hours

- 1) Law of Contract – **“Indian Contract Act, 1872”** (6)
 - a) Introduction, Meaning, Definitions & Essentials of Contract
 - b) Classification of Contract
 - (i) Void, Voidable & Valid Contract
 - (ii) Wagering Agreement, Contingent Contracts & Quasi-contracts
 - c) Discharge of Contract
 - d) Breach of Contract & Remedies
 - e) Specific Contracts
 - i) Indemnity & Guarantee
 - ii) Agency
 - iii) Bailment & Pledge
- 2) Law of Sale of Goods – **“Sale of Goods Act, 1930”** (9)
 - a) Contract of Sale of Goods
 - i) Its essentials & types of Goods
 - ii) Distinction between ‘Sale & Agreement to Sale’
 - b) Condition & Warranties
 - i) Difference between Condition & Warranty
 - ii) Express & Implied conditions & warranties
 - iii) Doctrine of Caveat Emptor
 - c) Transfer of Property
 - i) Rules regarding Transfer of Property
 - ii) Transfer of Title & Transfer of Title by Non-owners
 - d) Performance of Contract of Sale - Delivery, modes, rules etc.
 - e) Unpaid seller & his rights
 - f) Buyer’s right against Seller
 - g) Concept of Auction Sale
- 3) Law of Partnership – **“Partnership Act, 1932”** (5)
 - a) Definition & Nature of Partnership - Partners, Firm & Firm Name
 - b) Difference between Partnership & Company
 - c) Kinds of Partnerships
 - d) Rights & Duties of Partner
 - e) Relations & Liabilities of a Partner as well as Firm to Third parties
 - f) Dissolution
 - i) Methods of Dissolution
 - ii) Dissolution of Firm & Dissolution of Partnership

- 4) Law of Negotiable Instruments – **“Negotiable Instrument Act, 1881”** (4)
- a) Introduction, Definition & Characteristics
 - b) Parties to Negotiable Instruments
 - c) Specimen & its Essentials - Promissory Note & Bill of Exchange
 - d) Cheque - Bearer & Crossed, Types of Crossing
 - e) Holder & Holder in due course
 - f) Rights/Privileges of Holder in Due course
- 5) Law of Environment Protection – **“Environment Protection Act, 1986”** (4)
- a) Scope & Object
 - b) Pollution control -Air, Water & Environment
 - c) Environmental Audit – Methodology
- 6) Intellectual Property Law – Patent, Copyright & Trade mark (12)
- a) **“The Patents Act, 2002”** (4)
 - i) Application for Patent
 - ii) Grant of Patent
 - iii) Rights of Patentee
 - iv) What inventions are not Patentable?
 - v) Revocation of Patents
 - b) **“Copyright Act, 1957”** (4)
 - i) Introduction
 - ii) Duration of Copyright protection
 - iii) Registration of Copyright
 - iv) Infringement of Copyright – Exceptions
 - c) **“The Trade Marks Act, 1999”** (4)
 - i) Introduction
 - ii) Classification of Goods & Services
 - iii) Procedure for registration of Trade Marks
 - iv) Grounds for refusal of registration
- 7) Case studies in Legal Aspects of Business – Typical cases based on the above topics only. (10)

REFERENCE BOOKS:

1. Legal Aspects of Business by Akhileshwar Pathak – Tata McGraw Hill
2. Legal Aspects of Business by R.R.Ramtirthkar – Himalaya Publishing House
3. Mercantile Law by S.S. Gulshan – Excel Books
4. Mercantile & Commercial Law by Rohini Aggrawal – Taxman Publication

Specialization – A – Financial Management



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

304 A – Management of Banks & Financial Services

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

Required Lectures: 50 hours

Section – I Management of Banks

- 1) Introduction to Banking (08)**
 - a) Banking System in India
 - b) Commercial banking Structure: Meaning, Role & Functions of the Banks
 - c) Liabilities & assets of the Banks
 - d) New Concepts in Banking: Retail Banking, Microfinance, Credit/ debit cards, ATM's, Online banking, Mobile Banking
 - e) Non-banking Financial Corporations: Role & Growth, Types of NBFC's, Regulations & RBI's control
 - f) Opportunities in banking
 - g) Quality of Customer services in commercial Banks
 - h) Latest in Banking
 - i) Autonomy packages in Banks
 - ii) Banking Cash transaction tax
 - iii) Service tax on Financial Services
 - iv) Dividend policy for Banks
 - v) Corporate Debt Restructuring (CDR)
 - vi) Depository systems – NSDL, Dematerialization
- 2) Co-operative Banking (03)**
 - a) Meaning, Nature and Types
 - b) Governance & reforms in co-operative banking
 - c) State Co-op agriculture & Rural Development banks
- 3) Bank Management (04)**
 - a) Objectives, Evolution, Scope & functional areas of bank Management
 - b) Functional areas: Deposit Mobilization, credit planning & Management, Asset Management, Liability Management, Liquidity Management, Investment Management, management legal department, office management,
- 4) Credit planning & Management (10)**
 - a) Objective, Need, Importance
 - b) Maintaining Ratio as per RBI Directories
 - c) Credit Culture
 - i) Financial Analysis Credit rating, Inter-firm Comparison, Project Appraisal,
 - ii) Consortium Lending, loan Syndication,
 - iii) Documentation, Disbursement
 - d) Priority Sector Lending as per the RBI directives
 - e) NPA management:
 - i) Meaning, Impact, Identification
 - ii) Recovery mechanism and management
 - iii) Compromise proposals as per RBI directives
 - iv) Securitization and other measures available
 - v) Debt Recovery Tribunal (DRT) and Legal recourse
 - vi) Provisioning required as per RBI directives

Section II – Financial Services

- 1) Financial Services :** (03)
- a) Meaning Significance, functions, features, constituents, problems,
 - b) Evolution of financial services in India
- 2) Insurance** (03)
- a) Insurance: Meaning, Principles & Roles
 - b) Types of insurance – Life (normal & health), General, Agricultural & Bancassurance, Re-insurance, Group insurance & micro-insurance. ,
 - c) Types of Policies
 - d) Regulatory framework in India, Claims
- 3) Mutual Funds** (05)
- a) Mutual funds: Meaning, Evolution, Performance & its measures, Advantages, Growth in India
 - b) Types of mutual funds Schemes, Regulatory aspects ,Financial risk
 - c) Open v/s Closed, Debt v/s Equity
 - d) Tax implications & transparency in MFs
 - e) Introduction to Hedge funds & Participatory notes
- 4) Merchant banking services** (03)
- a) merchant banking; Meaning, Scope, Functions
 - b) Set-up of merchant banking in India: Registration, issue Manager,
 - c) Merchant banking in India & its Future prospects.
- 5) Credit Rating** (04)
- a) Meaning, Evolution, Importance, Scope, Need, benefits & criticism of Credit rating
 - b) Credit rating process & framework
 - c) IPO rating
 - d) Credit rating agencies in India & its regulations
- 6) Capital markets** (05)
- a) Capital markets: functions, Structure: Primary & Secondary Market
 - b) Types Of Securities Traded, Stock Market In India
 - c) Investment in stocks
 - d) Various intermediaries in capital markets
 - e) Essential formalities in investing in Capital markets
 - f) Role of FIIs in capital markets
- 7) Regulatory framework** (02)
- Regulatory framework/governing guidelines of governing authorities in relation to the above mentioned financial services

REFERENCE BOOKS:

- 1) Introduction to Banking: Vijayaragavan Iyengar – Excel Books
- 2) Banking Theory & Practice (19th Ed.): K.C. & Lekshy Shekhar, Vikas Publication
- 3) Management of Banking & Financial System by Paul - Pearson
- 4) Merchant Banking & Financial Services – Dr. K Ravichandran - Himalaya
- 5) Indian Financial System' Dr. G. Ramesh Babu, Himalaya Publishing House
- 6) E-Banking & Development Of Banks' Verma, Gupta, & Sharma, Deep &Deep
- 7) Indian Economy: Datta & Sunderam, (2009),S.Chand &Company
- 8) Indian Economy: Mishra &Puri (2009), Himalaya Publishing House
- 9) Banking and Economics Growth.- B. M L. Nigam
- 10) Law and Practice of Banking. - S.R. Davar



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

305 A –Tax Management

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

Required Lectures: 50 hours

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|---|-------------|
| 1) Direct Taxes-I | (25) |
| <ul style="list-style-type: none">a) Introduction to The Finance Actb) Basic concepts from The Income Tax Act 1961: Agricultural income, Assesses, Assessment year, Income, Person, Gross total income, Previous year, Capital and Revenue Receipts, Capital and Revenue Expenditure, Exempted Incomes, Residential Status.c) Heads of Income<ul style="list-style-type: none">i) Income from Salary: Salary, Allowances, perquisites and retirement benefits, deductions, computation of salary income, Practical problems on computation of salary income, Deduction of tax at source.ii) Income from Business: Depreciation and other permissible deductions, Disallowable expenses, income and expenses of illegal business, computation of Business income, Deduction of tax at source.iii) Income from other sources: Specific income, deductions, grossing-up, computation of income from other sources, practical problems, Deduction of tax at source.d) Deductions from Gross total incomes - Deductions available to individual under sections 80C, 80CCC, 80CCE, 80D, 80DD, 80E, 80G, 80GG, computation of total income. Practical problems.e) Submission of return through Tax Return Prepares, Filing of Return in Electronic form, PAN, Self-assessment, Summary Assessment.f) Tax Deducted at Source – Introduction, Provisions pertaining to TDS from Salaries, Interest on Securities, Interest other than Interest on Securities, Payment to Contractors and Sub-contractors, Commission and brokerage, Rent and Fees for Professional and Technical Services.g) Duty of a person deducting tax, consequences of failure to deduct tax, TDS certificate, Furnishing statement of tax deducted and return. Tax Deduction Account Number.h) Advance Payment of tax: Introduction, Liability for payment of Advance tax, computation, installments of advance tax and due dates, Interest for default. | |
| 2) Direct Tax-II | (07) |
| <ul style="list-style-type: none">a) Wealth Tax Act 1957 – Charge of Wealth Tax – Valuation Date – Location of Assets -Assets –Deemed Assets – Exempted Assets – Net Wealth – Computation of Net Wealth (Including Problems), Valuation of Assets - Return of Wealth | |
| 3) Central Excise | (08) |
| <ul style="list-style-type: none">a) Central Excise Act, 1944 and the related Rules, Central Excise Tariff Act, 1985b) Nature of Excise duty, Basic concepts – Assessee, Goods and Excisable Goods, Classification of Goods, Factory, Manufacture & Production, Deemed Manufacture, Manufacturer, Sale & Purchase, Wholesale Dealer- Central Excise Tariff - Principles of Classification - Valuation of Excisable goods - Specific duty vs. Ad valorem duty - Maximum Retail Sale Price - CENVAT Credit - Registration Procedure, Computation of Duty payable, Payment of Duty, Interest on delayed payment of duty. | |
| 4) Service Tax | (04) |
| <ul style="list-style-type: none">a) Service Tax : Basic concepts, Exemptions and threshold limits, Valuation of Taxable Services, Payment of Service tax, Registration - Valuation – Furnishing of Return, An overview of taxable services | |
| 5) Sales Tax | (06) |
| <ul style="list-style-type: none">a) Central Sales Tax Act 1956 –b) Important Terms and Definitions - Inter State Sale, Inter State Sale by Transfer of Documents, – Sale outside the State, Goods, Dealer, Sale, Sale in the course of Import, Sale in the course of Export, State | |
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relevant to Dealer, Determination of Taxable Turnover - Registration - Declared Goods - Rates of Central Sales Tax, Various forms used - On-line application for these CST forms. Assessment and Returns under CST Act .

