

2011



North Maharashtra University, Jalgaon

FACULTY OF COMMERCE & MANAGEMENT

Syllabus of Master in Business Administration (MBA)

SEMESTER: IV

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

M.B.A.

SEMESTER: IV

401 – E-commerce and Excellence Management

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

Required Lectures: 50 hours

1. Introduction to E-Commerce

(08)

- a. Traditional vs. e-commerce transactions
- b. E-Commerce: Concepts, Definitions, Benefits & Impact
- c. Classification of e-commerce: B2B, B2C, C2C, B2G, B2E
- d. Applications of ecommerce
 - i. Electronic Catalogs & Auctions
 - ii. Electronic Banking
 - iii. Electronic Searching
 - iv. Education & Learning
 - v. Electronic Marketing
 - vi. Electronic Supply Chain Management
 - vii. e-Customer relationship management
 - e. financial services
 - i. Electronic Trading
 - ii. Call Center & BPO's etc.
- f. Internet and E-commerce
- g. Hardware and software requirements

2. E-commerce Models

(06)

- a. Native Content Based Models
- b. Native Transaction Models
- c. Transplanted Content based Models
- d. Transplanted Transaction based Models

3. Framework of e-commerce architecture

- a. Network Infrastructure (04)
 - i. LAN, MAN, WAN
 - ii. VPN
 - iii. TCP/IP Reference Model
 - iv. Domain Name Systems
- b. Information & Distribution Technology (04)
 - i. FTP Applications
 - ii. Electronic Mail
 - iii. WWW Server
 - iv. HTTP
- c. Networked Multimedia content Publishing Technology (03)
 - i. Information Publishing
 - ii. Web Browsers
 - iii. Multimedia Content

- d. Security & Encryption (08)
 - i. Computer Crime
 - ii. Importance of Security
 - iii. Sources of Technical Vulnerabilities
 - iv. Security Policy, Procedure & Practices
 - v. Site Security, Service Security, Transaction Security
 - vi. Firewalls
 - vii. Transaction Security
 - viii. Cryptography (Digital Signature): Public Key & Private Key
 - ix. Electronic Mail Security
 - x. Security Protocol for Web Commerce
- e. Payment Services (04)
 - i. Concept of Payment System
 - ii. Third Party in e-commerce payment
 - iii. Online Payment System: Pre-paid & Post-Paid Systems
- f. Business Services Infrastructure (01)
- g. Public Policy & Legal Infrastructure (01)
- h. Electronic Data Interchange (EDI) (03)
 - i. EDI:Development, Standards, Components & Role
 - ii. Web enabled EDI.

4. Business Excellence (08)

- a. ConceptExcellence
- b. Core Themes of Excellence
- c. Measuring Business Excellence
- d. Quality awards & Excellence
- e. Overview & Development of Self Assessment Process
- f. Achieving organizational Excellence
- g. Excellence Maturity Model

REFERENCE BOOKS:

1. E-commerce: Framework, Technologies & Applications– Bharat Bhaskar – Tata McGraw Hill 3rdEdn
2. Electronic Commerce: a Managers Guide – Ravi Kalakota - pearson
3. E-commerce - C.S.V. Murthy – Himalaya Publications
4. E-Commerce -Greenstein and Feinman – Tata McGraw Hill
5. Electronic Commerce–Awad - Pearson
6. E-Commerce: The Cutting Edge of Business -Bajaj & Nag - TMH
7. E-Commerce-Mishra- Macmillan
8. Assessing Business Excellence – L.J.Porter& S.J Tanner – ElsevierButterworth Heinemann
9. Measuring Business Excellence - by Gopal K. Kanji – Routledge



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

402 – Family Business Management

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

Required Lectures: 50 hours

1) The purview of family business

(10)

- a) Family as a business system-
 - i) Driving the Values, Vision and Mission of the Family
 - ii) Problems with Valuation in Ownership Succession
 - iii) The Needs of the Older Generation
- b) Family Dynamics –
 - i) Family – a culture, Evolution
 - ii) The Role of Marriage as Bonding
 - iii) The family building – Parents & Children, Brothers & Sisters,
 - iv) The family vessel Concept - Parenting Styles & their wars, Scapegoating
 - v) The personality differences in the family which affects the family structure – Members, Uniqueness in the family traits, and the rings of influences
- c) Family Business:
 - i) Working Definition
 - ii) What Makes It Unique?
 - iii) Comparative Advantages of Family Business
 - iv) History, Importance and Types of Family business
 - v) Family Business Theory
 - vi) Contribution of Family Business in Economy and Society

2) The construct of Family Business-

(10)

- a) The Roles, Responsibilities and Rights of Family shareholders
- b) Strategies to develop the capabilities of the stakeholders
- c) Roadblocks of Family business –
 - i) Inability to separate family's interest from the business,
 - ii) Lack of focus on strategy,
 - iii) Insensitivity towards customers,
 - iv) A short term gain approach and Seasonal nature of the business,
 - v) Nepotism in the family structure
- d) Family business vis-à-vis Management Development Plan –
 - i) Succession and Continuity planning
 - ii) Training the Next Generation - Value Creation and Next Generation
 - iii) Dimensions of Personality w.r.t. Family Business
 - iv) Sibling Team and Cousin Consortium
 - v) How to Promote Trust Among Family Members
 - vi) Family reunion

3) Family Wars and Conflicts

(12)

- a) Meaning and Nature of the Family Wars and Conflicts
- b) Families at War –
 - i) Gender, Aging and Family Size factors
 - ii) Analysis of Families, Concept of Selfish family
- c) Family wars – The nature and the TWO faces of family business

- d) The root causes of Conflicts –Ingredients, &personal conflicts,
- e) Conflicts as Process & Relationship
- f) Consequences of family wars-Rewards, Fairness and Cheating,
- g) Warning signs of Family wars
- h) Conflict Resolution
- i) Family Risk Factors & Remedies
- j) Conflict as a source of Progress

4) Family Business Governance

(06)

- a) Uniqueness of Family Business Governance
- b) Family Members and Outsiders
- c) Family business - Board of Directors in Family Business&Makeup and Recruiting the Board
- d) Family Councils and Family Assembly
- e) Dual System of Corporate Governance and Family Governance

