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MARATHWADA UNIVERSITY,
AURANGABAD.**



Revised Syllabus of
Master of Business Administration
[M.B.A.]
Semester- I & II

| Effective from 2009-10 & onwards |

MASTER OF BUSINESS ADMINISTRATION (MBA)

- 0.356 The degree of Master of Business Administration (M.B.A) shall be conferred on a candidate who has perused a full time course of study of four semesters spread over two years, or part time course of six semesters spread over three years after taking Bachelor Degree in any faculty of this University and has passed the prescribed examination of M.B.A.
- 0.357 The course of study for the M.B.A degree shall be Full Time as well as part time. The full time M.B.A course shall be of two years consisting of Four Semester and part time course shall be of three years consisting of six semesters. Duration of each semester, both in full time and part time M.B.A. course shall be of 15 weeks from the date of the commencement of the semesters.
- 0.358 Every candidate for the M.B.A degree shall besides under going the course of instructions mentioned above has to undergo practical work/sessional work by way of case studies. Project report, factory visits. mid-semester test, seminars, tutorials and assignments to the satisfaction of the teacher concerned and shall be required to maintain a record of it.
- 0.359 For passing in a paper, a candidate must secure 40% marks in each passing head (Theory and Sessional both) and a minimum of 50% of marks (Theory and Sessional taken together) prescribed for that paper. If a candidate fails to secure 50% marks in a paper, then he can reappear for the theory exam to improve.
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- 0.360 (a)
- (I) A candidate shall not be allowed to appear for the semester examination unless the Head of the Institution or University Department, in consultation with the concerned teacher, certifies the completion of the sessional/practicals work.
 - (II) No candidate shall be allowed to transfer his admission from full time to part time course and vice versa.
 - (III) All the candidates intending to seek enrolment to full time or part time M.B.A. Course will have to give the undertaking that they will observe the teaching and evolution Schedule consisting of class Teaching, Sessional and Practical Work. In- plant Training and Project work.
- 0.360 (b) -- deleted --
- R- 360(c)
- To be eligible for promotion to the second year of the programme, a student of full time MBA Programme, must clear successfully at least 12 out of the 16 papers offered during first year (first and second semester) of the programme. However appearance at the first semester and third semester examination is compulsory for promotion to next semester. (Appearance means submission of Examination form with prescribed Fee.)

R- 360 (d)

- (i) The Batch of Students for class room teaching and Sessional /Practical work shall consist of not more than 60 students and shall be of 5 to 10 students for in plant Training and Project work.
- (ii) The Aggregate Teaching work load for each subject shall be of 60 clock hours for a semester period.
- (iii) The concerned Head of the Institute/University Department shall submit the Internal Marks to the Controller of Examination of the University.
- (iv) No. Students shall be permitted to appear for the last semester (i.e IV semester for full time & VI semester for part time) unless he/she submits the project report as required.

R- 360 (e)

At the end of second semester, all students will have to undergo summer training (CP-304) of 8-10 weeks with an industrial, business or service organization by taking up a project study. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organisations as approved by the Department/Faculty from time to time. Each student will be required to submit the project report to the Department/Faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.

R- 360 (f)

- (i) The final project study (CP – 402) shall commence from third semester and the report should be submitted towards the end of the fourth semester. The project topic should be selected in consultation with the guide allotted by the Institute.
The project report should cover the theoretical background, field study and comparative analysis. Alternatively the students may take up the problems from the industry and construct a case study. The case study should offer the solution to the concerned industry. Such case studies can also be submitted as project reports.”
- (ii) The project topic should be in the area of specialization and should necessarily include field work or library work.
- (iii) The student will be expected to make a presentation/viva-voce of the project work towards the end of the last semesters.
- (iv) Out of aggregate 100 marks assigned to the project report, the report preparation will be assigned 50 marks, its presentation will carry 25 marks and viva voce will carry 25 marks. The project report, presentation and viva-voce will be evaluated

jointly by the internal and external examiner. Both internal and external examiners will submit the project marks (out of 100 each) separately to the University. The average of the internal and external examiner shall be taken as the marks obtained by the student. The project marks shall not be scaled down.

- (v) Three typed copies of project report shall be submitted by the candidate to the concerned teacher for Evaluation.
- (vi) A candidate shall not be allowed to appear for III semester Examination of Full Time 2 years Course and IV semester of part time course unless he /She completes the in-plant training and submit the report to the concerned teacher.

R- 360 (g) The award of division for MBA Degree shall be as follows:

Division	No of Marks to be scored.
Second (II)	50% and above but less than 60%
First (I)	60% and above but less than 75%
Distinction	75% and above.

R- 360 (h)

- (i) A Student who has failed in any of the semesters under the old scheme will be allowed to appear for the respective semesters of new course under this scheme.
- (ii) A student who has been admitted to the first semester of the old course but has not passed the 1st semester examination of the old course shall be admitted to the First Semester of the new course.
- (iii) A student who has passed 1st semester of the old course shall be admitted to the 2nd semester of the new course.
- (iv) A student who has passed the 2nd semester of the old course shall be admitted to the 3rd semester of the new course.
- (v) A student who has passed the 3rd semester of the old course shall be admitted to the IV semester of the new course.
- (vi) Additional Special Subject.
A Candidate who has passed the MBA examination of this University, may be allowed to appear for the MBA examination, with other electives and shall have to keep terms for the same.
- (vii) Such candidate shall be issued with a passing certificate for the additional elective, but the marks obtained in the additional elective will in no way affect his/her original performance for which he would get the degree.
- (viii) Scaling of Sessional Marks :
The sessional marks allotted to the students by the Institute shall be scaled down in relation to the marks obtained by him in theory (external) papers. However a variation of $\pm 10\%$ of marks allotted to theory examination, shall be permitted.

R-361 (a)

- (i) The following shall be the structure and syllabus for the M.B.A. full time and part time course.