Note – The Academic Year of the examination shall be the Assessment Year for study of different provisions of the Act

REFERENCE BOOKS:

(Note – Latest editions of the books containing provisions relevant to the Assessment Year under study be referred.)

1. Students' Guide to Income Tax, Vinod K. Singhania Kapil Singhania - Taxmann Publications, New Delhi.
2. Income Tax: Law and Practice - N Hariharan – Tata McGraw Hill
3. Income Tax Law & Accounts, Mehrotra : Sahitya Bhavan, Agra.
4. Law and Practice of Income in India Bhagavati Prasad ;, New Age International Publishers, New Delhi.
5. Direct Taxes - Dr. Girish Ahuja & Ravi Gupta Bharat Publications
6. Direct Taxes - T. N. Manoharan , Snow White Publications.
7. Indirect Taxes : V. K. SAREEN and MAYA SHARMA, Kalyani Publishers.
8. Indirect Taxes : V. S. DATEY – Taxmann Publications.
9. Central Sales Tax , Law and Practice – V. S. Datey - Taxmann Publications.
10. Students' Guide to Indirect Taxes : Yogendra Bangar, Vandana Bangar, and Vineet Sodhani – Aadhya Prakashan Pvt Ltd., Jaipur
11. Systematic Approach to Indirect Taxes – Dr Sanjiv Kumar – Bharat Law House Pvt. Ltd., New Delhi.
12. Service Tax : Law, Practice & Procedure – C. Parthasarathy, Sanjiv Agrawal – Snow White Publications Pvt. Ltd., Mumbai
13. A handbook on Service Tax (Law, Practice & Procedure) by C. Parthasarathy, Dr. Sanjeev Agrawal & Raja Chelliah
14. Government of India- Income Tax Manual
15. Income Tax Act and Latest Finance Act



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

306 A –Strategic Financial Management

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

Required Lectures: 50 hours

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- 1) Management in Public Sector Undertaking: (04)**
- a) Role of Financial Advisor,
 - b) Financial Objectives,
 - c) Capital budgeting, Disinvestment,
 - d) Financial Reporting : Efficiency Audit, Propriety Audit
- 2) Financial Strategy and Planning (10)**
- a) Strategic Planning: Meaning , Process, Necessity
 - b) Strategic Financial Management: Meaning, Need,
 - c) Financial Planning Analyzing Financial Performance
 - d) Approaches to Financial Planning
 - e) Short – Term Financial Planning.
 - f) Strategic Decision Making Framework,
 - g) Interface of Financial Policy & Strategic Management ,
 - h) Balancing Financial Goals vis-à-vis Sustainable Growth
- 3) Turnaround Management (14)**
- a) Corporate Sickness:
 - i) Definition, Causes & Symptoms of sickness,
 - ii) The Magnitude
 - iii) Different Interpretation of Sickness
 - iv) Financial Management in Sick Units
 - v) Prediction of Sickness, Revival of Sick Units.
 - b) Turnaround
 - i) Types of Turnaround
 - ii) Basic Approaches
 - iii) Surgical vs. Humane
 - iv) Phases in Turnaround Management.
 - c) Merger and Acquisition:
 - i) Mergers & Acquisitions: Kinds, Motives, Reasons, Stages & Mechanics
 - ii) Cost Benefits of Merger, Terms of Merger & Major Causes of M & A failures
 - iii) Financial Frame Work
 - iv) Merger as a Capital Budgeting Decision
 - v) Legal and Tax Aspects
 - vi) Post-Merger Integration Issue.
 - d) Takeovers,
 - i) Kinds of Takeovers,
 - ii) Joint ventures, Managing and acquisition,
 - iii) Acquisition Vs. Take over
 - iv) Codes and Procedures – Techniques, Defensive Strategies – Cross Boarder Deals.

4) Corporate Restructuring**(10)**

- a) Corporate Restructuring : Meaning, Need, Areas, Implications, Techniques
- b) Financial Restructuring : Steps, Financial Reconstruction
- c) Portfolio Restructuring
- d) Ownership Restructuring
- e) Distress Restructuring
- f) Strategic Alliances
- g) Divestiture
- h) Leveraged Buyouts
- i) Sell Offs
- j) Leveraged Recapitalizations

5) Strategic Cost Management**(12)**

- a) Causes and Symptoms of Broken Cost System – Remedies
- b) Importance of Cost Systems
- c) Objectives of Cost Management Systems
- d) Value Chain analysis
- e) Strategy and Cost Management
- f) Strategy Formulation and Cost System Design
- g) Alternate Strategies
- h) Cost of Quality and Long – Term Profitability
- i) Activity Based Costing Principles
- j) Activity Based Management – Target Costing & Strategic Control systems

REFERENCE BOOKS:

1. Strategic financial Management , Ravi M. Kishore, Taxmann Publication
2. Strategic financial Management, A. N. Sridhar , Shroff Publishers & Distributors Pvt. Ltd
3. Strategic Management' Sharplin McGraw Hill
4. Managerial Finance Weston J.Fred & E.F.Brigham; Drydon Press
5. Financial Management - Prasanna Chandra- Tata McGraw Hill
6. Financial Management and Policy' James. C. Van Horne - Pearson
7. Strategic financial Management, ICFAI Publication
8. Financial Services– 3rd Edition. M. Y. Khan, Tata McGraw Hill
9. Principles of Corporate Finance' Richard A. Brealey and Stewart C. Myers, Tata McGraw Hill.
10. Innovative Corporate Turnarounds' Pradip M. Khandwalla,, Saga Publications, New Delhi.
11. The fourth Eye', Pradip M. Khandwalla, Saga Publications, New Delhi.
12. Company Resource: How to Manage a Business Turnaround'- Khar baunder O.P. and Stallworthy E.A, ' (Heinemann, London).
13. Financial Management and Policy- Bhalla V. K.- Himalaya
14. Financial Management- I. M. Pandey – Vikas
15. Financial Management by Berk – Pearson
16. Principles of Financial Management-R. P. Rustagi.-
17. Financial Management Simplified – Prasun Rakshit – Elegant Books Pvt. Ltd., Kolkata



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

307 A – Financial Derivatives

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

Required Lectures: 50 hours

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|---|--|-------------|
| 1) | Introduction to Financial Derivatives | (08) |
| <ul style="list-style-type: none">a) Financial Derivatives: Meaning, need, Features, Types, Uses, Critiquesb) Derivative markets – participants & functionsc) Growth of Financial Derivatives in Indiad) The regulatory framework of Derivatives trading in India | | |
| 2) | Futures & Forwards | (12) |
| <ul style="list-style-type: none">a) Financial Futures: Contracts & Typesb) Future Market: Functions & Operatorsc) Forward contracts: Concept, Features & Classificationsd) Future Vs Forwardse) Pricing of Future and Forwardsf) Hedging strategies – hedging with Stock Index Futures, types of members & margining System in Indiag) Futures trading on BSE & NSE | | |
| 3) | Options Market & Pricing | (12) |
| <ul style="list-style-type: none">a) Options: Meaning, Need, Terminology, Valuationb) Options v/s Futuresc) Types of Options contracts – Call & Put options, Covered & Uncovered optionsd) Trading Strategies involving Options – basic Option Positions – margins – Options on stock indicese) Option markets in India on BSE & NSEf) Intrinsic value & Time value, Pricing at Expirationg) Factors affecting Options pricing, Put-Call Parity Pricing Relationshiph) Pricing models – Introduction to Binomial Pricing model, Black Scholes Option Pricing model | | |
| 4) | Swaps | (08) |
| <ul style="list-style-type: none">a) Swaps: Concepts, Nature, Evolution, Features & Structure of Swapsb) Types – Interest-rate Swaps, Currency Swaps, Commodity Swaps, Equity Swapsc) Swap variant, Swap Dealer Roled) Economic Functions of Swap transactions. | | |
| 5) | Hedging & Credit Derivatives | (10) |
| <ul style="list-style-type: none">a) Conceptb) Fixed Hedging with options - conceptsc) Naked & covered Positionsd) Strategiese) Hedging option Portfoliof) Credit Derivatives: Concept, feature, growth, Benefits & Credit derivatives in India | | |
-

REFERENCE BOOKS:

1. Financial Derivatives: Theory concepts & problems – S.L.Gupta – Prantice Hall India
2. Options, Futures & Other Derivatives - Hull C John – Pearson Educations Publishers
3. Derivatives And Risk Management - Jayanth Verma- Tata Mcgraw Hill
4. Futures Markets: theory & practice” – Sunil K Parmeswaran – Tata McGraw Hill.
5. Financial Derivatives – Bishnupriya Mishra ,Swaroop – Excel Books
6. Risk Management: insurance & derivatives – Kotreshwar - Himalaya
7. Derivatives Valuation & Risk Management – David Thomas, Dubofsky Miller - Oxford Publication
8. Financial Derivatives – An introduction to Futures, Forwards, & Options – Read Head – Prentice Hall of India
9. Derivatives – T.V.Somnathan - Tata McGraw Hill.
10. Financial Derivative & Risk Management – O.P.Agrawal – Himalaya Publication
11. Risk Management & Insurance Arunajatesan Macmillan

Specialization – B – Marketing Management



North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

304 B – Marketing Research

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

Required Lectures: 50 hours

1) Introduction (07)

- a) Marketing research: Meaning, Scope, Purpose, Uses, Limitations and Threats to Marketing Research
- b) Marketing Research and Marketing Management
- c) Business research and its application vis-à-vis marketing
- d) Marketing research process
- e) Marketing Intelligence system:
 - i) Concept, Components, Scope, Significance
 - ii) MIS and Marketing Decision Support System (MDSS)
- f) Ethics in Marketing Research

2) Data Collection (06)

- a) Primary Vs Secondary data
- b) Use of internet for primary data
- c) Uses, Advantages and Disadvantages of Secondary Data
- d) Locating and Evaluating Secondary data
- e) Sources of Secondary data: e-sources and other

3) Market Survey as a method of Data Collection (12)

- a) Market survey: Nature, Meaning and Objectives of Market survey
- b) Types of Market survey
- c) Field work: Designing a Questionnaire / Conducting a Survey
- d) Conducting Consumer Perception survey
- e) Conducting Consumer Satisfaction survey
- f) Conducting Concept Testing survey
- g) Preparation of Report based on the conducted survey

4) Data Analysis Techniques and Interpretation (12)

- a) Regression Analysis,
- b) Factor Analysis,
- c) Cluster Analysis,
- d) Discriminant Analysis,
- e) Conjoint Analysis,
- f) Multi-Dimensional Analysis
- g) The Interrelationship between Analysis and Interpretation
 - i) Improper interpretation
 - ii) Improper Analysis
- h) The interpretative process

