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

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

### Semester-III and IV

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

*Specialization In Major Subjects (Any One)  
**Specialization In Minor Subjects (Any One)  

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Financial Management</td>
<td>A</td>
<td>Financial Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Marketing Management</td>
<td>B</td>
<td>Marketing Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Human Resource Management</td>
<td>C</td>
<td>Human Resource Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>Operations Management</td>
<td>D</td>
<td>Operations Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>International Business Management</td>
<td>E</td>
<td>International Business Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>Agro Business Management</td>
<td>F</td>
<td>Agro Business Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G</td>
<td>Systems</td>
<td>G</td>
<td>Systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. Introduction to E-Commerce (08)
   a. Traditional vs. e-commerce transactions
   b. E-Commerce: Concepts, Definitions, Benefits & Impact
   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 (04)
   a. Network Infrastructure
      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
   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. Concept of Excellence
   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:**

3. E-commerce - C.S.V. Murthy – Himalaya Publications
5. Electronic Commerce – Awad - Pearson
6. E-Commerce: The Cutting Edge of Business -Bajaj & Nag - TMH
7. E-Commerce-Mishra- Macmillan
1) The purview of family business
   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-
   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
   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
   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
   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 Handbook by Editor Mark Fischetti
   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
      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
   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**
   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.

**REFERENCE BOOKS:**

1. Legal Aspects of Business by Akhileshwar Pathak – McGraw Hill  
2. Legal Aspects of Business by R.R. Ramtirthkar – Himalaya Publishing House  
5. Elements of Merchantile Laws by N.D. Kapoor – Sultan Chand & Sons  
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.
   d) Company Analysis: concept, market, accounting policies, profitability, dividend policy, capital structure, financial analysis, operating efficiency, managerial skills & efficiency
5) **Portfolio Analysis & Management**
   
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
   
<table>
<thead>
<tr>
<th>REFERENCE BOOKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Investment Management by V. A. Avdhani, Himalaya Publishing House</td>
</tr>
<tr>
<td>3. Investment Analysis &amp; Portfolio Management by Ranganathan – Pearson</td>
</tr>
<tr>
<td>4. Investment Management: Security analysis and portfolio Management by V. K. Bhalla - S. Chand</td>
</tr>
<tr>
<td>5. Investments – Bodie, Kane, Marcus, Mohanty – Tata McGraw Hill</td>
</tr>
<tr>
<td>7. Investments Analysis &amp; Management Charles P. Jones, Wiley India Edition</td>
</tr>
<tr>
<td>8. Investment Management by Preeti Singh - Himalaya Publishing House</td>
</tr>
<tr>
<td>10. Security analysis and portfolio Management by V.A.Avadhani - Himalaya</td>
</tr>
</tbody>
</table>
1) **Fundamental of International Management**
   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**
   a) Structure/ Features of Foreign Exchange Market.
   b) Exchange Rate,
      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
      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
   e) Arbitrage- Two Point & Triangular Arbitrage
   f) Forward & future spot rate
   g) International Transaction Mechanism
      i) Nostro, Vostro and Loro Account,
      ii) SWIFT, CHIP, CHAP, Telegraphic Transaction (IT)
3) International Working Capital Management
   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
   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
   a) International Monitory Fund (IMF)
      i) Constitution, Role & Responsibility of IMF
      ii) Funding facilities, International liquidity
      iii) Special Drawing Rights (SDR)
      iv) Role in Post Bretton Woodsworth
   b) Convertibility & Currency

6) Balance of Payment
   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
3. International Financial Management by Thumuluri Siddaiah (IFM) Pearson
4. International finance Marketing by V.A Avadhani – Himalaya Publication
5. International Finance Management by vyuplesh saran – Prentice Hall
8. International Financial Management Jain Macmillan
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.
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
   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
   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:
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
7. Supply chain management Concept and cases by Rahul V. Altekar - PHI
8. Supply Chain Management by Sunil Chopra, Peter Meindl - PHI Publications
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
8) Consumer Behavior: Satish Batra & SHH Kazmi, Excel Books
9) Consumer Behavior: Schiffman & Kanuk - Pearson
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.
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
   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
   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
   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
   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
6. Compensation Management in a Knowledge-based world by Henderson - Pearson
10. Performance Management Chadha Macmillan
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 UV
   d. Role & impact of Culture in International Joint Venture
   e. Methods of Overcoming Cultural & other Problems in UV

   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
   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
   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:

7. International Human Resource Management (2/e) by Gupta -Macmillan
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

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.