[M.B.A Full time Course will be of Two Years consisting of Four Semester]

MBA
Subject Details

Course No.	Subject Title	No. of lectures per course	Marks		Total	Credit
			Theory	Sessional		
	2	3	4	5	6	7
SEMESTER-I						
CP- 101	Mgt Process & Organisational Behaviour.	60	60	40	100	4
CP- 102	Statistical Methods	60	60	40	100	4
CP- 103	Managerial Economics	60	60	40	100	4
CP- 104	Environment and Management	60	60	40	100	4
CP- 105	Managerial Skill Development	60	60	40	100	4
CP- 106	Research Methodology	60	60	40	100	4
CP- 107	Accounting for Managers	60	60	40	100	4
CP- 108	Computer Applications in Mgt.	45	-	50	50	2
CP- 109	Mini Project	60	-	50	50	2
SEMESTER -II						
CP- 201	Organisational Effectiveness & Change	60	60	40	100	4
CP- 202	Optimization Techniques	60	60	40	100	4
CP- 203	Human Resource Management	60	60	40	100	4
CP- 204	Financial Management	60	60	40	100	4
CP- 205	Marketing Management	60	60	40	100	4
CP- 206	Production & Operations Mgt.	60	60	40	100	4
CP-207	Corporate Governance & Ethics	60	60	40	100	4
CP-208	International Environment & Mgt.	60	60	40	100	4

SEMESTER-III

CP- 301 Business Policies and Strategic Analysis	60	60	40	100	4
CP- 302 Decision Support System & Management Information System	60	60	40	100	4
CP- 304 Summer Training Project	180	-	100	100	6
OP-305	60	60	40	100	4
OP-306	Five Optional Papers to be chosen from any one of the optional groups A B C D E	60	40	100	4
OP-307		60	40	100	4
OP-308		60	40	100	4
OP-309		60	40	100	4

SEMESTER -IV

CP-401 Corporate Evolution & Strategic Mgt.	60	60	40	100	4
CP-402 Project Study	90	-	100	100	3
CP- 403 Business Legislation	60	60	40	100	4
OP-404	Additional five optional papers to be chosen from respective group A B C D E	60	40	100	4
OP-405		60	40	100	4
OP-406		60	40	100	4
OP-407		60	40	100	4
OP-408		60	40	100	4

"R-361 [a] (ii)

The students are required to choose five papers in third semester and five papers in fourth semester, from any one of optional groups.

Following are the optional groups and the papers under each group."

Group A. Finance – OP 305A, OP 306A, OP 307A, OP308A, OP 309A

- OP 404A, OP 405A, OP 406A, OP 407A, OP 408A

Group B. Marketing- OP 305B, OP 306B, OP 307B, OP308B, OP 309B

- OP 404B, OP 405B, OP 406B, OP 407B, OP 408B

Group C. Human Resource Development

- OP 305C, OP 306C, OP 307C, OP308C, OP 309C
- OP 404C, OP 405C, OP 406C, OP 407C, OP 408C

Group D. Production and Operations Management

- OP 305D, OP 306D, OP 307D, OP308D, OP 309D
- OP 404D, OP 405D, OP 406D, OP 407D, OP 408D

Group E. Information Technology Management

- OP 305E, OP 306E, OP 307E, OP308E, OP 309E
- OP 404E, OP 405E, OP 406E, OP 407E, OP 408E

“ R-361 [b]

Part time MBA Course shall be of **Three** Years duration, consisting of **Six** Semesters. The part time MBA Course will be on par with MBA full time course except the semester wise break up as shown below:-

Course Credit No.	Subject Title	No. of		Marks		Total
		Lectures Per course	Theory	Sessional	Marks	
1	2	3	4	5	6	7
SEMESTER-I						
CP-101	Mgt Processes and Organizational Behaviour	60	60	40	100	4
CP-102	Statistical Methods	60	60	40	100	4
CP-103	Managerial Economics	60	60	40	100	4
CP-104	Environment & Mgt	60	60	40	100	4
CP-105	Managerial Skill Development	60	60	40	100	4

SEMESTER –II						
CP-106 Research Methodology	60	60	40	100	4	
CP-107 Accounting for Managers	60	60	40	100	4	
CP-108 Computer Application in Mgt.	45	-	50	50	2	
CP-109 Mini Project	60	-	50	50	2	
CP-201 Organisation effectiveness and Change	60	60	40	100	4	
CP-202 Optimization techniques	60	60	40	100	4	
SEMESTER –III						
CP- 203 Human Resource Management	60	60	40	100	4	
CP- 204 Financial Management	60	60	40	100	4	
CP- 205 Marketing Management	60	60	40	100	4	
CP- 206 Production & Operation Mgt.	60	60	40	100	4	
CP-207 Corporate Governance & Ethics	60	60	40	100	4	
SEMESTER-IV						
CP- 301 Business Policies and Strategic Management	60	60	40	100	4	
CP- 302 Decision Support System & Management Information System	60	60	40	100	4	
CP- 403 Business Legislation	60	60	40	100	4	
CP- 304 Summer Training Project	180	-	100	100	6	
CP-401 Corporate Evolution & Strategic Mgt.	60	60	40	100	4	
SEMESTER-V						
OP-305	Five Optional Papers to be chosen from any one of the optional groups A B C D E	60	60	40	100	4
OP-306		60	60	40	100	4
OP-307		60	60	40	100	4
OP-308		60	60	40	100	4
OP-309		60	60	40	100	4
CP-208 International Environment & Mgt.	60	60	40	100	4	

SEMESTER-VI						
OP-404	Additional five optional Papers to be chosen from the respective groups A B C D E	60	60	40	100	4
OP-405		60	60	40	100	4
OP-406		60	60	40	100	4
OP-407		60	60	40	100	4
OP-408		60	60	40	100	4
CP-402 Project Study		90	-	100	100	3

“R-361 [c]

For admission to III semester, a candidate of Part Time MBA Programme must have successfully cleared 75% subjects of Ist & IInd Semester. However, for promotion to Fifth semester, a candidate must have cleared 75% subjects of preceding four semester and must have cleared all papers of Ist & IInd semesters. However, it is necessary to appear for first, third and fourth semester examinations. (Appearance means submission of examination forms along with prescribed fees.)