5) Specific Research Applications

(13)

- a) Continuous Marketing Research Techniques
- b) Test Marketing
- c) Advertisement Research: Promotion Research, Brand Equity Research, Brand Name testing
- d) Industrial Marketing Research
- e) Export Marketing Research
- f) Sales Analysis forecasting
- g) Pricing Research
- h) Consumer Behavior Research
- i) Rural Marketing

REFERENCE BOOKS:

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



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

305 B – Promotion Management

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

Required Lectures: 50 hours

1. Introduction to Promotion

(08)

- a. Basic concept of Promotion & Communication
- b. Integrated Marketing Communication: Concept and Process, Marketing Communication mix; The value of IMC plans
- c. Relationship Between study of consumer's behavior and IMC plan
- d. Promotion and Marketing Mix
- e. Branding: Brand Name, positioning and Brand equity
- f. Promotion by NGOs.
- g. Direct Marketing: Techniques, Utility and Limitations

2. Advertising

(12)

- a. Meaning, Features, Objectives, Importance, Limitations and Types
- b. Difference between Advertising and Personal Selling
- c. Audience selection
- d. Advertising- Objectives, AIDA & DAGMAR,
- e. Functions & Perspective
- f. Classification of advertising
- g. Creativity in advertising: Concept of Copy Theme & Appeal
- h. Copywriting, Art direction and Production
- i. Evaluation of Advertising effectiveness
- j. Advertising Budget:
 - i. Meaning, Responsibility of Preparation, Process,
 - ii. Factors influencing advertising budget
 - iii. Methods of advertising budget

3. Other Promotional Media

(08)

- a. Media Decision: Types, Media Mix, Media selection Planning & Strategy & Factors to be considered
- b. Print Media, Electronic Media, Outdoor & Transit supplementary Media
- c. Other Media:
 - i. Shop signs and Window display
 - ii. Point of Purchase material
 - iii. Sponsorship and Event marketing
- d. Speciality advertising and Co-marketing programs
- e. Advertising Agency: Types, Functions, Advantages, Remuneration methods, Client Relationship

4. Promotion Management

(09)

- a. Promotion: Meaning, Capabilities and Limitations, Managing Promos, Strategic Use of Promos, Below-the-line activities
- b. Sales Promotion:
 - i. Meaning, Important, Target, Tools and Techniques of Promotion
 - ii. Relationship between sales promotion and advertising
 - iii. Development & Evaluation of the Sales Promotion program
- c. Trade Promotion: Meaning, Objective and Utility
- d. Consumer Promotion: Meaning, Schemes – Consumer premium, Conditional consumer Premium, Limitation Direct premium, and Evaluation
- e. Dealer Promotion: Meaning, Schemes and Importance

5. Salesmanship**(08)**

- a. Salesmanship: Definition, Prospecting and Problems
- b. Selling process and skills for effective salesmanship, sales leads, sales presentations
- c. Types of calls, effective selling techniques,
- d. Role of relationship marketing in personal selling, tools for personal selling, value added selling.
- e. Sales force management: Recruiting, Training, Evaluation, Motivation & Compensation

6. Public Relations**(05)**

- a. Public relation and Advertizing
- b. Types of PR activities
- c. Public Relations tools
- d. Corporate identity
- e. Decision making in Public Relations

REFERENCE BOOKS:

1. Advertising – Sales & Promotion Management – S.A. Chunawala – Himalaya Publishing House
2. Advertising Management (Concept & Cases) – Manandra Mohan – Tata McGraw Hill
3. Advertising – Murthy Bhojana – Excel Books
4. Advertising and sales Promotion by Kazami, Batra –Excel Books
5. Marketing management- Philip Kotler – Pearson/PHI
6. Marketing management – Sherlekar - Himalaya Publishing House
7. Advertizing – Principles and Practice – Wells, Burnett, Moriarty – Pearson
8. Sales Management : Decision, Strategy and Cases – Still, Cundiff & Govoni – Pearson
9. Advertising & Personal Selling – Rajput & Vasisht – Himalaya Publishing House
10. Advertising & Promotion (An IMC approach) – Shimp – Cengage Learning
11. Fundamental of Advertising- Theory and Practice. S.A.Chunawala, K.C.Seth -Himalaya Publishing House



North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

306 B – Services Marketing

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

Required Lectures: 50 hours

-
- | | |
|--|-------------|
| 1) Introduction to Services | (06) |
| <ul style="list-style-type: none">a) Service: Concept, Characteristics, Components, classification & Packagesb) Service facility design & Layout, Product Vs Servicesc) Service marketing: Concept, features, importanced) Global & Indian trends emerging in service sector. | |
| 2) The seven P's of Service Marketing Mix | (12) |
| <ul style="list-style-type: none">a) Product Decision , Product-service Continuumb) Pricing: Strategies & tactics, Capacity planning, Measures to respond to changes in demand, Reshaping demand using effective pricing.c) Promotion: Setting Communication objective, Implication for communication strategies.d) Physical Distribution:-Strategies for services, challenges in distribution, Role of Internet in distribution.e) People: The key Role of Service employee, Service Marketing Training Strategies for Training & Develop.f) Physical Evidence: Nature, Importance, Tangibilizing of Physical Evidence, and Self Service Technologies.g) Process: Service as a process & as a system, Different aspects & management challenges, Strategies for managing inconsistency. | |
| 3) Strategic Marketing Management for Services | (08) |
| <ul style="list-style-type: none">a) Matching Demand & supply through capacity planning and segmentation –b) Internal Marketing of servicesc) External versus Internal orientation of services strategy Strategies for Reducing customer Defections,d) C.R.M | |
| 4) Delivering Quality Services & Customer Satisfaction | (08) |
| <ul style="list-style-type: none">a) Service Quality: Meaning, Measurement, Total Service Quality Management, Managing people & technologies, Perceived quality, controlling qualityb) Causes of services quality gapsc) The customers Expectation versus perceived service gap;d) The customer Expectation versus perceived service gap;e) Factors & technique to Resolve this gap- Gap; in services.f) Service Quality Models<ul style="list-style-type: none">(1) Palsuraman-Zeithamal-Bitner(PZB) Gap Model(2) SERVQUAL and SERVPERF(3) Gronzoos Modelg) The services performance gaph) Strategies for S.P.G. promise versus Delivery Gap. | |
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5) Services Marketing Practices

(16)

Concept, Classification & Implications of

- a) Financial Services: Banking & Insurance
- b) Healthcare Services
- c) Hospitality Services
- d) Travel & Tourism: Medical tourism
- e) Professional Services
- f) Public Utility Services
- g) Education & Extension Services
- h) IT & Communication Services: telecom, Courier
- i) Media & Entertainment Service

REFERENCE BOOKS:

- 1) Services Marketing 2nd Ed- Rajendra Nargundkar,-Tata Mc Graw Hill companies
- 2) Services Marketing – S.M. Jha – Himalaya Publishing House
- 3) Services Marketing: People, Technology, Strategy- Christopher Lovelock - Pearson Education Asia
- 4) Services Marketing – Govind Apte - Oxford
- 5) Service Marketing: concept planning & Implementation – C Bhattacharya –Excel Books
- 6) Service Marketing- Raghu & Vasanthi Venugopal- Himalaya
- 7) Services Marketing – Ravi Shankar – Excel Books
- 8) Delivering Quality Services” The Free Press, Macmillan – Zeithaml, Parasuraman & Bery.
- 9) The Service Edge- Ron Zemke & Dick Schaaf
- 10) Thomas J Delong & Ashish Nanda: Managing Professional Services- Text and Cases, McGraw- Hill International, 2006.
- 11) Valerie Zeithaml & Mary Jo Bitner- Services Marketing- McGraw Hill



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

307 B – Global Marketing Management

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

Required Lectures: 50 hours

1) Introduction to International Marketing

(12)

- a) International Market: Meaning, Expansion, Growing Attractiveness
- b) International Marketing: Meaning, Need, significance, Participants, Motives, Problems, Complexities, Decisions & Future
- c) International Orientation & Stages
- d) Scope of Marketing Indian Products Abroad
- e) International market orientation- EPRG framework; International market entry strategies.
- f) International Marketing Environment:
 - i) Internal, External, Domestic, Economic, Social, Cultural, Demographic, Technological, Political and Legal
 - ii) International Trading Environment
 - iii) Trading Blocs & Growing Intra-Regional Trade
- g) International Market Entry Strategies & Mode, Entry Strategies of Indian Firms

2) International Marketing Mix

(30)

- a) International Product Strategy:
 - i) Levels & Hierarchy of product, Product-line analysis, Product design Strategy
 - ii) Product Life Cycle Management,
 - iii) New Product Development, Product Positioning & Product Adoption, Repositioning Strategies
 - iv) Product planning Matrix, Dimensions of Product Strategies
 - v) Product planning for global markets;
 - vi) Standardization v/s Product adaptation;
 - vii) Management of international brands: Brand Drivers
 - viii) Packaging and labeling
- b) International Pricing
 - i) Role of Pricing, Objectives, Factors affecting Pricing, Pricing decisions
 - ii) Pricing Methods, Pricing Strategies, Cost based pricing, Transfer pricing, Dumping, Export price structure, Skimming Pricing, Penetration Pricing, Price discounts, Discriminating Pricing
 - iii) Price-Market relationship, Price Escalation: cost of exporting, Taxes, tariffs & Administrative costs, Exchange rate
 - iv) Price control: Approaches to lessening price escalation, Leasing in international markets
- c) International Promotions
 - i) Promotion Decisions: Complexities and issues; International advertising
 - ii) Marketing Environment & Promotional Strategies
 - iii) Role of Export Promotion Organizations, Trade fairs and Exhibitions
 - iv) International Marketing Communication: Major Decisions, Communication Mix, Problems in International Marketing Communication
 - v) International Personal selling, Sales promotion and public relations.
- d) International Distribution
 - i) Distribution Channels: Policy, issues, Functions & types of channels;
 - ii) International Channel conflict & Channel Decision
 - iii) Functional Excellence in Distribution Planning
 - iv) International logistics decisions & Management, Developing logistic Strategy

3) Export Management

(08)

- a) Managing Export Decisions
- b) Export Contract: cost descriptions, risk coverage
- c) Export procedure & Documentation, Modes of payment
- d) Exit policy

REFERENCE BOOKS:

- 1. International Marketing: Text & Cases – Francis Cherunilam – Himalaya
- 2. International Marketing – Cateora, Graham, Salwan – Tata McGraw Hill
- 3. Global Marketing Management by Keegan - Pearson
- 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. Marketing Management – Global Perspective, Indian Context (4/e) Ramaswamy & Namakumari
Macmillan