5) Case studies in Family Conflicts and War from Gordon and Nicholson

(12)

- a) Brothers at Arms –The Reliance Story, The Dassler family
- b) Fighting for Crown – Bata story, IBM
- c) Schism : The House Divided – The Pathak family, The LA Times Group and the Chandlers

REFERENCE BOOKS:

1. Family Wars – Classic conflicts in family business by Grant Gordon and Nigel Nicholson : Kogan Page
2. Entrepreneurship Development small business Enterprises – PoornimaCharantimath - Pearson
3. The Family Business Management Handbookby Editor Mark Fischetti
4. Strategic Planning for the Family Business:by Randel S. Carlock, John Ward
5. Culturally-Sensitive Models of Family Business by Gupta, V., Levenburg, N., Moore, L., Motwani, J., & Schwarz, T. (Eds.). (2008). The Collection. Hyderabad, India: ICFAI Press
6. The Family Firm Institute Fellows Summer Reading List: The Inaugural Edition
7. Hoy, F., & Sharma, P. (2009). Entrepreneurial Family Firms. Upper Saddle River, NJ: Prentice Hall
8. Leach, P. (2007). Family Businesses: The Essentials. London: Profile Books
9. Handbook of Family Business and Family Business Consultation: A Global Perspective, edited by Florence Kaslow. International Business Press, Binghamton, NY, 13904, 464 pages. Paperback. ISBN 0-7890-2777-1



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

M.B.A.

SEMESTER: IV

403 – Indian Commercial Laws

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

Required Lectures: 50 hours

- 1) Consumer Protection – **“Consumer Protection Act, 1986”** (07)
 - a) Definition of – a Consumer, a Person, Goods, Service, Trader & Manufacturer
 - b) Meaning of - Consumer disputes, Consumer complaints, Unfair & Restrictive Trade Practices
 - c) Consumer Protection –
 - i) Meaning & Need - Reality or Taboo
 - ii) Consumer Education, Guidance
 - iii) Consumer rights
 - iv) Consumer Protection methodology – Education, Regulation and Legislation
 - v) Consumer Protection Councils
 - vi) CDRAs
- 2) Company Law – **“Companies Act, 1956”** (08)
 - a) Definition, Characteristics & Types of Companies
 - b) Promotion, Capital subscription & Pre-incorporation contracts
 - c) MoA&AoA - Meaning, Contents & Distinction
 - d) Doctrine of Indoor Management & Doctrine of Constructive Notice
 - e) Doctrine of Ultra-Virus
 - f) Management of Company
 - i) Meaning of - Director, Managing Director, Manager
 - ii) Distinction between Managing Director & Manager
- 3) Cyber Laws – **“Information Technology Act, 2000”** (10)
 - a) Rationale, Objective & Scheme of the IT Act, 2000
 - b) Digital Signature
 - i) Meaning
 - ii) Authentication of Electronic records – Asymmetric Crypto system, Electronic records, Key pair, Private key, Public key, Subscriber & Verification
 - c) Electronic Governance
 - i) Legal recognition of Electronic Records & Digital Signature
 - ii) Use of Electronic Records & Digital Signatures in Government & its agencies
 - iii) Retention of Electronic Records
 - iv) Powers to make rules by Central Government in respect of Digital Signature
 - v) Definitions of – Information, Electronic Form, Accessibility, Computer, Computer Network, Computer Resource, Computer system, Data & Functions.
 - d) Meaning of Certifying authority under the Act
- 4) Information Revolution – **“Right To Information Act, 2005”** (05)
 - a) Important theme w.r.t. Citizen, Information & Public authority
 - b) Enforcement & Penalty under the Act
 - c) Right of Third Party

5) Arbitration

(08)

- a) Meaning & concept
- b) Arbitration & Interim measures
- c) Appointments of Arbitrators
- d) Arbitration Procedure
- e) Impartiality of Arbitrators
- f) Foreign Awards

6) Case studies in Indian Commercial Laws – Typical cases based on the above topics only.

(12)

REFERENCE BOOKS:

1. Legal Aspects of Business by AkhileshwarPathak – McGraw Hill
2. Legal Aspects of Business by R.R.Ramtirthkar – Himalaya Publishing House
3. Mercantile Law by S.S.Gulshan – Excell Books
4. Mercantile & Commercial Laws by RohiniAggrawal – Taxman Publication
5. Elements of Merchantile Laws by N.D. Kapoor – Sultan Chand & Sons
6. Business law – Bulchandani - Himalaya

Specialization – A – Financial Management



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FACULTY OF COMMERCE & MANAGEMENT

M.B.A.

SEMESTER: IV

404 A – Investment & Portfolio Management

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

Required Lectures: 50 hours

- 1) Investment: (04)**
 - a) Saving & Investment, Investment: Concept, characteristics, Opportunities, Investment Decision & Process
 - b) Factors favorable for Investment, Investment & Gambling, Investment Vs Speculation, Financial Vs Physical Investment
 - c) Investment Attributes.
 - d) Concept of Investment & Tax Planning.
- 2) Investment Avenues (12)**
 - a) Non Marketable fixed Income avenues- Bank Deposit, Corporate Fixed Deposit Provident Fund including PPF, National Saving Certificate
 - b) Marketable Avenues: Equity Shares, Preference Shares, Fully Convertible Debentures, Non-Convertible Debentures, Bonds, RBI's Tax Free Bonds, Gilt Edged Securities, Private Equity & Venture Capital,
 - c) Other Avenues: Units of Mutual fund, Life Insurance, Non-Security Forms of Investment, Real Estate, Money Market Instruments.
- 3) Investment Management Framework: (12)**
 - a) Review of Investment Avenues, Specification of Investment Objectives,
 - b) Formulation of Investment strategy, Selection of Securities or assets,
 - c) Factors to be considered in Evaluation of Performance, Tax Implications.
 - d) Prepare Investment Plans for Individuals at:
 - i) Young Unmarried stage
 - ii) Young Married stage :
 - (1) Where both partners work
 - (2) Where one of the 2 partners work
 - iii) Young Married , with children stage
 - iv) Married , with older children stage
 - v) Pre-retirement Stage
 - vi) Retirement Stage
- 4) Security Analysis (12)**
 - a) Concept of Security & Security analysis
 - b) Economic Analysis: Current State of economy, Inflation Adjustment, Significance & Interpretations of economic Indicators.
 - c) Industry Analysis: Concept & Growth Cycle of Industry, Competitive position & Investment classification of Industry, Impact of Government Policies.
 - d) Company Analysis: concept, market, accounting policies, profitability, dividend policy, capital structure, financial analysis, operating efficiency, managerial skills & efficiency
 - e) Technical Analysis: Technical Assumption, Technical Vs Fundamental analysis, Tools & Efficient Market Theory