“ R-360(e)

At the end of second semester, all the students will have to undergo summer training (as explained in CP-304) of 8-10 weeks with an industrial, business or Service Organisation. The study should be carried on under the supervision of the department in the Organisation where the student has undergone the training. A completion certificate should be obtained from the concerned supervisor. Each student should submit a report of the study carried out during the period of training. The report along with the completion certificate should be submitted to the institution, where he studies within three weeks of the in-plant report will be done by the internal and external examiner at the time of third Semester examinations. The external examiner for the evaluation of In-plant report shall be appointed by the university.”

Appendix "A"

COMPULSORY COURSES

SEMESTER – I: CP-101 TO CP-108

CP-101: MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR

Max. Marks: (100) Theory 60

Sessional 40

Credits: 4

Objectives

The objective of this paper is to familiarize the students with basic management concepts and behavioural processes in the organization.

Course Concepts

Evolution of management thought, Systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Understanding and Managing Individual behaviour- Personality, Perceptions, Values, Attitudes, Learning, Work motivation, Individual decision making and problem solving; Understanding and managing group processes- Interpersonal and group dynamics applications of emotional intelligence in organizations, communication, group decision making, Leadership and influence process; Understanding and Managing organizational system-Organizational design and structure, Work stress.

Suggested Readings

1. Koontz, H. and Weachirch, H. *Management*. 10th ed., New York, McGraw Hill, 1995.
 2. Luthans, F. *Organizational Behaviour*, 7th ed., New York, McGraw Hill, 1995.
 3. Robbins, S.P. *Management*, 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996.
 4. Robbins, S.P. *Organizational Behaviour*, 7th ed., New Delhi, Prentice hall of India, 1996
 5. Singh, Dalip *Emotional Intelligence at work*. Response Books, Sage Publications, Delhi, 2001.
 6. Staw, B.M. *Psychological Dimensions of Organizational Behaviour*. 2nd Ed., Englewood Cliffs, New Jersey, Prentice Hall Inc. 1995.
 7. Stoner, J. etc. *Management* 6th Ed., New Delhi, Prentice Hall of India, 1996.
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-102: STATISTICAL METHODS**Max. Marks: (100) Theory 60****Sessional 40****Credits: 4****Objectives**

The objectives of the course is to make the students familiar with some basic statistical techniques and focus on applied aspects of the subject.

Course Contents

Statistics: Meaning, Definition, Scopes and Limitation, Classification and tabulation of Data, series, presentation

Measures of Central Tendency: Mean Median & Mode

Measures of Variation: Mean Deviation and Standard Deviation

Correlation Analysis: Types, Karl Pearson's Co-efficient of Correlation(ungrouped data)

Regression Analysis:

Time Series Analysis: Components, Methods of Measurement- Moving averages and method of Least Square

Suggested Readings

1. Chandra N.K. *Statistics for Behavioral and Social Scientists*, Reliance Publishing House, Delhi, 1996.
2. Gupta, S.P. and Gupta M.P., *Business Statistics*, New Delhi, Sultan Chand, 1997.
3. Kazmier, L.J. and Pahl, N.F., *Basic Statistics for Business and Economics*. New York, Mc Graw Hill, 1988.
4. Levin Richard I and Rubin David S. *Statistics for Management*, New Jersey, Prentice Hall Inc., 1995.
5. Srivastav "Statistics for Management," Tata McGraw Hill.

CP-103: MANAGERIAL ECONOMICS**Max. Marks: (100) Theory 60****Sessional 40****Credits: 4****Objectives**

The objectives of this course is to acquaint the participation with concepts and techniques used in Micro-Economics Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the contexts of globalization.

Course Contents

Concepts and Techniques – Nature of business decision-making marginal analysis, optimization; Theory of Demand-demand functions, income and substitution effects, revealed preference approach and demand forecasts; Production and Cost- returns to scale, cost curves, break-even analysis; Theory of Firm-profit maximization, sales maximization, organizational slack, ownership and control; Market Structure-competition, monopoly, oligopoly, non-price competition; macro Economics Aggregates and Concepts-GNP and GDP- Aggregate Consumption Gross Domestic Savings-Gross Domestic Capital Formation-WPI,CPI, and Inflation-Employment- Balance of Payments-Money Supply and Monetary Policy-Fiscal Policy; Concepts and Measurement of National Income; Determination of National Income- Consumption Function, Fiscal impact and Investment, Synthesis of Monetary and Real Factors.

Suggested Readings

1. Adhikary, M. *Business Economics*, New Delhi, Excel Books, 2000.
2. Buamol, W.J. *Economics Theory and Operations Analysis* 3rd ed., New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O.P. *Managerial Economics*, New Delhi Tata McGraw Hill 1985.
4. Keat, Paul G. & Philips K.Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. *Modern Micro Economics*, New York, Macmillan, 1991.
6. Milgrom, P. and Roberts J. *Economics, Organization and Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-104 ENVIRONMENT MANAGEMENT**Max. Marks: (100) Theory 60****Sessional 40****Credits: 4****Course Contents**

Environment Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Energy Management; Fundamentals-Fossil Fuels use, Energy production and trade, Energy Balance; Ecosystem Concepts; Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry; Environment Management System; EMS Standards, ISO 14000. Environmental Auditing. Clearance/Permissions for establishing industry; Environmental Management and Valuation: Environmental Accounting, Economics, Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environment Ethics; Environmental Management Trade and Environmental Management, Debts and Environment, GATT/ WTO Provisions; Environmental Laws; Acts, Patents, IPRS, Role of NGO'S, PIL.; Pollution and Waste Management- Air, Water Land Pollution, Trade in Wasters; Water, Forest & Biodiversity Management; Water Resources, Dams and their role; forest products and Trade, Role of Biodiversity in International Trade; Approaches to corporate Ethics; Bio-ethics.