Specialization – C – Human Resource Management



North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

304 C - Industrial Relations & Trade Union

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

Required Lectures: 50 hours

- 1) Industrial Relations-** (05)
 - a) Concept, scope objectives, importance;
 - b) Developing sound industrial relations; industrial relations in India
 - c) Measures to Improve Industrial Relation
- 2) Industrial Discipline** (07)
 - a) Concept, Objectives, Importance, Principles, Aspects, & Approaches of Discipline
 - b) The Red Hot Stove Rule
 - c) Procedure of Disciplinary Action (as per Industrial Employment (Standing order) act 1946)
- 3) Industrial Disputes-** (08)
 - a) Concept, Manifestation of Conflict, Forms of Industrial Dispute
 - b) Causes & Consequences of Industrial Dispute
 - c) Dispute Settlement Machinery
 - d) Industrial Disputes in India
 - e) Prevention of Industrial Disputes
- 4) Grievance Procedure-** (10)
 - a) Employee Grievance: Meaning, Nature, & Causes
 - b) Steps in grievance settlement; grievance machinery.
 - c) Mediation- Types and essentials of mediation
 - d) Conciliation-
 - i) Types; preliminary steps towards conciliation;
 - ii) Conciliation Officer- Qualities of a conciliator, role of conciliator
 - iii) Conciliation procedure.
 - e) Arbitration- Types, Procedure.
 - f) Adjudication- Types, three tier system of adjudication.
- 5) Collective Bargaining & Negotiation** (08)
 - a) Objectives & importance
 - b) Bargaining Strategies
 - c) Bargaining Process
 - d) Essentials of Collective Bargaining.
 - e) Importance of negotiation
 - f) Qualities of a good negotiator.
- 6) Trade Unionism-** (12)
 - a) Types, role & importance
 - b) Recognition of Trade Union
 - c) Trade Union Movement in India
 - d) Problem of trade unions in India.
 - e) Measures for strengthening T U
 - f) White Collar & Managerial Trade Unions: Growth, Need & Nature of Managerial TU
 - g) The Trade Union Act 1926: Definitions, Registration, Duties, Rights & Liabilities of Trade Union

- 1) Industrial Relations Trade Union & Labour Legislations by PRN Sinha & Shekher – Pearson
- 2) Industrial Relations & Labour Laws by B.D.Singh- Excel books
- 3) Industrial Relations by Arun Monappa – Tata McGraw Hill
- 4) Dynamics of Industrial Relations by C.B.Mamoria; Himalaya Publishing House
- 5) Industrial Relations of Developing Economy by Bishwanath Ghosh- Himalaya
- 6) Essentials of HRM & IR by P Subba Rao – Himalaya
- 7) Industrial Relations in India 2/e Sen Macmillan
- 8) Human Resource Management by S.S.Khanka; S. Chand & Co. Ltd. New Delhi.
- 9) Human Resource Management by K.Ashwathappa – Tata McGraw Hill



North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

305-C: Labour Welfare and Administration

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

Required Lectures: 50 hours

- 1) Introduction (08)**
 - a) Meaning, importance and objective of labour welfare.
 - b) Types of welfare services
 - c) Necessity and scope of labour welfare in India
 - d) Agencies of labour welfare
 - e) Qualification and role of labour officer
- 2) Social Security (06)**
 - a) Concept, scope, Objective, need.
 - b) Types of social security
 - c) Social security measures in India
- 3) Workers Participation in Management, (08)**
 - a) WPM-Definition, meaning and objective
 - b) Forms of WPM
 - c) Causes and failure of WPM
 - d) Making worker participation effective
 - e) WPM in India
- 4) Empowerment- (08)**
 - a) Meaning, coordination.
 - b) Approaches of empowerment
 - c) Characteristics of empowered organization.
 - d) Forms of empowerment.
 - e) Empowerment process.
 - f) Barriers to empowerment.
- 5) Industrial hygiene (06)**
 - a) Working Condition.
 - b) Lighting, temperature, humidity, noise, dust fumes and radiations etc.
 - c) Work behavior
 - i) Industrial accidents and fatigue
 - ii) Causes of accidents
 - iii) Fatigue and effect of fatigue
 - iv) Safety Programmer
- 6) Labour Costing (08)**
 - a) Labour cost, computations and controls.
 - b) Absenteeism and labour turn over-Cost, causes and determination.
 - c) Labour productivity: Labours study and times study
 - d) Treatment of overtime. Ideal time. Night shift, allowances, leaves pay.
- 7) India & International Labour Organization (06)**
 - a) Objectives, Structure of ILO
 - b) Impact of ILO on India Labour
 - c) Recommendations of ILO

1. Human Resource Management by Ashwathapa – Tata McGraw Hill
2. Labour Welfare Trade Union & Industrial Relations by Puneekar, Deodhar & Sankaran - Himalaya Publications
3. Human Resource Management by S.S.Khanka – S. chand & Sons
4. Essential of HRM and Industrial Relations by P.Subha Rao – Himalaya Publications
5. Human Resource Management by Gary Dessler – Pearson
6. Human Resource Management by C.B.Gupta – Sultan Chand & Sons
7. Human Resource Management by Chhabra – Dhanpat Rai & Sons
8. Industrial Relations by Arun Monappa – Tata McGraw Hill
9. Human Resource Management by A.M Sharma – Himalaya Publications
10. Human Resource Management by V.S.P Rao – Excel Books
11. Human Resource Management by Snell Bohlander - Cengage
12. Human Resource Management by Mondy - Pearson



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

306-C: Strategic and e-Human Resource Management

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

Required Lectures: 50 hours

- 1) **Effective Management of People** (07)
 - a) System of HR & Organization's Performance
 - b) Managerial approach vis-à-vis Change agent
 - c) Strategic HR Vs Traditional HR
 - d) Role of HR during
 - i) Organizational growth
 - ii) Retrenchment
 - iii) Organizational Turnaround
- 2) **Strategic Human Resource Management** (09)
 - a) Introduction, Meaning, Definition of SHRM
 - b) Importance & Steps in SHRM
 - c) Barriers to Strategic HR
 - i) HR & Organizational Strategies
 - ii) HR & Corporate Strategy
 - iii) HR & Business Strategy
 - iv) HR Strategy Framework
 - d) Strategic Procurement, Strategic Recruitment & Strategic Staffing
- 3) **Strategic Job Analysis, Job design & Redesigning of Work System** (12)
 - a) Concept, Process & Method of Job Analysis
 - b) Meaning, Issues & Concept of - Job Description, Job Specification & Job Analysis
 - c) Modern Management Techniques
 - d) Designing of work Systems
 - e) Organizational Design Process & Factors affecting Design Process
 - f) Emerging issues in Organizational Design
 - g) Goal Setting
 - i) Meaning of Goal Setting
 - ii) Requisites of Goal setting & its relationship with Vision & Mission
 - iii) Approaches, Process & Characteristic of Goal setting
- 4) **Strategic Performance Management** (08)
 - a) Ethical Issues in Strategic HRM
 - i) Core Concepts & Ethics at Work place
 - ii) Ethical Issues in Labour Management relations & Conflict of Interest
 - b) Strategic Dimensions of Performance Appraisal
 - c) A Shift from Appraisal to Performance Management
 - i) Balance Score Cards & Its Importance
 - ii) Economic Value Added
- 5) **Developing HR as Strategic Value addition Function** (07)
 - a) Gaining competitive Advantage through HR
 - b) HR as a Strategic Business Partner
 - c) The VRIO Framework
 - d) Changing role & Future Challenges of HR

6) Strategic HR & Information Technology

(07)

- a) Technologies Affecting HRM
- b) HR Innovations
- c) Conventional HRM to Web Based HRM
- d) Various Application Software for HR Practices

REFERENCE BOOKS:

1. Strategic Human Resource Management by Jeffrey Mello.- Cengage Learning
2. Strategic Human Resource Management by Rajeesh Viswanathan – Himalaya
3. Strategic Human Resource Management by Greer - Pearson
4. Strategic Human Resource Management by Armstrong – Kogan Page
5. Strategic Human Resource Management by Rajib Dhar – Excel Books
6. Strategic Human Resources Management Prasad Macmillan
7. Human Resource Strategy by Dreher & Dougherty – Tata McGraw Hill
8. Human Resource Management, 10/e by Mondy Wayne – Pearson Education
9. Managing Human Resources By Fisher- Cengage Learning



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

307 C – HR Legislations

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

Required Lectures: 50 hours

-
- | | |
|--|-----------------|
| 1) Factories Act, 1948 | (06) |
| a) Object & Definitions | |
| b) Health Provisions | |
| c) Safety Provisions | |
| d) Welfare Provisions | |
| e) Obligations of Worker & Occupier | |
| f) Offences & Penalties | |
|
2) Apprentice Act, 1961 |
(04) |
| a) Object & Definitions | |
| b) Obligation of employers, | |
| c) Obligations & Rights of apprentices. | |
| d) Contract of Apprenticeship | |
|
3) Minimum wages Act, 1948 |
(05) |
| a) Object, Applicability & definitions | |
| b) fixation of minimum rate of wages | |
| c) Procedure for fixing and revising minimum wage, | |
| d) Offences & Penalties | |
| e) Obligations of Employers | |
|
4) Payment of wages Act, 1926 |
(05) |
| a) Object, Applicability & definitions | |
| b) Time of payment of Wages. | |
| c) Deductions from wages. | |
| d) Obligations of Employers & Employees. | |
| e) Offences & Penalties | |
|
5) Payment of Bonus Act 1965 |
(06) |
| a) Object, Applicability & definitions | |
| b) Calculation of Bonus, | |
| c) Time limit for payment | |
| d) Eligibility for Bonus | |
| e) Amount of Bonus , Claim for Bonus, exemption | |
| f) Calculation of allocable surplus, | |
| g) Set-on and set-off of allocable surplus | |
|
6) Workmen's Compensation Act, 1923. |
(05) |
| a) Object, Scope & definitions | |
| b) Liability of employers | |
| c) Amount of Compensation | |
| d) Obligations of Workmen & Employer | |
| e) Distribution of Compensation | |
| f) Occupational diseases | |
| g) Penalties | |

- 7) Contract Labour (Regulation & Abolition) Act, 1970. (05)**
a) Object, Applicability & definitions
b) Prohibition of Contract Labour
c) Registration & Licensing of contractors
d) Welfare of Contract Labour
e) Obligations of principal employer & contractor
- 8) Employees state insurance Act, 1948 (04)**
a) Object, Scope & definitions
b) Obligations of Employers & Employees.
c) Contribution
d) Benefits to employees
- 9) Maternity Benefit Act 1961 (06)**
a) Object, Applicability & definitions
b) Right to payment of maternity benefit
c) Forfeiture of maternity benefit
d) Payment of maternity benefit in case of death of a woman
e) Payment of medical bonus
f) Leave for miscarriage
g) Leave for illness arising out of pregnancy, delivery, premature birth of child, or miscarriage
h) Nursing breaks
- 10) The Child Labour (Prohibition & Regulation) Act 1986 (04)**
a) Object, Applicability & definitions
b) Prohibition of Child Labour
c) Regulation of Conditions of Child
d) Offences & Penalties

REFERENCE BOOKS:

1. Labour Laws by B.D.Singh – Excel Books
2. Industrial Jurisprudence and Labour Legislation by A.M.Sharma – Himalaya Publications
3. Elements of Merchantile Law by N.D.Kapoor – Sultan Chand & Sons
4. Industrial Relations, Trade Unions & Labour Legislation by PRN Sinha, Indu Sinha, Seema Shekhar – Pearson
5. Labour Laws – Bare Acts