5) Portfolio Analysis & Management

(10)

- a) Meaning, Elements & Measurement of Risk, Systematic Risk & Unsystematic risk,
- b) Optimal Portfolio, Selecting the Best portfolio, Markowitz Model of Portfolio Selection
- c) Portfolio revision: Meaning, Need, Strategies & Constraints
- d) Performance Evaluation of Portfolios – (Theory only)
- e) Portfolio Management: Meaning, Phases, Strategies, Asset Allocation, Building Investment Portfolio

REFERENCE BOOKS

- 1. Investment Management by V. A. Avdhani , Himalaya Publishing House
- 2. Fundamentals of Investment Management - Geoffrey Hirt, Stanley Block –Tata McGraw Hill
- 3. Investment Analysis & Portfolio Management by Ranganathan - Pearson
- 4. Investment Management: Security analysis and portfolio Management by V. K. Bhalla - S. Chand
- 5. Investments – Bodie, Kane, Marcus, Mohanty – Tata McGraw Hill
- 6. Investment Management & Security Analysis: Text and Cases 2/e Khatri Macmillan
- 7. Investments Analysis & Management Charles P. Jones, Wiley India Edition
- 8. Investment Management by Preeti Singh - Himalaya Publishing House
- 9. Security analysis and portfolio Management by Sudhindra Bhat – Excel Books
- 10. Security analysis and portfolio Management by V.A. Avadhani - Himalaya
- 11. Security analysis and portfolio Management by Rohini Sing – Excel Books



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

Paper: 405-International Financial Management

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

Required Lectures: 50 hours

- 1) Fundamental of International Management (05)**
- a) International finance: Importance, goals, features, Nature & Scope
 - b) Domestic Vs International finance
 - c) Emerging challenges & Responsibilities of finance Manager
 - d) Recent changes in Global Financial markets.
 - e) Globalization & international Financial Management
- 2) Foreign Exchange Market (23)**
- a) Structure/ Features of Foreign Exchange Market. (01)
 - b) Exchange Rate, (08)
 - i) Forex reserves
 - ii) Exchange rate theories
 - iii) Currency future quotes
 - iv) Speculations
 - v) Hedging
 - vi) International Parity
 - (1) Exchange Rate Determination
 - (2) Factor Affecting Exchange Rate
 - (3) Balance of Payment & Purchasing Power Parity (PPP) theory of Exchange.
 - (4) Real Exchange Rate & Real Effective Exchange Rate
 - (5) Interest Rate & Exchange Rate
 - (6) Covered Interest Rate & Interest Rate Parity, Forward Rate Parity
 - (7) The Fischer Effect
 - (8) Exchange Rate Forecasting
 - c) Global Markets (08)
 - i) International Swap Market
 - (1) Currency Swap
 - (2) Fixed rate Currency Swap
 - (3) Swap Risk
 - ii) Global Financial Derivatives Market
 - (1) Structure of Derivatives Market
 - (2) Credit Default Swap
 - (3) VaR methodology and Analysis
 - iii) Financial Integration
 - iv) Multinational's risk minimizing financing policy
 - v) Monetary policy Globalization
 - d) Foreign Exchange Market in India (01)
 - e) Arbitrage- Two Point & Triangular Arbitrage (02)
 - f) Forward & future spot rate (01)
 - g) International Transaction Mechanism (02)
 - i) Nostro, Vostro and Loro Account,
 - ii) SWIFT, CHIP, CHAP, Telegraphic Transaction (IT)

3) International Working Capital Management (06)

- a) Working capital policy
- b) Managing Liquid asset
- c) Inventory Management
- d) Financing of foreign trade
 - i) Documentation
 - ii) Modes of Payment
 - iii) Methods of Financing
 - iv) EXIM Bank

4) International Accounting (05)

- a) Concept
- b) Consolidation of Financial Statements & its analysis
- c) Foreign Currency Accounting
- d) Accounting of Inflationary trends
- e) Transfer pricing

5) International Monetary system (05)

- a) International Monetary Fund (IMF)
 - i) Constitution, Role & Responsibility of IMF
 - ii) Funding facilities, International liquidity
 - iii) Special Drawing Rights (SDR)
 - iv) Role in Post Bretton Woods world
- b) Convertibility & Currency

6) Balance of Payment (06)

- a) India's Balance of Payment
- b) Importance, Functions, Principles & Components of Balance of Payment
- c) Accounting of Balance of Payment: Deficit & Surplus
- d) Elasticity approach Vs Absorption Approach
- e) General Equilibrium approach
- f) Balance of Payment Vs Exchange Rate
- g) Balance of Payment and Money Supply

REFERENCE BOOKS:

1. International Financial Management by V.K. Bhalla – Anmol Publications
2. International Financial Management by P. G. Apte, Tata McGraw Hill
3. International Financial Management by Thumulari Sridaiah (IFM) Pearson
4. International Finance Management by V.A. Avadhani – Himalaya Publication
5. International Finance Management by Vyuplesh Saran – Prentice Hall
6. International Finance Management by Cheol S. Eun & Bruce G. Resnick, Tata McGraw Hill
7. International Finance Management by Madhu Vij – Excel Books
8. International Financial Management Jain Macmillan



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

Paper: 406 A – Case Studies in Financial Management

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

Required Lectures: 50 hours

The student has to Select and discuss the case studies related to paper no. 102, 205, and respective specialization papers no. 304, 305, 306, 307, 404, 405 those will have impact on business decision making in each paper.