Suggested Readings

1. Uberoi, N.K.; *Environmental Management*, Excel Books, A-45, Naraina Pahse-1, New Delhi, 2000.
2. Pandey, G.N.; *Environmental Management*, Vikas Publishing House New Delhi, 1997.
3. Gupta, N. Dass: *Environmental Accounting*, Wheeler Publishing 19, K.G. Marg, New Delhi, 1997.
4. Mahanty, S.K. *Environment & Pollution Law Manual*, Universal Law Publishing, G.T. Karnal Road, New Delhi, 1996.
5. Harley, Nick: *Environmental Economics*, MacMillan India Ltd., Ansari Road, New Delhi, 1997.
6. Kolstad, Charles D.: *Environmental Economics*, Oxford University Press, 2000.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-105: MANAGERIAL SKILL DEVELOPMENT**Max. Marks: (100) Theory 60****Sessional 40****Credits: 4****Objectives**

The course is aimed at equipping the students with the necessary & techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs.

Course Concepts

Importance and nature of business communication; Effective Communication skill; process of communication: Barriers and gateways in communication; dos and don'ts of Business writing; Commercial letters: Writing Business reports: Oral Communication- presentation of reports, public speaking, and negotiations: Legal aspects of Business communication.

Suggested Readings

1. Bowman Joel P and Branchaw, Bernadine P. *Business Communications form Process to Product* 1987 Dryden Press, Chicago.
2. Hatch Richard. *Communication in Business* 1977 Science Research Association, Chicago.
3. Murphy, Herta A and Peck, Charles E. *Effective Business Communication*. 2nd Ed. 1976. Tata McGraw Hill, New Delhi.
4. Pearce C. Glenn etc. *Business Communications: Principles and Applications*. 2nd ed. 1988. John Wiley, New York.
5. Treece, Maira. *Successful Business Communications* 3rd ed. 1987. Allyn and Bacon Boston.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-106: CORPORATE GOVERNANCE & ETHICS**Max. Marks: (100) Theory 60****Sessional 40****Credits: 4****Course Contents**

Corporate Governance: An overview, Concept, Significance in Indian Context, Issues in Corporate Governance, Historical perspective of corporate Governance

Practice of Corporate Governance, Corporate Governance Mechanisms, Indian Model of Governance, Characteristics of Good Corporate Governance, Recommendation of Indian Committees, Agents and Institutions in Corporate Governance: Shareholders, investors, other stakeholders, Board of Directors, Auditors and Banks

Facilitators and Regulations in Corporate Governance: SEBI, Government and Role of Public policies

Business Ethics, corporate social Responsibility and corporate Governance, Corporate Governance in Indian Scenario; Work Ethos; Indian Heritage in Production and Consumption; Indian Insight into TQM; Values in Global Change-Indian Perspective; Values for Managers.

Fundamental principles of ethics and Business, Model of management in the Indian Socio-Political Environment, Relevance of Values in Management, Need for values in Global change, Values for manager and work ethos, Holistic Approach for Managers in Decision Making, problems relating to stress in corporate management

Suggested Readings

1. Chakraborty, S.K.: *Foundation of Managerial work-Contribution from Indian Thought*, Himalaya Publishing House Delhi 1998.
2. CVS Murthy, *Business Ethics*, Himalaya Publishing House, 2006
3. Biswanath Ghose, *Indian Ethos & Values*, Vikas Publishing, 2008.
4. C.V.Baxi, *Corporate Governance*, Excel Books, 2007.
5. Prasad, *Corporate Governance*, Prentice Hall, 2007.
6. S.A. Sherlekar, *Global Dhqrimic Management*, Himalaya Publication House, 2nd Edition 2005.
7. N.M. Khandelwal, *Indian etnos & values for Manager*, Himalaya Publication.
8. A.C. Fernando, *Corporate Governance*, Pearson Education, 1st Edition.
9. Mishra "Business Ethics", Tata McGraw Hill.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-107: ACCOUNTING FOR MANAGERS**Max. Marks: (100) Theory 60****Sessional 40****Credits: 4****Objectives**

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

Course Contents

Financial Accounting- Concepts, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation, Financial Statement Analysis, Fund flow analysis, The Statement of Cash flows; Management Accounting –Concepts, Need, Importance and Scope; Cost Accounting-Records and Processes, cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts; Overheads Cost and Control, Job and Process Costing, Budget and Budgetary control, Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making, Standards Costing and Variance Analysis, Marginal Costing and Absorption Costing

Suggested Readings

1. Anthony R N and Reece J S. *Accounting Principles*, 6th ed. Homewood, Illinois, Richard D Irwin, 1995.
2. Bhattacharya S K and Dearden J. *Accounting for Management Text and Cases* New Delhi, Vikas. 1996.
3. heliger L.E and Matulich, Serge, *Financial Accounting*, New York, Mc-Graw Hill
4. Hingorani, N.L. and Ramanathan, A.R. *Management Accounting* 5th ed, New Delhi, Sultan Chand, 1992.
5. Horngren, Charles etc. *Principles of Financial and Management Accounting* Englewood Cliffs, New Jersey, Prentice Hall Inc. 1994.
6. Needles, Belverd, etc. *Financial and Managerial Accounting*, Boston, Houghton Mifflin Company, 1994.
7. Vij, Madhu, *Financial and Management Accounting*, New Delhi, Anmol Publications, 1997.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-108: COMPUTER APPLICATIONS IN MANAGEMENT**Max. Marks: (50)****Sessional 50****Credits: 2**

(There shall be total 15 Theory lectures and 30 hours of Practical.)

Objectives

The objectives of this course is familiarize the students with the use of computer and IT with reference to business application.

Course Contents

Unit I – Computer , elements and classification, software and hardware, computer application in business, growing dependence on computer.

Unit II - **Word:** Working in Word, Creating word documents, menu, office assistant working with files , editing text, saving, printing , undo, redo, spelling, formatting, ruler, selecting, cutting, copying, numbering, bullets, page, orientation, margins, tables in a document, formatting table, addition deletion of rows columns, record etc.

Unit III - **Excel:** Working in Excel, Sheet creation, entering data, layout and formatting of sheet preview & print, working with range, rows, columns, total, sorting using formatting, toolbars, format cells, cell content moving & copying worksheet, chart, types of chart, printing chart objects, formatting charts, formula functions - Analysing data with excel.