Specialization – D – Operations Management



North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

304 D – World Class Manufacturing & Process Management

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

Required Lectures: 50 hours

- 1) Manufacturing Management (04)**
 - a) Manufacturing activity scheduling
 - b) Manufacturing resource planning
 - c) Current Trends in Manufacturing in India
- 2) World Class Manufacturing (08)**
 - a) Characteristic of Re-engineered process.
 - b) Managerial responsibility in globalization :
 - c) Software in use, Problems of implementation on the system.
 - d) Optimized Production Technology (OPT),
 - e) Automation in Design and manufacturing, Role of Robotics etc.
 - f) State of International Business – Managerial Attitude and Challenges.
 - g) Environment Pollution – Factors, Effect and Control.
- 3) Innovative Manufacturing System (10)**
 - a) Lean Manufacturing: Concept, Tools & Techniques, Advantages And Disadvantages
 - b) Flexible Manufacturing System: Different production system of FMS & its Configuration
 - c) Group Technology: Concept & applications of GT
 - d) Cellular Manufacturing System: Concept
 - e) Agile Manufacturing: Concept
 - f) Computer Integrated Manufacturing (CIM) : Concept
- 4) Process Management (10)**
 - a) Processes: Meaning, Types & Scope
 - b) Process planning and selection
 - c) Process design: Scope, Factors affecting and operation design
 - d) Major process decisions
 - e) Process analysis and process flow charts
 - f) Process Improvement: Methods – Kaizen Umbrella, Process Management tools
 - g) Process Management tools & Techniques: Design of Experiments (DOE), Taguchi Method, Quality Function Deployment (QFD), Single Minute Exchange of Die (SMED), Visual Control (VC)
 - h) Product Design Concepts: Design for manufacture (DFM), Design for Assembly (DFA), Design for Operations (DFO)
- 5) Maintenance Management (08)**
 - a) Maintenance Function and Strategies
 - b) Maintenance economics
 - c) Spare Parts Management: Types of Spares & Inventory Planning for Spare Parts
 - d) Measurement of Maintenance performance:
 - i) Total Productive Maintenance
 - ii) Concept of Reliability, Reliability Improvement
 - iii) Concept of Maintainability, Maintainability Improvement.

6) Management of Industrial Safety

(06)

- a) Safety Analysis
- b) Safety programs and organization
- c) Safety and productivity
- d) Causes, problems and sources of industrial accidents
- e) Theory of accident occurrences
- f) Accident prevention and control
- g) Investigation and Analysis of accident
- h) Duties of plant supervisor and safety inspector
- i) Welfare and safety

7) Technology Transfer

(04)

- a) Definition and Classifications
- b) Channels of technology Flow
- c) International Technology Transfer
- d) Intra-firm Technology Transfer

REFERENCE BOOKS:

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



North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

305 D – MANAGEMENT OF TECHNOLOGY

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

Required Lectures: 50 hours

- 1. Introduction to Technology Management: (08)**
 - a) Concept and meaning of technology,
 - b) Evolution and growth of technology,
 - c) role and significance of management of technology,
 - d) Impact of technology on society and business,
 - e) Forms of technology: process technology and product technology.
- 2. Competitive advantages through new technologies: (08)**
 - a) Product development – from scientific breakthrough to marketable product –
 - b) Role of Government in Technology Development.
 - c) Linkage between technology, development and competition,
 - d) Managing research and development (R&D),
 - e) Managing Intellectual Property.
- 2) Technological Forecasting: (08)**
 - a) Exploratory: Intuitive, Extrapolation, Growth Curves,
 - b) Technology Monitoring, Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram
- 3) Technology Assessment: (08)**
 - a) Technology Choice, Technological Leadership and Follower ship,
 - b) Technology Acquisition. Meaning of Innovation and creativity,
 - c) innovation management
- 4) Technology strategy: (06)**
 - a) concept, types, key principles, framework for formulating technology strategy,
 - b) Technology forecasting: techniques and application.
- 5) Technology diffusion and absorption: (06)**
 - a) Rate of Diffusion; Innovation Time and Innovation Cost,
 - b) Speed of Diffusion.
 - c) Project management in adoption and implementation of new technologies.
- 6) Technology Transfer Management: (06)**
 - a) Technology transfer-process;
 - b) outsourcing strategic issues; joint ventures,
 - c) Technology sourcing.
- 7) Human Aspects in Technology Management: (05)**
 - a) Integration of People and Technology,
 - b) Organizational and Psychological Factors,
 - c) Organizational Structure.
- 8) Social Issues in Technology Management: (05)**
 - a) Technological Change and Industrial Relations,
 - b) Technology Assessment and Environmental Impact Analysis.

- 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) Management Of New Technologies For Global Competitiveness — Christian N Madu - Jaico Publishing House



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

306 D –Logistic & Supply Chain Management

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

Required Lectures: 50 hours

-
- | | |
|---|-------------|
| 1) Supply Chain Management | (16) |
| <ul style="list-style-type: none">a) Concept, Supply Chain Linkageb) Mapping the supply chainc) E-Business solution for supply chaind) Supply chain Flowse) Cycle View of Supply Chainf) Process cycle timeg) Supply Chain Relationships: Supplier-Buyer relationshiph) Functional Strategies that impact SCM performancei) Parameters for SCM Designj) Information Functionality of Supply Chaink) Principles of Supply chain Informationl) Information System activitym) Technology Used in SCM | |
| 2) Logistic Management | (06) |
| <ul style="list-style-type: none">a) Definition, Objective Functions & Scopeb) Customer value chainc) Logistical competence, competitiveness and competitive advancesd) Logistic for business excellencee) Logistic solutionf) Role of Logistic in Supply Chain | |
| 3) Customer Service And Demand Management | (06) |
| <ul style="list-style-type: none">a) Relationship between customer and demand managementb) Customer service for competitivenessc) Customer service phased) Service attributese) Customer service strategyf) Value added logistical service | |
| 4) Logistic Planning And Strategy | (06) |
| <ul style="list-style-type: none">a) Hierarchy of planningb) Relationship between logistic strategy and corporate strategyc) The strategic logistic plan and auditd) Logistic mission and objectivese) Logistic Strategies & Formulationf) Designing Logistical system | |

5) Logistic Mix

(16)

- a) Warehousing
 - i) Concept & Functions
 - ii) Warehouse Options
 - iii) Warehouse Site Selection & Layout Design
 - iv) Warehouse Costing
 - v) Warehousing Strategies
 - vi) Warehousing in India
- b) Material Handling Systems
 - i) Role of Material Handling
 - ii) Material Handling Guidelines
- c) Material Storage Systems
 - i) Concept
 - ii) Storage Principles
 - iii) Benefits of Storage Design
 - iv) Storage Methods
- d) Transportation
 - i) Transportation Infrastructure
 - ii) Freight Management
 - iii) Factors influencing Freight cost
 - iv) Transportation Network
 - v) Route Planning
 - vi) Containerisation
- e) Logistical Packaging
 - i) Consumer Vs Logistic Packaging
 - ii) Packaging as Unitisation
 - iii) Design Considerations
 - iv) Packaging Materials
 - v) Returnable Logistic Packaging
 - vi) Packaging Cost
- f) Logistic Information system (LIS)
 - i) Logistic Information Needs
 - ii) Designing Logistic Information system
 - iii) Desired Characteristic of LIS

REFERENCE BOOKS:

1. Logistic Management by V.V.Sople- Pearson
2. Logistic & Supply chain management by K.Shridhara Bhat – Himalaya
3. Exploring the supply chain by Upendra kachru – Excel books
4. Supply Chain Logistics Management - Donald Bowersox , David Closs, M. Bixby Cooper – Tata McGraw Hill
5. Supply chain management by Janat Shah - Pearson
6. Logistical Management by Donald Bowersox , David Closs – Tata McGraw Hill
7. Supply chain management Concept and cases by Rahul V. Altekar - PHI
8. Operations Management along the Supply chain by Russell & Taylor - WILEY-INDIA
9. Supply Chain Management - Text, Cases and Best Practices by Agrawal -Macmillan



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

307 D –Operations Research

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

Required Lectures: 50 hours

-
- | | |
|--|-------------|
| 1) Introduction to Operations Research | (05) |
| <ul style="list-style-type: none">a) Definitions, characteristic & Scope of Operations Researchb) Role of Operations Research in Managerial D/Mc) Role of Computers in ORd) Limitations of OR | |
| 2) Transportation Model | (06) |
| <ul style="list-style-type: none">a) Formulation of Transportation Problem.b) Methods of Finding Initial Solution.<ul style="list-style-type: none">i) North-West corner ruleii) Row Minima Methodiii) Column Minima Methodiv) Least Cost Methodv) Vogel's Approximation Method | |
| 3) Assignment Model | (05) |
| <ul style="list-style-type: none">a) Comparison with Transportation Modelb) Formulation of Assignment Modelc) Hungarian or reduced Matrix Method | |
| 4) Theory of Games | (10) |
| <ul style="list-style-type: none">a) Competitive Gamesb) Terminologyc) Rules for games theoryd) 2X2 Games, 2X3 Games, 3X3 Games | |
| 5) Sequencing Problem | (06) |
| <ul style="list-style-type: none">a) Processing n jobs through two machinesb) Processing n jobs through three machinesc) Processing Two jobs through m machines | |
| 6) Replacement Decisions | (05) |
| <ul style="list-style-type: none">a) Replacement of Item Deteriorates with timeb) Replacement of Item Whose Maintenance cost Increase with Time and value of Money | |
| 7) Investment Analysis | (08) |
| <ul style="list-style-type: none">a) Break even analysisb) Payback Period Methodc) Average Rate of Return Methodd) Discounted Cash Flow Method | |

8) Simulations

(04)

- a) Meaning of Simulation
- b) Reasons for using Simulation
- c) Advantages & Limitations of Simulation
- d) Monte Carlo Method of Simulation(Theory only)

REFERENCE BOOKS:

1. Operations Research: Theory and Applications (4/e) Sharma Macmillan
2. Operations Research by V.K.Kapoor - Sultan Chand & Sons
3. Operations Research by D.S Heera & P.K.Gupta - S.Chand & Sons
4. Quantitative Techniques in Management by Vohra - Tata McGraw Hill Company
5. Operations Research by Natarajan - Pearson
6. Quantitative Techniques in Management by Jaishankar – Excel Books

Specialization – E – International Business Management



North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

304 E – International Business

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

Required Lectures: 50 hours

- 1) Introduction to International Business (IB)** (06)
 - a) Concept of International Business
 - b) International Vs Domestic Business
 - c) Evolution, Development & Factors leading to Growth of IB
 - d) International Orientation
 - e) Globalization of Business Structure
- 2) Modes of International Business** (06)
 - a) Determinants of Entry Mode
 - i) country-specific,
 - ii) Industry-specific,
 - iii) Firm-specific,
 - iv) Project-specific
 - b) Entry Mode Selection & Choices
 - i) Trade Related
 - ii) Contractual
 - iii) Investment Based
- 3) Theories of International Trade** (06)
 - a) Mercantilism
 - b) Theory of Absolute cost Advantage
 - c) Comparative cost Advantage Theory
 - d) Comparative cost Advantage Theory with Money
 - e) Country Similarity Theory
 - f) Global Strategic Rivalry Theory
 - g) Factor Proportions Theory
 - h) Product life Cycle Theory
 - i) Porter's National Competitive advantage Theory
- 4) International Business Environment** (09)
 - a) Meaning of IB Environment, IB Environmental Factors
 - b) Socio-cultural & Ethical Environment
 - c) Economic Environment
 - d) Political Environment
 - e) Technological Environment
- 5) International Business Strategies** (12)
 - a) Strategy: Role & Choices
 - b) Strategy formulation: Approaches, Spectrum, Levels