**SEMESTER: IV**

404 D – Industrial & Productivity Management

<table>
<thead>
<tr>
<th>60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required Lectures: 50 hours</td>
</tr>
</tbody>
</table>

## 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
   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
   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
8) Purchasing and Materials Management-NK Nair-Vikas
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
   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:

2) Total Quality Management- PoornimaCharantimath, Pearson Education
3) Total Quality Management - ShridharBhat - Himalaya Publishing House
4) Total Quality Management- Besterfield, Pearson Education
5) Total Quality Management- S.D. Bagade, Himalaya Publishing House
7) Total Quality Management - ShridharBhat- Himalaya Publishing House
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.
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
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
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
10. www.oecd.org
11. www.saarc-sec.org
12. www.aseansec.org
7. 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. Factors affecting an MNE’s IHRM Policies & Practices
   i. International Division of Labour
   j. Barriers to effective Global HRM

8. 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

9. International Joint Ventures (08)
   a. Concept & Nature of International Joint Venture
   b. Motives & Extent of Merger & Acquisitions
   c. HRM factors in UJV
   d. Role & impact of Culture in International Joint Venture
   e. Methods of Overcoming Cultural & other Problems in UJV

    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

11. 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

**12. Repatriation**

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:**

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.
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. JawaharRojgryojana  
   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. Sailent features of IRDP  
   b. Targets & Achievements of IRDP  
   c. Major problems in IRDP  
   d. Strengthening IRDP  
   e. Swarnajayanti Gram Swarojgryojana (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
3. Rural Industrilisation in India – Shrinivas Thakur – StrelingPublishess, New Delhi
North Maharashtra University, Jalgaon  
(NACC Accredited ’B’ Grade University)
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**
   a. Search for a Business Idea, Concepts of Project
   b. Project Identification, Project Formulation
   c. Project Analysis, Project Risk
   d. Project Planning, Project Design and Network Analysis
   e. Project Report, Project Appraisal
   f. Location of an Enterprise, Factory Design and Layout

2. **Financial Analysis**
   a. Financial Analysis, Funds flow analysis
   b. Ratio Analysis, Investment process
   c. Break Even Analysis, Profitability analysis
   d. Social Cost-Benefit Analysis, Budget and planning Process, Benchmarking

3. **Project Finance**
   a. Source of Development of Finance, Project Financing
   b. Institutional Finance to Entrepreneurs, Financial Institutions, Working Capital Management, Incentives and Subsidies

4. **Policies**
   a. Policies Governing Entrepreneurship, Applicability of the Factories act, Role of Consultancy Organisation
   b. Role of Various Government Institutions for Promoting Agricultural Projects

5. **Project Reports**
   Preparation of Project Reports for-
   a. Dry Grains
   b. Fertilizer / Pesticides
   c. Live Stocks
   d. Floriculture and Horticulture
   e. Milk & Milk Products
   f. Medicinal Plants
   g. Agro Tourism
   h. Irrigation
   i. Extraction of Plants and Grains

**REFERENCE BOOKS:**

1. Project Management- Vasant Desai- Himalaya Publication
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
(NACC Accredited ‘B’ Grade University)
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

5. Data Management Controls – Functions and motivations of DA and DBA roles, Organizational Issues, Data Repository Systems, Control over DA and DBA (6)
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
3. ISACAs IT Audit standards

37
# Internet Technology

**North Maharashtra University, Jalgaon**  
(NACC Accredited 'B' Grade University)  
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

## I. HTML
### A. HTML Basics
- Introduction to HTML
- WWW
- Web Publishing

## II. 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

## III. CSS
- Inline
- Embedded
- Sep. /External
- Transaction Effect
- Client Pull

## IV. Introduction To XML

## V. 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 Font Page

### B. Dissecting your First ASP Script.
- Understanding ASP Script.
- ASP Browser
- ASP Process
- Concept of File Inclusion.

### C. Working with variables
- Definition and Naming rules
- Data Types
- Constant, Arrays

### D. Understanding VB Script Control
- Operators
- Structures
- Conditional
- Looping
- Branching

### E. Using VB Script Built-in Function
- Typecasting Variables
- Math, Date, String, Formatting -Functions.

### 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
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
4. TQM for Computer Software - Dunn and Ulman
5. Management of Information Technology - Pravin Muley
6. Software Project Management Goyal  Macmillan