Unit IV- **Power Point:** Creating presentation, modifying visual elements, adding objects, applying transition, animation and linking, preparing layouts, presenting a slide show.

Suggested Readings

- | | | | |
|----|-----------------|---|--|
| 1. | Courter Marquis | - | Office - 2000 |
| 2. | Mansfield | - | MS- Office |
| 3. | Sanders | - | Computer Fundamentals |
| 4. | Jawdekar | - | Management Information System, Tata McGraw Hill. |

CP-109: MINI PROJECT**Max. Marks: (50)****Sessional 50****Credits: 2**

Every student is required to undertake a mini project for 60 hours in the first semester. The mini project may be survey based or library based. Student may take a marketing survey or human resource related survey or economic survey or Library based research study. He should make use of the knowledge of the Statistical Methods and Computer Application and should submit a report before the first semester examination for internal evaluation.

SEMESTER-II: CP-201 TO CP-208**CP-201: ORGANISATION EFFECTIVENESS AND CHANGE****Max. Marks: (100) Theory 60****Sessional 40****Credits: 4****Objective**

To familiarize the students with basic organizational processes to bring about organizational effectiveness and change.

Course Contents

An Overview of Concepts of Organizational Change Effectiveness and Development; Skills of Change Agent; Organizational climate and Culture; Power and Politics; The Process of Empowerment; Organizational Learning; Creativity and Innovation; Conflicts and Negotiation Inter group Behaviour and collaboration; Business Ethics and Corporate Governance; Management of Gender Issues; Cross-Cultural Dynamics.

Suggested Readings

1. Anderson. A H and Barker D. *Effective Enterprise and Change Management*. Oxford, Blackwell Publishers Ltd: 1996.
2. French, W E and Bell, C H *Organization Development*, New Delhi, Prentice-Hall of India, 1995.
3. Kao, S R etc. *Effective Organization and Social Values*, New Delhi, Sage, 1994.
4. Khandwalla. P N *Organization Design for Excellence*, New Delhi, Tata McGraw Hill, 1992.
5. Luthans, F. *Organizational Behaviour* 7th ed. New York, McGraw Hill 1995.
6. Mendonca, M and Kanungo R N. *Work Motivation*, New Delhi Sage, 1994.
7. Robbins. S P *Organizational Behaviour* 7th ed.. New Delhi, Prentice Hall of India,

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-202: OPTIMIZATION TECHNIQUES**Max. Marks: (100) Theory 60****Sessional 40****Credits: 4****Objectives**

The objective of this course is to develop an understanding of basic optimisation techniques and their role in managerial decision-making.

Course Contents

Basics of Operation Research, applications in managerial decision making, Linear Programming, Basic concepts, Model formulation, Solution, Methods of LP, Problems, Duality, Sensitivity Analysis; Integer Programming, Transportation and Assignment models including Trans-shipment and Routing Problems; Replacement Theory, Queuing Theory; Inventory Management Techniques; Project Management - PERT/CPM; Decision Theory and Decision Trees; Game Theory; Simulation.

Suggested Readings

1. Budnik, Frank S. Dennis Mcleavey, Richard Mojena *Principles of Operations Research*, 2nd ed. Richard Irwin, Illinois-All India Traveller Bookseller, New Delhi, 1995.
2. Gould, F.J. etc. *Introduction to Management Science*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Mathur , K and Solow, D *Management Science*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Narag A S. *Linear Programming and Decision-Making*, New Delhi, Sultan Chand, 1995.
5. Sharma J.K. *Operations Research: Theory and Applications*, New Delhi, Macmillan India Ltd., 1997.
6. Taha, H A *Operations Research-An Introduction*, New York, Mc-Millan, 1989.
7. Theirouf R J and Klekamp, R C *Decision Making Through Operations Research*, New York, John Wiley, 1989.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

203: HUMAN RESOURCE MANAGEMENT**Max. Marks: (100) Theory 60****Sessional 40****Credits: 4****Objectives**

In a complex world of industry and business organizational efficiency is largely dependent on the contribution made by the members of the organization. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the policies and practices of human resource management.

Course Contents

Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment; Corporate Objectives and Human Resource Planning; Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources; Induction and Socialization; Manpower Training and Development; Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination; Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment.

Suggested Readings

1. Aswathappa K. *Human Resources and Personnel Management* Tata McGraw Hill New Delhi, 1997.
2. De Cenzo, D A & Robbins S P *Human Resource Management*. 5th ed., New York, John Wiley, 1994.
3. Guy, V Mattock J. *The New International Manager*. London, Kogan Page, 1993.
4. Holloway, J ed. *Performance Measurement and Evaluation*, New Delhi, Sage,
5. Monappa, A & Saiyadain M. *Personnel Management*. 2nd ed. New Delhi, Tata McGraw-Hill, 1966.
6. Stone Lloyed and Leslie W. Rue, *Human Resource and Personnel Management* Richard D. Irwin, Illinois 1984.
7. Awasthapa "Human Resource Management", Tata McGraw Hill.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

4. Daniel, John D and Radebangh, Lee H *International Business*. 5th ed., New York, Addison Wesley, 1989
5. Eiteman, D.K and Stopnehill, Al. *Multinational Business Finance*. New York, Addison Wesley, 1986.
6. Johnston, R B. *The Economics of the Euro Market: History, Theory and Practice*, New York, Macmillan, 1983.
7. Parks, Yoon and Zwick, Jack *International Banking in Theory and Practice*. New York, Addison- Wesley, 1985
8. Awasthappa, "International Business", Tata McGraw Hill.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

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CP-204: FINANCIAL MANAGEMENT**Max. Marks: (100) Theory 60****Sessional 40****Credits: 4****Objectives**

The purpose of this course is to acquaint the students with the board framework of financial decision-making in a business unit.

Course Contents

Aims and Objectives of financial Management; Financial Analysis and Control; Cost Volume-Profit Analysis; Operating and Financial Leverage; Time Value of Money; Investment and Capital Structure Decisions; Instruments of long Term Finance; Cost of Different Sources of Raising Capital; Weighted Average Cost of Capital; Optimum Capital Structure; Valuation and Rates of Return; Methods of Capital Budgeting; Short term Financing Investments; Management of Working Capital-Cash Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modeling.