Specialization – B – Marketing Management



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

Paper: 404 B – Supply Chain Management

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

Required Lectures: 50 hours

- 1) Fundamentals of Supply Chain Management (SCM) (08)**
 - a) Meaning & Importance of SCM
 - b) Supply Chain Linkage
 - c) Decision Phases in Supply chain
 - d) Mapping the supply chain
 - e) Supply chain Flows
 - f) Cycle View of Supply Chain
 - g) Supply Chain Relationships: Supplier-Buyer relationship
 - h) Factors affecting SCM performance
 - i) Enablers of Supply Chain Performance
 - j) Supply chain Performance in India
- 2) Logistic Management (06)**
 - a) Definition, Objective Functions & Scope
 - b) Customer value chain
 - c) Logistical competence, competitiveness and competitive advances
 - d) Logistic for business excellence
 - e) Logistic solution
 - f) Role of Logistic in Supply Chain
- 3) Customer Service And Demand Management (06)**
 - a) Relationship between customer and demand management
 - b) Customer service for competitiveness
 - c) Customer service phase
 - d) Service attributes
 - e) Customer service strategy
 - f) Value added logistical service
- 4) Supply Chain Management 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) Transportation
 - i) Role of transportation in supply chain
 - ii) Transportation Infrastructure
 - iii) Factors affecting transportation in supply chain
 - iv) Freight Management
 - v) Factors influencing Freight cost
 - vi) Transportation Network
 - vii) Route Planning
 - viii) Containerization
- c) Logistical Packaging
 - i) Consumer Vs Logistic Packaging
 - ii) Packaging as Unitization
 - iii) Design Considerations
 - iv) Packaging Materials
 - v) Returnable Logistic Packaging
 - vi) Packaging Cost
- d) Distribution
 - i) Role of distribution in supply chain
 - ii) Factors influencing distribution network design
 - iii) Framework for Network design decisions
 - iv) Evaluating Network design decisions using decision trees

5) Agile Supply Chain

(06)

- a) Supply chain for high demand uncertainty Environment
- b) Responsive supply chain & its Approaches
- c) Sources of supply chain disruption & its impact on business
- d) Methods for handling Disruptions

6) IT & Supply chain

(08)

- a) Role of IT in supply Chain
- b) IT in Supply Chain Transaction Execution
- c) IT in Supply Chain Collaboration & Coordination
- d) IT in Supply Chain Decision Support
- e) IT in Supply Chain Measurement & Reporting
- f) Supply chain IT framework
- g) Supply chain Management Application Marketplace

REFERENCE BOOKS:

1. Supply Chain Logistics Management - Donald Bowersox , David Closs, M. Bixby Cooper – Tata McGraw Hill
2. Supply chain management by Janat Shah - Pearson
3. Logistic Management by V.V.Sople- Pearson
4. Logistic & Supply chain management by K.ShridharaBhat – Himalaya
5. Exploring the supply chain by Upendrakachru – Excel books
6. Logistical Management by Donald Bowersox , David Closs – Tata McGraw Hill
7. Supply chain management Concept and cases by Rahul V. Altekar - PHI
8. Supply Chain Management by Sunil Chopra, Peter Meindl - PHI Publications



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

Paper: 405 B – Retail Management & Consumer Behavior

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

Required Lectures: 50 hours

1) Retailing Industry

(12)

- a) Retailing:
 - i) Concepts of Retail, Retailing & Retail Management
 - ii) Types and functions of Retailers
 - iii) Characteristics, Role, Importance, functions and Principles of Retailing
 - iv) Evolution of retailing in India- Growth, Reasons for growth,
 - v) Emerging trends in retailing - New approaches in Retailing
 - i) Global retailing trends - Opportunities & Threats in Global Retailing.
- b) Retailing Formats
 - i) Store-based
 - (1) By Ownership
 - (2) On the basis of Merchandise : Food-based & General Merchandise-based
 - ii) Non Store-based : Traditional & Non-Traditional
 - iii) Organized vs Un-organized Retailing
- c) Drivers of Retail Change
- d) Size of Retail in India & Challenges to Retail in India
- e) Concept of Life cycle in Retail

2) Retailing Strategy

(08)

- a) Meaning of Retail Market Strategy, Specifics for Gaining sustainable competitive advantage,
- b) Rural Retailing, The Strategic Retail Planning Process, Shopping trends in Indian Retail Market, Consumerism & Ethics in Retailing
- c) Retail Franchising: Concept, Evolution, Types, Advantages & Disadvantages

3) Merchandise Management

(15)

- a) Basics of Retail Merchandising: Meaning, Evolution
 - i) Factors affecting buying functions
 - ii) Roles & Responsibilities of Merchandiser & Buyer
 - iii) Buying for a single store, chain store & Non store retailers
 - iv) Lifestyle merchandising
- b) Merchandising Planning : Concept
 - i) Process of Merchandising Planning
 - (1) Developing Sales forecast
 - (2) Determining Merchandising requirements
 - (3) Merchandising Control & Assortment planning
- c) Retail Pricing : concepts & elements
 - i) Determining price
 - ii) Retail Pricing policies/ Strategies
 - iii) Evaluation of Merchandise performance

- d) Private label
 - i) Concept: Store, Umbrella & Individual Brands
 - ii) Need, & Evolution of Private label
 - iii) Process of Private label creation
- e) Category Management
 - i) Concept
 - ii) Reasons for emergence of category Management
 - iii) Components of Category Management
 - iv) Category Management business process
 - v) Role of category captain
 - vi) Drawbacks of category management

4) Retail Management Information System

(05)

- a) Need of technology & Product identification in retail
- b) Importance of IT in retail
- c) Factors affecting the use of IT in Retail
- d) Radio frequency Identification (RFID)
- e) Internet Retailing

5) Consumer Behavior

(10)