- c) Planning, Organization & Control
- d) International Marketing Strategy
- e) International Investment & Financing Strategy
- f) International HRM Strategies

6) Global Trade & Investment

(11)

- a) World Trade Organization
 - i) Establishment of WTO
 - ii) Organization Structure of WTO
 - iii) Anti Dumping Measures
 - iv) Dispute settlement Mechanism
 - v) TRIMS & TRIPS
 - vi) WTO & India
- b) Conflict & Negotiations in IB
 - i) Factors causing Conflict
 - ii) Host Country Vs Transnational Corporations
 - iii) International Negotiations
 - iv) Role of International agencies in Conflict resolution
- c) Foreign Direct Investment (FDI)
 - i) Concept, Reasons & Trends in FDI
 - ii) Costs, Benefits & Determinants in FDI
 - iii) Theories of FDI
 - (1) Industrial Organisation Theory
 - (2) Product Cycle Theory
 - (3) MacDougall-Kemp Hypothesis
 - (4) Location-specific Theory
 - iv) Foreign Direct Investment In India

REFERENCE BOOKS:

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



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

305 E – International Finance

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

Required Lectures: 50 hours

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- | | | |
|-----------|---|-------------|
| 1) | Fundamental of International Finance | (06) |
| | <ul style="list-style-type: none">a) Nature, Scope, Dimension & Importance of International Financeb) Domestic Vs International Financec) Recent changes in Global Financial markets.d) Globalization & international Financial Managemente) Emerging challenges & Responsibilities of finance Manager | |
| 2) | International Monetary system | (09) |
| | <ul style="list-style-type: none">a) Evolution of International Monetary Systemb) Alternative Exchange Rate Regimec) International Monetary Fund (IMF) classification for exchange Rate Regimed) Selection & management of exchange Rate Regimee) Monetary Policy & exchange Rate policyf) Emergence of Eurog) Exchange rate of Indian Rupeeh) Convert ability & Currencyi) Sterilization | |
| 3) | Balance of Payment | (05) |
| | <ul style="list-style-type: none">a) Structure of Balance of Paymentb) Function, Principles & Accounting of Balance of Paymentc) Equilibrium & Disequilibriumd) Adjustment & Approaches to Adjustmente) Balance of Payment and Exchange Ratef) India's Balance of Payment | |
| 4) | International Parity | (07) |
| | <ul style="list-style-type: none">a) Exchange Rate Determinationb) Factor Affecting Exchange Ratec) Purchasing Power Parity (PPP) theory of Exchange.d) Real Exchange Rate & Real Effective Exchange Ratee) Interest Rate & Exchange Ratef) Covered Interest Rate & Interest Rate Parity, Forward Rate Parityg) The Fischer Effecth) Exchange Rate Forecasting | |
| 5) | The Foreign Exchange Market | (10) |
| | <ul style="list-style-type: none">a) Structure of foreign Exchange Marketb) Market Participant & market makersc) Market segment | |

- d) Markets for Currency Options & Futures
- e) Foreign Exchange Rate
- f) Arbitrage- Two Point & Triangular Arbitrage
- g) Forward & future spot rate
- h) International Transaction Mechanism – Nostro, Vostro and Loro Account, SWIFT, CHIP, CHAP, Telegraphic Transaction (IT)
- i) The Indian Foreign Exchange Market.

6) Financial Decisions of Multinational Corporations (08)

- a) Generalised trade theory
- b) MNCs: Definition, rationale, Merits & Demerits, Role & impact
- c) Cost of Capital: Meaning & Factors, Difference between Cost of capital for MNCs & Domestic firm
- d) Capital structure decisions
- e) Operational Strategies of MNCs: Change Strategy, technology adaption, quality improvement & control, Mergers & Acquisition
- f) Sources of Funds for MNCs: long term & short term

7) International Financial Institutions (05)

- a) International Bank for Reconstruction and Development
- b) International Development Association
- c) International Finance Corporation
- d) Asian Development Bank
- e) International Monetary Fund

REFERENCE BOOKS:

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



North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

306 E –International Logistic & Supply Chain Management

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

Required Lectures: 50 hours

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- | | |
|---|-------------|
| 1) Supply Chain Management | (16) |
| <ul style="list-style-type: none">a) Concept, Supply Chain Linkageb) Mapping the supply chainc) E-Business solution for supply chaind) Supply chain Flowse) Cycle View of Supply Chainf) Process cycle timeg) Supply Chain Relationships: Supplier-Buyer relationshiph) Functional Strategies that impact SCM performancei) Parameters for SCM Designj) Information Functionality of Supply Chaink) Principles of Supply chain Informationl) Information System activitym) Technology Used in SCM | |
| 2) Logistic Management | (06) |
| <ul style="list-style-type: none">a) Definition, Objective Functions & Scopeb) Customer value chainc) Logistical competence, competitiveness and competitive advancesd) Logistic for business excellencee) Logistic solutionf) Role of Logistic in Supply Chain | |
| 3) Customer Service And Demand Management | (06) |
| <ul style="list-style-type: none">a) Relationship between customer and demand managementb) Customer service for competitivenessc) Customer service phased) Service attributese) Customer service strategyf) Value added logistical service | |
| 4) Logistic Planning And Strategy | (06) |
| <ul style="list-style-type: none">a) Hierarchy of planningb) Relationship between logistic strategy and corporate strategyc) The strategic logistic plan and auditd) Logistic mission and objectivese) Logistic Strategies & Formulationf) Designing Logistical system | |

5) Logistic Mix

(16)

- a) Warehousing
 - i) Concept & Functions
 - ii) Warehouse Options
 - iii) Warehouse Site Selection & Layout Design
 - iv) Warehouse Costing
 - v) Warehousing Strategies
 - vi) Warehousing in India
- b) Material Handling Systems
 - i) Role of Material Handling
 - ii) Material Handling Guidelines
- c) Material Storage Systems
 - i) Concept
 - ii) Storage Principles
 - iii) Benefits of Storage Design
 - iv) Storage Methods
- d) Transportation
 - i) Transportation Infrastructure
 - ii) Freight Management
 - iii) Factors influencing Freight cost
 - iv) Transportation Network
 - v) Route Planning
 - vi) Containerisation
- e) Logistical Packaging
 - i) Consumer Vs Logistic Packaging
 - ii) Packaging as Unitisation
 - iii) Design Considerations
 - iv) Packaging Materials
 - v) Returnable Logistic Packaging
 - vi) Packaging Cost
- f) Logistic Information system (LIS)
 - i) Logistic Information Needs
 - ii) Designing Logistic Information system
 - iii) Desired Characteristic of LIS

REFERENCE BOOKS:

1. Logistical Management by Donald Bowersox , David Closs – Tata McGraw Hill
2. Logistic Management by V.V.Sople- Pearson
3. Supply Chain Logistics Management - Donald Bowersox , David Closs, M. Bixby Cooper – Tata McGraw Hill
4. Logistic & Supply chain management by K.Shridhara Bhat – Himalaya
5. Exploring the supply chain by Upendra kachru – Excel books
6. Supply chain management by Janat Shah - Pearson
7. Supply chain management Concept and cases by Rahul V. Altekar - PHI
8. Operations Management along the Supply chain by Russell & Taylor - WILEY-INDIA



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

307 E – International Marketing Management

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

Required Lectures: 50 hours

1) Introduction to International Marketing

(12)

- a) International Market: Meaning, Expansion, Growing Attractiveness
- b) International Marketing: Meaning, Need, significance, Participants, Motives, Problems, Complexities, Decisions & Future
- c) International Orientation & Stages
- d) Scope of Marketing Indian Products Abroad
- e) International market orientation- EPRG framework; International market entry strategies.
- f) International Marketing Environment:
 - i) Internal, External, Domestic, Economic, Social, Cultural, Demographic, Technological, Political and Legal
 - ii) International Trading Environment
 - iii) Trading Blocs & Growing Intra-Regional Trade
- g) International Market Entry Strategies & Mode, Entry Strategies of Indian Firms

2) International Marketing Mix

(30)

- a) International Product Strategy:
 - i) Levels & Hierarchy of product, Product-line analysis, Product design Strategy
 - ii) Product Life Cycle Management,
 - iii) New Product Development, Product Positioning & Product Adoption, Repositioning Strategies
 - iv) Product planning Matrix, Dimensions of Product Strategies
 - v) Product planning for global markets;
 - vi) Standardization v/s Product adaptation;
 - vii) Management of international brands: Brand Drivers
 - viii) Packaging and labeling
- b) International Pricing
 - i) Role of Pricing, Objectives, Factors affecting Pricing, Pricing decisions
 - ii) Pricing Methods, Pricing Strategies, Cost based pricing, Transfer pricing, Dumping, Export price structure, Skimming Pricing, Penetration Pricing, Price discounts, Discriminating Pricing
 - iii) Price-Market relationship, Price Escalation: cost of exporting, Taxes, tariffs & Administrative costs, Exchange rate
 - iv) Price control: Approaches to lessening price escalation, Leasing in international markets
- c) International Promotions
 - i) Promotion Decisions: Complexities and issues; International advertising
 - ii) Marketing Environment & Promotional Strategies
 - iii) Role of Export Promotion Organizations, Trade fairs and Exhibitions
 - iv) International Marketing Communication: Major Decisions, Communication Mix, Problems in International Marketing Communication
 - v) International Personal selling, Sales promotion and public relations.