Suggested Readings

1. Archer, Stephen H. etc. *Financial Management*, New York, John Wiley 1990.
2. Bhalla, V K *Financial Management and Policy* 2nd ed. New Delhi, Anmol, 1998.
3. Brealey, Richard A and Myers Stewart C *Principles of Corporate Finance* 5th ed. New Delhi, McGraw Hill, 1996.
4. Hampton. John. *Financial Decision Making*. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1997.
5. Van Horne. James C. *Financial Management and Policy*, 10th ed. New Delhi, Prentice Hall of India 1997.
6. Winger, Bernard and Mohan, Nancy. *Principles of Financial Management*, New York, Macmillan Publishing Company, 1991.
7. Khan "Financial Management", Tata McGraw Hill.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-205: MARKETING MANAGEMENT**Max. Marks: (100) Theory 60****Sessional 40****Credits: 4****Objectives**

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents

Nature and scope of marketing, corporate orientations towards the marketplace. The marketing environment and Environment scanning, Marketing information system and Marketing research, Understanding consumer and Industrial markets, Market segmentation, Targeting and positioning; Product decisions-product mix, product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decisions-promotion mix, advertising, sales promotion, publicity and personal selling; Channel management-selection co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing marketing in the organization; Evaluation and control of marketing efforts; New issues in marketing-Globalization Consumerism, Green marketing, Legal issues.

Suggested Readings

1. Enis, B M *Marketing Classics: A Selection of Influential Articles*, New York, McGraw Hill 1991
2. Kotler, Philip and Armstrong, G. *Principles of Marketing*, New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip, *Marketing Management, Analysis, Planning, Implementation and Control*, New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, V S and Namakumari, S. *Marketing Management; Planning Control*, New Delhi, Macmillan 1990.
5. Station William, J. *Fundamentals of Marketing*, New York, McGraw Hill 1994.
6. Nelamegham, S. *Marketing In India: Cases and Readings*, New Delhi, Vikas, 1988.
7. Shah "Advertising and Promotion", Tata McGraw Hill.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-206: PRODUCTION AND OPERATIONS MANAGEMENT

Max. Marks: (100) Theory 60
Sessional 40
Credits: 4

Objectives

The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation function in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc.; Effective and efficient flow, replenishment and control of material with reference to both manufacturing and services organizations.

Course Contents

Nature and Scope of Production and Operations Management; facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Material Handling – Principles –Equipments, Line Balancing-Problems; Operations decisions-Production Planning and Control-In Mass Production-In Batch/ Job Order Manufacturing; Capacity Planning-Models; Process Planning – Aggregate Planning – Scheduling – Maintenance Management Concepts – Work Study, Method Study, Work Measurement, Work Sampling, Work Environment – Industrial Safety; Material Management: An Overview of Material Management., Material Planning and Inventory Control; JIT; Materials Planning Budgeting and Material Requirement Planning; Purchase Management; Stores Management; Quality Assurance – Acceptance Sampling, Statistical Process Control, Total Quality Management; ISO-9000; Maintenance Management; Safety Management.

Suggested Readings

1. Adam, E E & Ebert, R.J.; *Production and Operations Management* 6th ed., New Delhi, Prentice Hall of India, 1995.
2. Amrine Harold T. etc. *Manufacturing Organisation and Management*. Englewood Cliffs, New Jersey. Prentice Hall Inc., 1993
3. Buffa, E S. *Modern Production Management*. New York, John Wiley, 1987.
4. Chary, S N. *Production and Operations Management*. New Delhi, Tata McGraw Hill,
5. Dobler, Donald W and Lee, Lamar. *Purchasing and Materials Management*. New York, McGraw Hill, 1984.
6. Dilworth, James B. *Operations Management; Design, Planning and Control for Manufacturing & Services*. Singapore, McGraw Hill, 1992
7. Moore, FG and Hendrick, T E. *Production/Operations Management*. Homewood, Illinois, Richard D. Irwin 1992.
8. Chary "Production and Operation Management, Tata McGraw Hill.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-207: RESEARCH METHODOLOGY**Max. Marks: (100) Theory 60****Sessional 40****Credits: 4****Objectives**

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Course Contents

Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Value and Cost of Information – Bayesian Decision Theory; Organisation Structure of Research; Research Process; Research Designs – Exploratory, Descriptive and Experimental Research Designs; methods of Data Collection – Observational and Survey methods; Questionnaire Design; Attitude measurement Techniques; Motivational Research Techniques; Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique; Field Work and Tabulation of Data; Analysis of Data-; Use of SPSS and other Statistical Software Packages; Advanced Techniques for Data Analysis – ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods; Research Applications.

Suggested Readings

1. Andrews, F.M. and S.B. Withey *Social Indicators of Well Being*. Plenum Press. NY, Bennet, Roger; *Management Research*, ILO., 1983.
2. Fowler, Floyd J.Jr., *Survey Methods*, 2nd ed., Sage Pub., 1993
3. Fox, J.A. and P.E. Tracy: *Randomized Response: A method of Sensitive Surveys*, Sage Pub., 1986
4. Gupta S.P. *Statistical Methods*, 30th ed., Sultan Chand, New Delhi, 2001.
5. Golden, Biddle, Koren and Karen D. Locke: *Composing Qualitative Research*, Sage Pub., 1997
6. Salkind, Neil J., *Exploring Research*, 3rd ed., Prentice- Hall, NJ, 1997

The list of cases and specific reference including recent articles will be announced in the class at the time of launching of the course.

CP-208: INTERNATIONAL ENVIRONMENT AND MANAGEMENT**Max. Marks: (100) Theory 60****Sessional 40****Credits: 4****Objectives**

The primary Objectives of this course is to acquaint the students to emerging global trends in business environment.