- a) Culture: Value & Norms, Regional & Religious influences on consumer behavior,
- b) Reference Group & Social Influence, Age & Gender, Household influences on Consumer Behavior
- c) Types of Family: Functions of Family, Family decision making, Family Life Cycle.
- d) Consumer Behavior Outcome
 - i) Diffusion of Innovation, Diffusion Process, Adoption Process,
 - ii) Profile of Consumer Innovator.
- e) Consumer Decision making & branding strategies
- f) Diffusion of innovation
 - i) Acceptance of New Product & Brand
 - ii) Dimensions of Brand Diffusion
 - iii) Why do brands fail
- g) Retailing and consumer behavior

REFERENCE BOOKS:

- 1) Retail Management: Swapna Pradhan – Tata Mcgraw Hill
- 2) Retail Management by Berman& Evans - Pearson
- 3) Retail Management: Suja Nair, First Edition 2006
- 4) Retail Management : A global Perspective : Dr. Harjeet Singh – S. Chand & Sons
- 5) Retailing- Cox &Brittain – Pearson
- 6) Principles of retail Management – Rosemerry&Mohd. Raffik – Palgrave
- 7) Consumer Behaviour& Branding: Conepts readings & Cases by Kumar - Pearson
- 8) Consumer Behavior: SatishBatra& SHH Kazmi, Excel Books
- 9) Consumer Behavior: Schiffman&Kanuk- Pearson
- 10) Consumer Behavior (SIE): Building marketing strategy by Hawkins, Best, Coney, Mookerjee – Tata McGraw Hill



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

Paper: 406 B – Case Studies in Marketing Management

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

Required Lectures: 50 hours

The student has to Select and discuss the case studies related to paper no. 207, and respective specialization papers no. 304, 305, 306, 307, 404, 405 those will have impact on business decision making in each paper.

Specialization – C – Human Resource Management



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

404 C – Performance & Compensation Management

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

Required Lectures: 50 hours

- 1. Performance Management (08)**
 - a. Meaning, Definition & Purpose
 - b. Standards of Performance
 - c. Guidelines for setting Performance Standards
 - d. Checklist for performance standard
 - e. Determinants of Performance
 - f. Factors influencing Determinants of Performance
 - g. Performance Dimensions
 - h. Approaches to measuring performance
 - i. Characteristic of an Ideal PM System
 - j. Disadvantages of poorly implemented PM System
- 2. Performance Management Process (06)**
 - a. Prerequisites
 - b. Performance planning,
 - c. Performance execution,
 - d. Performance Assessment
 - e. Performance Review
 - f. Renewal & Re-contracting
- 3. Employee Development (06)**
 - a. Personal Development Plans
 - b. Direct supervisors role
 - c. 360 Degree feedback system
 - d. Characteristic of a good system
 - e. Coaching process
 - f. Performance review Meetings
- 4. Managing Team Performance (TPM) (05)**
 - a. Definition & Importance of teams
 - b. Types of teams
 - c. Purposes & Challenges of TPM
 - d. Rewarding Team Performance
- 5. Compensation Management (06)**
 - a. Meaning, Concept, & Objectives Of Compensation
 - b. Compensation Management Process
 - c. Types Of Compensation
 - d. Job Valuation
 - e. Methods Of Job Valuation
 - f. Dimensions of Compensation System
 - g. Components of Wage Structure in India
 - h. Managerial Compensation

- 6. Wage & Salary Administration (05)**
- a. Minimum Wage, Fair wage & Living Wage
 - b. Objectives of Sound Wage Policy
 - c. Principles of Wage & Salary Administration
 - d. Wage Determination
 - e. Wage Boards
 - f. Methods of Wage Payments
 - g. Wage/Salary Differentials
- 7. Incentives (06)**
- a. Meaning Of Incentives
 - b. Need Of Incentives
 - c. Classification Of Incentives
 - d. Merits Of Incentives
 - e. Problems Arising Out Of Incentives
 - f. Time Based Individual Incentive Plan
 - g. Out Based Individual Incentive Plan
 - h. Group Incentive Plan
- 8. Fringe Benefits (04)**
- a. Meaning Of Fringe Benefit
 - b. Need Of Fringe Benefit
 - c. Objectives Of Fringe Benefit
 - d. Types Of Fringe Benefits
 - e. Advantages Of Fringe Benefits
 - f. Disadvantages Of Fringe Benefits
- 9. International Pay & Rewards (04)**
- a. Cross national Variation in Rewards structure
 - b. The space for International Reward Strategy
 - c. Best Practices in International Rewards

REFERENCE BOOKS:

1. Performance Management by Herman Aguinis.- Pearson
2. Compensation by Milkovich, Newman, VenkataRatnam – Tata McGraw Hill (SiE)
3. Managing Human Resources By Fisher, Schoenfeldt, Shaw- Cengage Learning
4. International Human Resource Management by Tony Edwards & Chris Rees.- Pearson
5. Human Resource Management by D.K Bhattacharya – Excel Books
6. Compensation Management in a Knowledge-based world by Henderson - Pearson
7. Human Resource Management, Text & Cases By Dr. V.S.P Rao - Excel Books
8. Essentials of Human Resource Management By P. SubbaRao – Himalaya Publishing
9. Human Resource Management By Snell, BohalenderCengage Learning
10. Performance Management Chadha Macmillan
11. Human Resource Management by S S Khanka – S. Chand & Sons



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

405 C – International Human Resource Management

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

Required Lectures: 50 hours

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

- a. IHRM: Definition,
- b. Internationalization & HRM
- c. Domestic Vs International HRM
- d. Growing interest in IHRM
- e. Functional positioning of IHRM
- f. Organizational context of IHRM
- g. Building Strategic IHRM Capabilities
- h. Role of economic Development in IHRM
- i. Factors affecting an MNE's IHRM Policies & Practices
- j. International Division of Labour
- k. Barriers to effective Global HRM

2. Social and Cultural Context of IHRM (08)

- a. Culture & Cultural Sensitivity
- b. Social Environment
- c. Religions and Economic Implications
- d. Multiculturalism
- e. Cultural Predisposition
- f. Cultural Dimensions
- g. Managing across culture