- d) International Distribution
 - i) Distribution Channels: Policy, issues, Functions & types of channels;
 - ii) International Channel conflict & Channel Decision
 - iii) Functional Excellence in Distribution Planning
 - iv) International logistics decisions & Management, Developing logistic Strategy

3) Export Management

(08)

- a) Managing Export Decisions
- b) Export Contract: cost descriptions, risk coverage
- c) Export procedure & Documentation, Modes of payment
- d) Exit policy

REFERENCE BOOKS:

1. International Marketing:Text & Cases – Francis Cherunilam – Himalaya
2. International Marketing – R Shrinivasan – Prantice Hall
3. International Marketing – Rajgopal – Vikas Publications
4. International Marketing – Rajendra Nargundkar – Excel Books
5. International Marketing – Cateora,Graham – Tata McGraw Hill
6. International Marketing - Jain S.C. - CBS Publications, New Delhi

Specialisation – F: Agri- Business Management



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

304 F – Agri Business Management

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

Required Lectures: 50 hours

1) Introduction to ABM

(06)

- a) Meaning, definition, history, Importance and scope of agri-business
- b) Changing dimension of agricultural business
- c) Agri-business Management-distinctive features, nature and components
- d) Five Years Plans and agri-business, characteristics of plan

2) Farm Management

(14)

- a) Organization and operation of farm business
- b) Tools of farm business organization and operation
- c) Steps in farm business organization
- d) Evaluation of available resources in Farming & its optimum Utilization
- e) Appraisal and goals of farm business
- f) Approach to reorganization of the farm business
- g) Farm adjustment program under uncertainty
- h) Job of proficient farm planner, farm accountancy
- i) Constraints in agri-business management infrastructure, technological, social & cultural. Analysis of farm records, Farm inventories

3) Agro-Processing Management

(16)

- a) Role of agro-processing industries in the Indian economy
- b) Status and potential of Indian agro-processing industries.-- Food grains, commercial crops
- c) Policy environment of agro-processing industries-Development, management structure and communication.
- d) Work performance efficiency, public contact and public participation in agro-processing industries
- e) Decision making process and entrepreneurial efficiency
- f) Government policies relating to agro processing unit
- g) Interdependence of agro-processing industries
- h) Problem of agro-processing units
- i) Guideline for financing of agro-processing industries in India

4) HRM In Agri Business Management

(06)

- a) Development of Human Resource in Agricultural Training
- b) Importance of Human Resource in Agricultural
- c) H. R. M. development program for Agribusiness

5) Emerging Trends In ABM

(08)

- a) Agro Tourism
- b) Organic Farming
- c) Contract Farming
- d) 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)



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

305 F –Management of Agriculture & Allied Sciences

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

Required Lectures: 50 hours

1) Animal Production Management

(10)

- Scope of livestock in Indian economy
- Livestock census and trend of livestock production
- 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
- Stress management. Housing of different livestock and poultry
- Routine farm management. Preparation of animal for different purposes
- Various breeds of cattle, sheep, goat, buffalo and poultry
- Nutrient requirement of livestock and poultry
- Maintenance of records on livestock dairy and poultry farms
- Animal health cover, structure of udder and letting down of milk, clean and hygienic milk production
- Reproductive systems of male and female, estrus cycle, pregnancy and parturition. Systems of breeding, artificial insemination

2) Value Addition in Animal Products

(10)

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

3) Post – Harvest Technology of Horticultural Crops

(14)

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

4) Bio-fertilizers and Mushroom Production**(06)**

- a. Bio-fertilizers: Introduction, importance and definition
- b. Type of bio-fertilizers, Economics of bio-fertilizer production
- c. Mushroom: Introduction, importance and types of mushrooms. Requirements for mushrooms cultivation: different tools, equipments, substrates and chemicals required for commercial cultivation of mushroom

5) Information Technology in Agri-Business**(10)**

- a. Information Technology: meaning, role and importance in Agri business and Agriculture marketing
- b. Importance of Common Service Centers (CSC), Common issues of CSCs, Expert decision support system in Agriculture
- c. Information Technology for Agriculture Marketing
- d. Online market information, online market status in India
- e. Website on Agriculture marketing and export
- f. Role of private companies in online marketing – eChaupal, HLL Shakti

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. Panda, B. and et al. Feeding Poultry. ICAR, Publication, New Delhi
5. Singh, R.A. Poultry Production. Publishers, New Delhi.
6. Maske, O Norton. Commercial Chicken Production. Manuel AVI Publishers, INC West Port.
7. Ling. E.R. Text Book and Dairy Chemistry. Chapman Hall Ltd., London
8. Devendra, C and G. B.McElroy. Goat and Sheep Production in Tropics-Long man Group Ltd., London.
9. 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.
10. Salunke, D.K. and Desai, B.B.Past Harvest Biotechnology of Vegetables. II CRC Press, Boca Raton, Florida.
11. Varma, L.R. and V.K.Joshi. Post Harvest Technology of Fruits and Vegetables, Vol. II. Indus Publishing Company, New Delhi-110027
12. Dixon, R.O.D. and C.T. Wheeler, Nitrogen Fixation in plants. Blackie USA, Chapman and Hall, New York.
13. Motsara I.M.R., P. Bhattacharyya and Beena Srivastava, Biofertilizer Technology, Marketing and Usage- A source Book – cum glossary, FDCO, New Delhi.
14. Bahl, N. Handbook on Mushrooms. Oxford and IBH Pub. Co.Pvt, Ltd, New Delhi.
15. Kapoor, J.N. Mushroom Cultivation. Sterling Pub. Co., New Delhi-16.
16. Paul McConnell. Measuring the impact of information on development. IDRC, 1995
17. Recciuti, M.Database vendors hawk wares on Internet. Info World, 17-2, Jan 9,10.
18. Melone, T, Yates, J and Benjamin, R. Electronic Markets and Hiersrchies. CACM 485.
19. Shah Jignesh. Commodity Future- Benefits start flowing in The Hindu Survey of Indian Industry.



North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

306 F – Agricultural Economics

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

Required Lectures: 50 hours

- 1) Introduction to Agricultural Economics (08)**
 - a. Meaning, concepts, definitions scope and importance of Agricultural in National Economy
 - b. Land: Concept Land use classification, Land ownership and distribution of land, Management of Land
 - c. Agricultural labor and capital
 - d. Farm Mechanization and its scope and effects on Agriculture
- 2) Structure & Dynamics of Indian Agricultural (08)**
 - a. Place of agricultural in National economy
 - b. Special characteristics of agriculture in Indian economy
 - c. Pattern of agricultural holdings
 - d. Agricultural productivity: Trends, causes and consequences of low productivity in India
 - e. Green revolution: New strategy in development of Indian agriculture
- 3) Indian Agricultural Policies (16)**
 - a. Meaning, types and importance
 - b. Evolution of agricultural policy
 - c. Famine Commission Report
 - d. Royal Commission on Agriculture: Recommendations
 - e. Drought Prone Area Programme (DPAP)
 - f. Land Reform Policy
 - g. National Insurance Policy
 - h. Nature and objectives of land reforms
 - i. Tenancy reforms, Crash Scheme for Rural Development
 - j. Major agricultural input policies including seed, fertilizer, pesticides, credit and irrigation
 - k. National Rural Employment Assurance Programme & other recent Agricultural Development Programs
 - l. New Agricultural Export Policies for different commodities
- 4) Financial Management in Agri-Business (18)**
 - a. Nature and scope, importance of agricultural finance
 - b. Agricultural finance as a part of public finance
 - c. Source of capitals: Meaning and concept of agriculture credit
 - d. Classification and forms of credit, 3 R's, 5C's and 5 P's of credit
 - e. Credit creation and credit control
 - f. Credit rationing and planning
 - g. Legal aspects of credit
 - h. Supervised credit, Credit demand and supply
 - i. Credit institution, credit policy and needed changes
 - j. Portfolio management
 - k. Financial ratio analysis, Break-even analysis and Investment analysis
 - l. Capital Market

1. Agrawal, A.N. - Indian Agriculture: Problems, Progress and Prospects. Vikas Publishing House Pvt. Ltd., Delhi.
2. Mamoria, C.B. - Agricultural Problems of India.- Kitab Mahal, Allahabad
3. Owen Oliver, - Natural Resources Conservation and Ecological Approach.- MacMillan Co.866, Third Avenue, New York-10022.
4. Mamoria, C.B. - Agricultural Problems of India.- Kitab Mahal, Allahabad.
5. Bansil, P.C. - Agricultural Problems of India- Vikas Publishing House Pvt. Ltd., Delhi.
6. Jain, S.C. - Agricultural Policy in India.- Allied Publishers Pvt.Ltd. Mumbai, Kolkatta, New Delhi.
7. James P.G.- Agricultural Policy in wealthy Countries.- Ague and Robertson Publishers, Sydeny.
8. Karla, O.P.- Agricultural Policy in India.- Bombay Popular Prakashan, Mumbai.
9. Datta, K.K. and K.P.M. Sundaram. - Indian Economy.- Latest Edition, S. Chand and Co., Ltd., 7361, Ram Nagar, Qutab Road, New Delhi-110055.
10. Banerjee, G.C.- Text Book of Animal Husbandry.- Oxford and IBH Publishers, New Delhi.
11. Mahanta, K.C. - Animal Husbandry in India.
12. Patnkar, S.V.- Financial Management.- Everest Publishing House Everest, Parshuram Apartment, 12, Sankalp Society, Paud Phata Road, Opp. Jog Hospital, Pune-411038
13. Jain, S.C. - Management in Agricultural Finance.- Vora and Company. Publishers Pvt. Ltd.
14. Prasanna Chandra. - Financial Management. - Tata Mcgraw Hill Publishing Co. Ltd., New Delhi.
15. Kahlon, A.S and Karam Singh. - Managing Agricultural Finance: Theory and Practice. - Allied Publisher Pvt. Lt.,165 , J.N. Heredia Marg, Ballard Estate, Mumbai-400 038.



North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

307 F – Agricultural Marketing

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

Required Lectures: 50 hours

-
- 1) Introduction to Agricultural Marketing (06)**
- a. Scope, concepts & objectives
 - b. Differences in Agricultural & consumer Marketing
 - c. Constraints in Agricultural marketing
 - d. Problems of Agri. Marketing : Traditional agro. Marketing and present status, suggestion for improvements
 - e. Present status & problem in various marketing function
 - f. Standardization and Grading
- 2) Problems of Agricultural Marketing (12)**
- a. Defects in traditional agri. marketing system and suggestions for improvement
 - b. Standardization: Standards and standardization, aims of standardization, significance of standardization, demerits of standardization. Basis of standards
 - c. Grading: A marketing function, Importance of grading in agriculture grading in India
 - d. Channels of Marketing: Meaning, definition, marketing costs, margin, price spread, factors affecting the cost of marketing, reasons for higher marketing costs of farm commodities, ways of reducing marketing cost
 - e. 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, interrelationship between prices of inputs and output. Nature and supply of agricultural products, marketable and marketed surplus. Types and reasons for price movements and their effect on agricultural price stabilization and price support policies.
 - f. Warehousing: State and Central Warehousing Corporations, objectives, functions, advantages, speculation, future trading and hedging
 - g. Hedging: Meaning, chief features of hedging, kinds, purpose, benefits and limitations of Hedging
 - h. Future Trading: Characteristics of future trading, organized trade in futures
- 3) Retail Marketing (12)**
- a. Concept, types of retailers, supermarkets, factory outlets, hypermarkets
 - b. Non store retailing. Retailer- marketing decisions. Direct selling, one to one selling, multiple selling, direct marketing and multiple marketing
 - c. Major types of retail organization, co-operative chain stores, voluntary chain, retailers and consumer cooperatives
 - d. Retail Chain Management by Corporate Houses
 - e. Procurement decision, Price, promotion and place decision
 - f. Packaging and Market Segmentation in Retail Marketing
 - g. Store Management: Retail location, merchandising, using price to stimulate market sale
 - h. Branding Strategy: Manufacturer's brand, private label, brand for a sale
 - i. Trends in retailing. Retailing strategies
 - j. Impact of retailing on economy and society

4) Supply Chain Management / Sales & Distribution (05)

- a. Understanding Supply Chain
- b. Decision phases in Supply Chain
- c. Drivers of Supply Chain performance
- d. The Role of Transportation in a Supply Chain, Factors affecting transportation Decisions, Tailored Transportation
- e. Managing Supply, Managing Demand in Supply Chain

5) Promotion of Agri Products (05)