Course Contents

International Business : An overview – Types of international Business; The External Environment; The economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends; Balance of Payments Accounts and Macroeconomic Management; Theories and Institutions: Trade and Investment – Government Influence on Trade Investment; Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial environment; Cross-national Co-operation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks; International production; Internationalisation of Service Firms; Operation Management in International Firms; World Financial Environment; Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centers; International Banks; Non-Banking Financial Service Firms; Stock Markets; Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; World Economic Growth and the Environment; Country Evaluation and Selection; International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection; Multilateral Settlement; Consortium Approaches; External relations Approach.

Suggested Reading

1. Alworth, Julian S. *The Finance, Investment and Taxation Decisions of Multinationals*, London, Basil Blackwell 1988.
2. Bhalla, V K and S. Shivaramu. *International Business Environment and Business*. New Delhi. Anmol, 1995.
3. Bhalla, V K. *International Economy: Liberalisation Process*. New Delhi, Anmol, 1993

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**D.R. BABASAHEB AMBEDKAR
MARATHWADA UNIVERSITY,
AURANGABAD.**



**Revised Syllabus of
Master of Business Administration**

[M.B.A.]

Semester- III & IV

[Effective from 2010-11 & onwards]

Dr. Babasaheb Ambedkar Marathwada University Aurangabad
Revised Course Structure for Master in Business Administration
June 2009

DETAIL SYLLABUS

FOR

MBA II YEAR

(III & IV SEMESTER)

2010 - 11

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DETAIL SYLLABUS

FOR

MBA III SEMESTER

Dr. Babasaheb Ambedkar Marathwada University Aurangabad
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June 2009

MBA III Semester

Compulsory subjects

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits
			Int	Ext		
CP - 301	Business Policy & Strategic Management	60	40	60	100	04
CP - 302	Decision Support System & Management Information System	60	40	60	100	04

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Course Code CP – 301: BUSINESS POLICY & STRATEGIC MANAGEMENT

Course Contents

Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Defining strategy – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development. Strategic analysis: Analyzing Company’s Resources and Competitive Position - Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness.

Analyzing Company’s External Environment: Environmental appraisal Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter’s Five Forces Model of competition. Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit. Generic Competitive Strategies: Low cost, Differentiation, Focus. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies, Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries. Strategy implementation - Project implementation – Procedural implementation – Resource Allocation

Books Recommended:-

1. A.A. Thompson A.J. Shrikland J.E. Gamble, Crafting and Executing Strategy – A test for competitive advantage, Tata Mc Graw Hill, 4th Edition 2005
2. Ranjan Das, Crafting the strategy : concept and cases in strategic management, Tata Mc Graw Hill, 2004
3. Kazmi Azher , Business Policy and Strategic Management , Tata Mc Graw Hill 2nd Edition 2003,
4. Subha Rao P, Business Policy and Strategic Management , Himalaya Publishing House 1st Edition reprint 2004
5. Pitts, Rober A & Lei David, Strategic Management Thomson , 3rd Edition 2003

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MBA Semester III

Specialization: - Finance

Elective OP 306 A: Working Capital Management

Course Contents

Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements; Management of Cash – Motives for Holding Cash and marketable securities; Cash System, Managing the Cash Flows, Types of Collection Systems, Cash Concentration Strategies, Disbursement Tools, Investment in Marketable Securities; Receivable Management – Determining the Appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis; Inventory Management – Kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory Control Models; Short-term financing; Programming Working Capital Management; Integrating Working Capital and Capital Investment Process; Monetary System; Money Market in India; Banking System in India; the Restructuring Process; Working Capital Control and Banking Policy in India; Instruments of the International Money Market; Managing Short-term International Transactions.

Books Recommended:-

1. Sharma D., Working Capital Management, Himalaya Publication House 2005
2. Periasamy P., Working Capital Management, Himalaya Publication House 2007
3. Krish Rangarajan, Anil Misra, Working Capital Management Excel Books 2005
4. Bhattacharay , Working Capital Management Strategies & Techniques, PHI 2007
5. V.K. Bhall, Working Capital Management, Anmol Publications 2007

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III Specialization: - Marketing Management

Elective OP 306B: ADVERTISING MANAGEMENT

Courses Contents

Advertising-Purpose and Functions-Advertising Process-Advertising in the Marketing Mix-Variou s Approaches

Advertising Agency-Functions- Advertising Agency partnership-Services offered by the modern Advertising Agency.

Concept of copy-Elements of copy and Message-Media objectives-Media Plan-Factors influencing Media Selection-Types of Media.

Concepts of Reach, Frequency and Gross Rating points-Significance of rating and its implications.

Advertising Appropriation-Methods and Significance

Advertising Effectiveness-Tests and Techniques

Event Management- Techniques and Significance

Sales Promotion as Promotion Tool-Types of Sales Promotion Techniques-Evaluation of Sales Promotion Schemes

Publicity -Forms of Publicity- Techniques adopted

Books Recommended:-

1. Belch, Advertising and Promotion: An Integrated Marketing, SIE, Tata Mc Graw Hill Edition, 9780070144965
2. Kumar N Mittal R , Advertising Management, Amol Publication, 1st Edition 2002
3. Belch George Belch Michel, Advertising and Promotion, Tata Mc Graw Hill 12th Reprint 6th Edition 2003
4. Batra , Myers and Aaker , Advertng Management, Pearson, 2nd Reprint 2003
5. Chunawala SA, Advertising Sales and Promotion Management, Himalaya Publication 3rd Revised Edition 2008
6. Clow, Back, Integrated Advertising , Promotion and Marketing Communication, Pearson, 3rd Edition 2007

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III

Specialization: - Marketing Management

Elective OP 307B: STRATEGIC MARKETING

Courses Contents

Market Situation Analysis; Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader Strategies – Expanding the Total Market, Protecting Market Share, Expanding Market Share; Market Challenger Strategies – Choosing and Attack Strategy, Market Follower Strategies; Market Nicher Strategies; Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries; Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage; Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

Suggested Readings

1. Orville C Walker, Marketing Strategic, Tata Mc Graw Hill, 6th Edition 2008
2. Singh, Narendera, Strategic Management & Marketing , Himalaya Publication 2004
3. Kotler, Keller, Koshi and Jha, Marketing Management : A south Asian perspective
Prentice Hall 9th Edition 2008
4. Hooley , Marketing Strategy, Pearson, 2008
5. David Cravens, Strategic Marketing , Tata Mc Graw Hill, 9th Edition 2008