3. International Joint Ventures (08)

- a. Concept & Nature of International Joint Venture
- b. Motives & Extent of Merger & Acquisitions
- c. HRM factors in IJV
- d. Role & impact of Culture in International Joint Venture
- e. Methods of Overcoming Cultural & other Problems in IJV

4. Human Resource Practices in International environment (10)

- a. Global HR Planning
- b. Recruitment and Selection in International Context
 - i. Company Motive
 - ii. Individual Motive
 - iii. Recruitment Methods
 - iv. Selection Criterion & Techniques
- c. Emerging trends in training for competitive advantage
- d. Developing staff through International assignment
- e. Women Expatriates -The Glass Ceiling Phenomenon

5. International Industrial Relations**(07)**

- a. Key Issues in International IR
- b. Trade Union & International IR
- c. IR policy of MNC's
- d. MNC's Characteristic in Neutralizing the power of Labour Unions
- e. MNC's Strategy towards International IR

6. Repatriation**(07)**

- a. Concept of Repatriation
- b. Benefits from returnees
- c. Challenges of Re-entry
 - i. Individual Perspective
 - ii. Organisational Perspective
- d. Repatriation Process
- e. Managing repatriation

REFERENCE BOOKS:

1. International Human Resource Management by K. Ashwathappa – Tata McGraw Hill
2. International Human Resource Management by Tony Edwards & Chris Rees.- Pearson
3. International Human Resource Management by Peter Dowling & Denise Welch – Cengage Learning
4. International Human Resource Management by Sengupta, Bhattacharya – Excel Books
5. International Human Resource Management By P. SubbaRao – Himalaya Publication
6. International Human Resource Management by P L Rao – Excel Books
7. International Human Resource Management (2/e) by Gupta -Macmillan



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

Paper: 406 C – Cases in Human Resource Management

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

Required Lectures: 50 hours

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

Specialization – D – Operations Management



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

404 D –Industrial & Productivity Management

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

Required Lectures: 50 hours

1) Introduction to Industrial Engineering and Management (06)

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

2) Work Study (08)

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

3) Work Measurement (09)

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

4) Productivity (09)

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

5) Waste Scrap & Disposal Management**(08)**

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

6) Constraint Management**(12)**

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

REFERENCE BOOKS:

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



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

Paper: 405 D – International Quality Management

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

Required Lectures: 50 hours

1) Foundations of Quality Management (10)

- a) Quality: Meaning, Definition, Importance, Dimension, Types, Benefits
 - i) Five views of Quality
 - ii) Quality & Competitive advantage
 - iii) Quality & Profitability
 - iv) Quality as a source of value
- b) Quality Management: Principles,
 - i) Traditional Vs. Modern Quality Management
 - ii) Strategic Quality Management
- c) Total Quality Management (TQM) : Meaning, Scope & Elements
 - i) TQM Vs. Traditional Management Practices
- d) Deming's Quality Principles

2) Administrative systems for Quality Management (10)

- a. The Fork model for quality management- The Handle
- b. The Fork model for quality management- The Neck
- c. The Fork model for quality management- Daily Management
- d. The Fork model for quality management- Cross-functional Management
- e. The Fork model for quality management- Policy Management
- f. Resource requirements of the detailed fork model

3) ISO series of Standards (08)

- a. ISO 9000-2000 system
- b. ISO 9001-2000 system
- c. ISO 9004-2000 system
- d. ISO 14000 Series
- e. QS 9000 Series

4) Total Quality Management (06)

- a. TQMEX model
- b. Japanese 5-S practice
- c. Quality control circles
- d. Business process Re-engineering

5) Six Sigma Management (08)

- a. Concept, Six Sigma Terminology
- b. DMAIC Model
- c. Benefits and Costs of Six Sigma Management
- d. Six Sigma Roles and Responsibilities

6) Kaizen

(08)

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

REFERENCE BOOKS:

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



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

Paper: 406 D – Case study

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

Required Lectures: 50 hours

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

Specialization – E – International Business Management



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

404-408 E International Business Management

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

Required Lectures: 50 hours

1. Study of following economic parameters in Countries: (40)
Countries
 - United Kingdom
 - United States of America
 - China
 - Russia
 - Brazil
 - Japan
 - South Africa
 - Australia**Parameters**
 - a) National Income
 - b) Natural Resources
 - c) Population
 - d) Currency
 - e) Trade and Industry
 - f) Taxation System
 - g) Opportunities to Indians
2. Integration among the countries (Objectives & Functioning only) (10)
 - a) SAARC
 - b) ASEAN
 - c) BRIC
 - d) OPEC
 - e) G8 and G20
 - f) OECD
 - g) United Nations (UNO)
 - h) NAFTA
 - i) European Union

References

1. China's Economy by Christopher Rowe – Granada Publishing, New York
2. Australian Economy by Peter Kriesler – Allen & Unwin Publishing
3. Japan in the world economy by Béla A. Balassa, Marcus Noland – Institute for International Economics
4. The US Economy by Debra A Miller - Greenhaven, 2010
5. The UK Economy by Malcolm C. Sawyer - Oxford University Press
6. Everyone's guide to the South African economy by André Roux – Zebra Press
7. Political economy of Brazil: recent economic performance by Philip Arestis, Alfredo Saad-Filho - Palgrave Macmillan
8. The Russian economy: from Lenin to Putin By Steven Rosefielde – Blackwell publishing
9. www.wikipedia.org
10. www.oecd.org
11. www.saarc-sec.org
12. www.aseansec.org