- a. Basic Concept of Promotion
- b. Fundamental of Advertising
- c. Market Analysis for Agri Products segmentation & Targeting
- d. Direct Marketing
- e. Sales Management, Personal Selling & Salesmanship
- f. Sales Related Marketing Policies

6) Trading of Agricultural Marketing (10)

- a. Importance of agricultural commodities in agricultural marketing
- b. Marketing of cereals rice, wheat and jowar
- c. Marketing of pulses-mango, tur, gram, urid etc
- d. Average cost of processing wheat into wheat flour, paddy to rice, whole pulses into split pulses, comparison of different rice milling methods
- e. Study on price spread of important crops and producer's share in consumer rupee
- f. Marketing of mango, citrus and grapes
- g. Marketing of vegetables
- h. Improving efficiency in commodity marketing
- i. Role of co-operative and regulated market in commodity marketing
- j. Marketing of commercial crops with special reference to all functions and price analysis
- k. Commercial commodity Trading- cotton, sugarcane, onion, grapes, banana, citrus, mango, cut flowers – roses, gerbera, gladiolus, etc. vegetables – cauliflower, cabbage, tomato, potato, onion, ladies, finger, brinjal
- l. Existing levels of processing and future potential. Export and export potential

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

Specialization – G – Systems

North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

paper: 304G: EMERGING TRENDS IN INFORMATION TECHNOLOGY

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

Required Lectures: 50 hours



1. Overview of an E – Commerce

Internet, Intranet, Extranet, Definition, Goals of E- Commerce

Difference between E-Commerce and E- Business

Models of E- Commerce

Limitations and Advantages of E-Commerce

(4)

2. E-Banking:

Transactions: Inter Banking, Intra Banking, Electronic Payments, (Payment – Gateway Example)

Securities in E-banking (SSL, Digital Signatures – Examples)

Services Provided: ATM, Smart Card

ECS (Electronic Clearing System) e.g. Telephone, Electricity Bills

(8)

3. E- Security

Firewalls, Electronic Market / e- shop

Introduction to security, Types of Securities

Security Tools, Network Security

(8)

4. CRM:

Sales, Marketing and Service Management, What is BPO/BCP, Why it is required,

Guidelines, Merits/De-Merits, Call Center – brief perspective technology wise,

Functioning, Ethics, Disaster Recovery Management, Case Study

(8)

5. Content Management and Disseminations:

E-learning – Models WBT, CBT, Virtual Campus, LMS & LCMS, Video

Conferencing, Chatting Bulletin, Building Online Community, Asynchronous/

Synchronous Learning, Case Study

(8)

6. E – Logistics:

Logistics & Supplier Chain Management, Warehousing Management,

Transportation/Distribution Management

(4)

7. E – Governance:

E –Governance Models: (G2B, G2C, C2G, G2G), Challenges to E – Governance,

Strategies and tactics for implementation of E – Governance

Case Study (6)

8. Knowledge management:

What is KM? (Components and Type of Knowledge), Knowledge Building Models,

KM Cycle & KM architecture, KM tools, KM approaches

(2)

9. GIS/GPS:

What is GIS?, Nature of Geographic data, Spatial Objects & Data Models, Getting

map on Computers, GIS standards & Standardization Process of GIS development,

Implementation and Deployment phases

(2)

REFERENCE BOOKS:

1. Management Information System: Jawadekar- TMH
2. Management Information System: Laudon & Laudon
3. The Essential Guide to Knowledge management: Amrit Tiwana
4. The GIS Book: George B. Korte.
5. Internet (Use of Search Engines Google & yahoo etc)
6. E – Commerce: Milind Oka
7. E – Commerce: Bhaskar
8. Fire Wall and Internet Security: William Cheswick, Stevens, Aviel Rubin
9. E-Governance Case Studies – Ashok Agarwal

North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

Paper: 305G: RELATIONAL DATABASE MANAGEMENT SYSTEMS

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

Required Lectures: 50 hours

1. Introduction

1.1 History: Advantages and limitations of RDBMS; Users of RDBMS

1.2 Software Modules in RDBMS; Architecture of RDBMS. (4)

2. Modeling Techniques

2.1 Different Types of Models, Introduction to ERD. (6)

3. Hierarchical Database (2)

4. Network Database (2)

5. Relational Database

Introduction; Codd's Rules; Concept of Domain, Tuple, Cardinality; Comparison between HDB-NDB-RDB (6)

6. Normalization

Advantages and disadvantages of Normalization; 1NF-2NF-3NF rules with examples; Anomalies. (10)

7. SQL commands.

Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub queries, Views, Complex Queries, Modification of the Database, Joined Relations, Data-Definition Language, Embedded SQL, Dynamic SQL, Exercises. (10)

8. Introduction to object oriented database

Concept, Object binding in Oracle - Class, Attribute, Methods, Object type, Definition, Declaring and initializing, Methods, Alter and Drop type. (10)

REFERENCE BOOKS:

1. DATABASE System Concepts, Silberschatz, Korth, Sudarshan
2. SQL by Scott Urman

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

Paper: 306G: VISUAL BASIC AND ORACLE

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

Required Lectures: 50 hours

1. Introduction to Visual Basic

Event-driven Programming, Starting and Exiting VB, Understand VB Environment, Project Explorer, Properties Window, Toolbox, Form Layout Window, Property Pages, Getting Help, Saving Project, Printing Project, Running Applications. (3)

2. Adding Code and Events

Code Window, Naming Conventions, Variables (all data types) - Byte, Boolean, Integer, Long (long integer), Single (single-precision floating point), Double (double precision floating point), Currency (scaled integer), Decimal, Date, Object, String (variable length), String (fixed-length), Variant (with numbers), Variant (with characters), User defined (using type), Scope (Global, Local, Static), Constants. (3)

3. Visual Basic Controls

Label and Textbox Controls, Command Button Controls, Frame, Checkbox and Option Button Controls, List Box and Combo Box Controls, Drive List Box, Directory List Box and File List Box Controls, Formatting Controls, Control Arrays, Tab Order. (5)

4. Working with functions

String Functions, Mathematical Functions, Date Functions, Data type Conversion Functions. (3)

5. Control Statement

IF and IIF Statement, Select Case Statement, Do Statement, For Statement Exit Statement. (2)

6. Dialog Boxes

Msgbox, Inputbox, Common Dialog Box (Microsoft Common Dialog Control 6.0) (2)

7. Menus

Creating Menus, Adding Code to Menus, Toolbars, Other Common Controls (Microsoft Windows Common Controls 6.0, Microsoft Windows Common Controls-3 6.0) (3)

8. Accessing data

Reading and Writing Files, Data Form Wizard, Data Control, Data Grid Control, DBCombo Box and DB-List Box, SQL Queries in VB, Jet DAO,ADO (with controls and code), Error Handling. (5)

9. Objects and Classes (Only Basic Definition)

OLE Control, Programming with objects (Creating objects of a user defined class and using them on the form). (2)

10. Windows API

Defining Windows API, DLLs, Declare Statement, Calling API routine (1)

11. Crystal Reports (8.5) – Overview (1)

ORACLE

1. Introduction to Oracle Architecture (1)

2. Queries

- Select with all options, Operators, Arithmetic, Comparison,
 - Logical (in, between, like, all, %, __, any, exists, is null, and ,or, not, Distinct)
 - Order by clause
- (2)

3. SQL Functions

a. Date

Sys_date , next_day, Add_months, last_day, months_between,

b. Numeric

Round, trunc, abs, ceil, cos, exp, floor

c. Character

Initcap, lower, upper, ltrim, rtrim, translate, length, lpad, rpad, replace

d. Conversion

to_char, to_date, to_number

e. Miscellaneous

Uid, User, nvl, vsize, decode, rownum

f. Group function

avg, max, min, sum, count, with Group by and Having Clause

g. Nested functions

(7)

4. Joins

Simple join

Equi join

Non equi join

Self join

Outer join

Set operators (Union, union all, intersect, minus)

Sub queries and Correlated query

DML statements (Insert, Update, Delete with where clause)

TCL (Commit, Rollback, Savepoint)

Locks in Oracle

DDL Statements

(4)

5. Data types

Character

Char, Varchar/varchar2, Long

Number

Number (p) - fixed point, Number (p s) - floating point

Date

Raw

Long raw

Introduction to LOB datatypes (CLOB, BLOB, BFILE)

(4)

6. Table

Create, Alter, Drop, Truncate, Rename

Constraints (Primary key, Foreign Key, Unique Key, Check, Default, Not Null, On delete, Cascade)

Column level and Table level constraints

Oracle Objects

Views, Sequences, Synonyms, Index (Define, Alter and Drop)

(4)

7. Database Triggers

Types of Triggers

Enabling, disabling

Predicates- inserting, updating, deleting

(4)

8. Procedures and Functions

Definition, Implementation and Execution

(4)

REFERENCE BOOKS:

1. Visual Basic 6.0 Programming - Holzner Steven
2. Visual Basic 6.0 in 21 days - Perpy Greg
3. Peter Norton's Guide to Visual Basic 6.0 - Peter Norton
4. Visual Basic 6.0 - Peter Wright
5. Visual Basic 6.0 – Corhell
6. Oracle8- William G Page Jr. and Nathan Hughes

North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

Paper: 307G: SOFTWARE ENGINEERING

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

Required Lectures: 50 hours

1. System Concept

Definitions, Integrated Systems, Sub-systems, Modules (4)

2. Role of Software Engineer / Analysts / Users in the various phases of Systems

Development Life Cycle (2)

3. General phases of Systems Development Life Cycle

Feasibility Study, Requirements Capture, Detailed Systems Analysis, Systems Design, Testing, On-site Implementation and Maintenance (12)

4. Fact Finding Methods

(2)

5. Different Approaches to Software Development

Waterfall Model, Spiral Model, Prototyping, RAD, Object Oriented, 4GL (10)

6. Structured Analysis and Design Method and Software Engineering

(10)

Techniques

Tools and Methodologies in Systems Development

Application Systems Modeling;

Process Modeling - Data Flow Diagrams; Concept of Object Oriented Modeling

Temporal Modeling - State Transition Diagrams; Database Design Methods

Data Modeling - Entity Relationship Method; Mapping E-R Model to arrive at the

Database Design; Normalization Technique for Database Design; Controlled

De-normalization

System Documentation Techniques- System Flow Charts; Functional

Decomposition Diagrams; Structure Charts; Structured Flow Charts (N-S Diagrams)

Logic Representation **Techniques**

Decision Trees; Decision Tables; Pseudo code and Structured English

7. Users Interface Design

Menu, Screen and Report Layout Designing

The Mode/Style of interaction between the system and the user (4)

8. Codes Designing for field values - Designing Code-less system

(2)

9. Introduction to Computer Aided Software Engineering (CASE)

(2)

10. Types of Data Processing - Batch, On-line and Real Time Processing

(2)

REFERENCE BOOKS:

1. Analysis and Design of Information System 2nd Ed. - Senn
2. Software Engineering Practitioner's Approach - Roger Pressman
3. Introduction to Systems Analysis and Design - Hawryszkiwycz
4. Systems Analysis and Design - Elias Awad
5. Introducing Systems Analysis and Design - Lee
6. Systems Analysis and Design - Perry Edwards
7. Software Engineering Concepts – Fairley