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

405 E – International Human Resource Management

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

Required Lectures: 50 hours

-
- | | |
|--|-------------|
| 7. Introduction To (IHRM) International Human Resource Management | (10) |
| <ul style="list-style-type: none">a. IHRM: Definition,b. Internationalization & HRMc. Domestic Vs International HRMd. Growing interest in IHRMe. Functional positioning of IHRMf. Organizational context of IHRMg. Building Strategic IHRM Capabilitiesh. Factors affecting an MNE's IHRM Policies & Practicesi. International Division of Labourj. Barriers to effective Global HRM | |
| 8. Social and Cultural Context of IHRM | (08) |
| <ul style="list-style-type: none">a. Culture & Cultural Sensitivityb. Social Environmentc. Religions and Economic Implicationsd. Multiculturalisme. Cultural Predispositionf. Cultural Dimensionsg. Managing across culture | |
| 9. International Joint Ventures | (08) |
| <ul style="list-style-type: none">a. Concept & Nature of International Joint Ventureb. Motives & Extent of Merger & Acquisitionsc. HRM factors in IJVd. Role & impact of Culture in International Joint Venturee. Methods of Overcoming Cultural & other Problems in IJV | |
| 10. Human Resource Practices in International environment | (10) |
| <ul style="list-style-type: none">a. Global HR Planningb. Recruitment and Selection in International Context<ul style="list-style-type: none">i. Company Motiveii. Individual Motiveiii. Recruitment Methodsiv. Selection Criterion & Techniquesc. Emerging trends in training for competitive advantaged. Developing staff through International assignmente. Women Expatriates - The Glass Ceiling Phenomenon | |
| 11. International Industrial Relations | (07) |
| <ul style="list-style-type: none">a. Key Issues in International IRb. Trade Union & International IRc. IR policy of MNC's | |

- d. MNC's Characteristic in Neutralizing the power of Labour Unions
- e. MNC's Strategy towards International IR

12. Repatriation

(07)

- a. Concept of Repatriation
- b. Benefits from returnees
- c. Challenges of Re-entry
 - i. Individual Perspective
 - ii. Organisational Perspective
- d. Repatriation Process
- e. Managing repatriation

REFERENCE BOOKS:

1. International Human Resource Management by K. Ashwathappa – Tata McGraw Hill
2. International Human Resource Management by Tony Edwards & Chris Rees.- Pearson
3. International Human Resource Management by Peter Dowling & Denise Welch – Cengage Learning
4. International Human Resource Management by Sengupta, Bhattacharya – Excel Books
5. International Human Resource Management By P. SubbaRao – Himalaya Publication
6. International Human Resource Management by P L Rao – Excel Books



North Maharashtra University, Jalgaon
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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

Paper: 406 E – Cases in International Business Management

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

Required Lectures: 50 hours

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

Specialization – F – Agro Business Management



North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: III

Paper: 404 F – Rural Development

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

Required Lectures: 50 hours

1. Rural Development

- a. Nature & Scope of Rural Development
- b. Importance of Rural Development
- c. Objectives of Rural Development

2. Approaches to Rural Development

- a. Community Development Programme
- b. Intensive Agricultural District Programme
- c. Growth Center Strategy
- d. Concept of Integration
- e. Micro level planning

3. Special Schemes for Rural Development

- a. Stress on special schemes
- b. Limitations of special schemes
- c. Strengthening special schemes

4. Employment Generation Programs

- a. Crash scheme for Rural Development
- b. Pilot Intensive Rural Employment projects
- c. Antyodaya
- d. Employment Guarantee scheme
- e. Food for work programme
- f. National Rural Employment Generation Guarantee
- g. Rural Landless employment Guarantee programme
- h. JawaharRojgaryojana
- i. Jawahar Gram samridhiyojana

5. Role of Banking in Rural Development

- a. Growth of Cooperative Banking in Rural sector
- b. Role of Commercial Bankings in Rural sector
- c. NABARD, its Schemes & Patterns

6. Integrated Rural Development Programme

- a. Salient features of IRDP
- b. Targets & Achievements of IRDP
- c. Major problems in IRDP
- d. Strengthening IRDP
- e. Swarnajayanti Gram Swarojgaryojana (SHSY)

7. Rural Development Administration and Panchayati Raj Institution

- a. Functions of Panchayati Raj System
- b. Merits & demerits of Panchayati Raj System
- c. Strengthening the Panchayati Raj System
- d. Rural Development Administration

REFERENCE BOOKS:

1. Rural Development by – Dr. I. SatyaSundaram
2. Rural Development and Planning in India – Devendra Thakur, Deep & Deep Publications, New Delhi
3. Rural Industrilisation in India – Shrinivas Thakur – StrelingPublishess, New Delhi
4. Dynamics of Rural Development Powar Structure – S.N. Chandhary – Amar Prakashan, New Delhi.
5. Integrated Rural Development Programme in India : Policy & Administration – A.K. Shrivastva – Deep & Deep Publications, New Delhi.
6. Integrated Rural Development – R.C. Arora – S. Chand Sons, New Delhi.



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

Paper: 405 F – Management of Agri Business Projects

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

Required Lectures: 50 hours

1. Introduction to Project Management

- Search for a Business Idea, Concepts of Project
- Project Identification, Project Formulation
- Project Analysis, Project Risk
- Project Planning, Project Design and Network Analysis
- Project Report, Project Appraisal
- Location of an Enterprise, Factory Design and Layout

2. Financial Analysis

- Financial Analysis, Funds flow analysis
- Ratio Analysis, Investment process
- Break Even Analysis, Profitability analysis
- Social Cost- Benefit Analysis, Budget and planning Process, Benchmarking

3. Project Finance

- Source of Development of Finance, Project Financing
- Institutional Finance to Entrepreneurs, Financial Institutions, Working Capital Management, Incentives and Subsidies

4. Policies

- Policies Governing Entrepreneurship, Applicability of the Factories act, Role of Consultancy Organisation
- Role of Various Government Institutions for Promoting Agricultural Projects

5. Project Reports

Preparation of Project Reports for-

- Dry Grains
- Fertilizer / Pesticides
- Live Stocks
- Floriculture & Horticulture
- Milk & Milk Products
- Medicinal Plants
- Agro Tourism
- Irrigation
- Extraction of Plants and Grains

REFERENCE BOOKS:

- Project Management- Vasant Desai- Himalaya Publication
- Jain, S.C. - Management in Agricultural Finance.- Vora and Company. Publishers Pvt. Ltd.
- Karla O.P.- Agricultural Policy in India – Bombay Popular Prakashan Mumbai
- Banerjee, G.C. – Text Book of Animal Husbandry – Oxford & IBH Publisher New Delhi.
- Rajagopal- Organizing Rural Business Policy Planning and Management- Sage Publication, New Delhi.
- Pandey, Mukesh and Deepak Tiwari-Rural and Agricultural Marketing -International Book Distribution Co. New Delhi.
- Iwase- Smita. - Agri-Business Management- Everest Publishing House



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

Paper: 406 F – Case Studies in Agri Business Management

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

Required Lectures: 50 hours

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

Specialization – G – Systems

North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

Paper: 404G: INFORMATION SYSTEMS AUDIT

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

Required Lectures: 50 hours



1. Overview of Information Systems Auditing – Need for Control and Audit of Computers, Effect of Computers on Internal Controls, Effect of Computers on Auditing, Foundations of IS Auditing (5)
2. Conducting an Information Systems Audit – Introduction, The Nature of Controls, Dealing with Complexity, Audit Risks, Types of Audit Procedures, Steps in Audit, Auditing Around or Through the Computer, introduction to Security Standards – ISO 27001 (6)
3. Top Management Controls and Systems Development Controls – Evaluation of Planning, Organizing, leading and Controlling functions, Approaches to Auditing Systems Development, Models for Systems Development, Evaluating Major Phases in Systems Development Process (6)
4. Programming Management Controls – Program Development Life Cycle, Programming team organization, Managing the Programming Group (5)
5. Data Management Controls – Functions and motivations of DA and DBA roles, Organizational Issues, Data Repository Systems, Control over DA and DBA (6)
6. Security Management Controls – Introduction, Conducting a Security Program, Major Security Threats and remedial measures, Controls of last resort – DRP, Insurance (5)
7. Input / Output and Operational Controls – Data preparation and entry, Production control, Library, Documentation and Program Library, Help desk and Technical Support, Capacity Planning and Performance Monitoring, Managing Outsourced operations, Check Digits, Batch Controls, Audit Trail Controls, Exposures in Communication subsystem, Controls over the Subversive Threats, OS Integrity Checking, Built in validation checks in Software, Online output Production and Distribution Controls (11)
8. BCP and Cyber Crimes – Difference between BCP and DRP, Social Engineering, Data Diddling, Denial of Service attack, Sniffing, Man in Middle attack, Identity Theft and spoofing – Phishing, Pharming, SQL Injection, Zeroth Day Attacks. (6)

REFERENCE BOOKS:

1. Information System Control and Audit – Ron Weber – Pearson Education
2. Information System Audit and Assurance – D.P. Dube and V.P. Gulati – Tata McGraw Hill
3. ISACAs IT Audit standards

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

Paper: 405G: INTERNET TECHNOLOGY

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

Required Lectures: 50 hours

1. HTML

A. HTML Basics

Introduction to HTML

WWW

Web Publishing

(2)

B. Designing

Contents – Blocks, Text, Form Elements

Links – To a page, Within Page, To a Site.

Links And Images – Image Mapping-

Server Side, Client Side

Layout – List (OL, UL, DL) - Tables- Frames (Nested, I Frame)

Head Elements – Base Font, Meta Tags, Scripts, Styles

(5)

C. CSS

Inline

Embedded

Sep. /External

Transaction Effect

Client Pull (3)

D. Introduction To XML

(3)

E. ASP

A. Getting started with active server

Pages

What are ASPs?

Understanding Client – Server Model

ASP versus Client side Scripting

Setting PWs and/or IIS

ASP tools like Visual Interdev or Front Page

(3)

B. Dissecting your First ASP Script.

Understanding ASP Script.

ASP Browser

ASP Process

Concept of File Inclusion.

(3)

C. Working with variables

Definition and Naming rules

Data Types

Constant, Arrays

Operators

(3)

D. Understanding VB Script Control

Structures

Conditional

Looping

Branching

(2)

E. Using VB Script Built-in Function

Typecasting Variables

Math, Date, String, Formatting -Functions.

(2)

F. Using Database

Reading From a Database Using ASP

Inserting, Updating, and Deleting Database records

REFERENCE BOOKS:

1. The Complete Reference to HTML - Thomas Powell
2. Dynamic HTML for Dummies – Michael Hyman
3. ASP Developers Guide – Greg Vuczek
4. ASP in 21 Days – Scott Mitchell and James Atkinson
5. ASP 3.0 – A Beginner's Guide – Mercer
6. HTML - Beginner's Guide - Willart
7. Microsoft Office 2003 Front page Inside Outside

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

SEMESTER: IV

Paper: 406G: INFORMATION TECHNOLOGY AND SOFTWARE PROJECT MANAGEMENT

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

Required Lectures: 50 hours



I. Software Project Management

Overview of COCOMO Model, PERT/CPM, Reileigh Curve

Project Organization

Risk Management

Project Finance

Procurement Management

Project Scheduling

Project Quality Management

Communication Management

(10)

II. Software Project Management

Resources Planning and Estimation

- Different Methods of estimation in brief

- Function Point Analysis in some details

Use of CASE Tools

Introduction to MS Projects

Design and Development

- Schedule

- Resource Allocation

- Progress Review

- Review - Design and Walkthroughs

Testing

- Overview of

- Test Plan

- Generation of Test Cases, Test Data

- Types of Testing

- Quality Concepts - ISO, CMM

Production / Implementation

- User Acceptance Tests

- Parallel Runs

- Change Management

Maintenance

- Types - Adaptive, Corrective, Preventive

- Version Control and Configuration Management

Documentation Methods for all these topics

Aspects specific to Generic Product Development vis-à-vis user specific

application development

(20)

III. IT Management

Acquisition Process - Hardware, Software, Network, Infrastructure

- Requirement Planning

- Sizing

- Selection Methodology including Benchmarking

- Documents involved

IT HRM

- Selection

- Retention

- Training

- Career Path Planning

IT Operations

- Scheduling
- Roles and Responsibilities
- Procedures

Performance Evaluation

- Broad methods for Hardware, Software and Personnel (20)

REFERENCE BOOKS:

1. Software Project Management - Edwin Bennetan
2. Software Engineering - Roger S. Pressman
3. Software Engineering - Martin L. Shooman
4. TQM for Computer Software - Dunn and Ulman
5. Management of Information Technology - Pravin Muley
6. Software Project Management Goyal Macmillan