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III

Specialization: - Marketing Management

Elective OP 308B: INDUSTRIAL MARKETING

Courses Contents

The Industrial Marketing System-Participants,Channels

Nature of Industrial Marketing- Industrial Marketing Vs. Consumer Marketing-Economics of Industrial Demand-The Resellers Market

UnderstandingIndustrialMarket-Organizational Customers,Buyers'strengths,Negotiation Skills, Government agencies

Classifying Industrial Products-Formatting Channel Strategy-Channel Logistics

Price Determinants for Industrial Products-Price Decision Analysis

Nature of Industrial Buying-Interpersonal dynamics of Industrial Buying

Strategic Planning Process in Industrial Marketing-Segmenting,Targeting and Positioning Industrial Products

Channel Structure for Industrial products-Formulating Channel strategy-Channel Logistics

Industrial Marketing in the International Environment

Books Recommended:-

1. Cherunilam Francis, Industrial Marketing, Himalaya Publication 2004
2. M Govind Rajan, Industrial Marketing, Vidya Vikas 2008
3. Reeder, Industrial Marketing : Analysis Planning and Control, Prentice Hall, 2nd Edition 2007
4. Hill R.M. and Others, Industrial Marketing, A.I.T.B.S. Publisher & Distributors Delhi 4th Edition 2003
5. Havaldar K.K., Industrial Marketing, Tata Mc Graw Hill, 2nd Edition

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III Specialization: - Marketing Management

Elective OP 309B: SERVICES MARKETING & BRAND MANAGEMENT

Courses Contents

Service Industry - Introduction, Nature of Services, Characteristics of Services, Classification of Services - Importance of Service Marketing

Four I's of services - Intangibility, Inconsistency, Inseparability and Inventory

Relationship Marketing in Services Marketing - The Process, Role and Implications of Relationship Marketing in Services Marketing

Services Market Segmentation - Positioning and Differentiation of Services

Distribution Strategies for Services - Challenges in Distribution of Services - Services Quality - Service Quality Models - Measuring Service Quality - Service Guarantee

Personal Selling - Advertising and Sales Promotion in Service Industry

Customer Service in Service Marketing - Monitoring and Measuring customer satisfaction - Handling complaints effectively

Role and Significance of Branding in the Promotion - Process of Brand Creation - Concepts of Brand Image and Brand Identity - Brand Valuation

Differentiating brands from the competitors - Study of Brand Equity - Managing Brands over time - Brand Positioning and Consumer Behaviour - Retail Brands Vs. Manufacturers' Brands

Books Recommended:-

1. Nargundkar, Services Marketing: Text & Cases, Tata Mc Graw Hill Edition, 9780070616318
2. Shahjahan, Services Marketing, (Concepts, Practices, Cases), Himalaya Publications 2007
3. S.H. Jha, Services Marketing, Himalaya Publications 2007
4. Ragendra Nargundkar, Services Marketing Text and Cases, Tata Mc Graw Hill 2006
5. Rao, Services Marketing Pearson, 2008
6. Aarsh V Varma, Brand Management , Excel Books 2007

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA III Semester

Elective

HUMAN RESOURCE MANAGEMENT

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits
			Int	Ext		
OP 305 C	Management Of Industrial Relations	60	40	60	100	04
OP 306 C	Personnel Administration - Application & Procedure	60	40	60	100	04
OP 307 C	Training & Development	60	40	60	100	04
OP 308 C	Organizational Development	60	40	60	100	04
OP 309 C	Human Resource Planning And Development	60	40	60	100	04

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MBA Semester III Specialization: - Human Resource Management

Elective OP 305 C: Management of Industrial Relations

Course Contents

1. Industrial Relations Perspectives; Industrial Relations and the Emerging Socio-economic Scenario; Legal Frame work of Industrial Relations;
2. Role and Future of Trade Unions; The Maharashtra Recognition of Trade Unions & Prevention of Unfair Labor Practices Act, 1971 Entire Act
3. Discipline and Grievance Management;
4. The Industrial Disputes Act, 1947,
Definitions of Industry, Workman and Industrial Dispute -
Authorities under the Act-Procedure, Powers and Duties of Authorities
- Strikes and Lock outs - Lay off
And Retrenchment - Special Provisions relating to Layoff,
Retrenchment and Closure in certain establishments
5. The Industrial Employment (Standing Orders) Act, 1946 Entire Act -
Principles of Natural Justice
6. Negotiation and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing; Employee Empowerment

Books Recommended:-

1. John A Fossum, Labour Relations, McGraw Hill, 10th Edition 2009.
2. John Budd, Labour Relations, McGraw Hill, 2th Edition 2008.
3. M. Arora, Industrial Relations, Excel Books, 2007.
4. B.D. Singh, Industrial Relations, Excel Books, 2007.
5. S.C. Srivastava, Industrial Relations & Labour law, Vikas Publications, 5th Edition 2008.
7. Saram A.M. Industrial Relalroning concepthal legal framewole, Himalaya publication,2008.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III Specialization: - Human Resource Management

Elective OP306 C: Personnel Administration - Application & Procedure

Course Contents

1. Personnel Administration – Definition, Nature, Objectives, Principles.
2. Personnel Policy – Definition, Scope, Process, Objectives, Contents of Personnel file & Personnel audit, Personnel Department Structure, proper Environment around factory.
3. General Communication – Drafting of appointment orders, Interview Letters, Promotion, Transfer & Appreciation Letters, Notices & Circulars (All Types)
4. Wage & Salary Administration – General consideration in wage & Salary administration – Objectives & principles, Time keeping, Attendance, Statutory Returns – TDS, Professional Tax, Form 16 (A) PF & ESI Returns.
5. Disciplinary Action Communication – Suspension Orders, show cause, Notices, memo, charge sheet, warning, letter of termination & dismissal.
6. Calculations – Calculation for superannuation, gratuity & bonus
7. Challenges of modern personnel manager.

Books Recommended:-

1. P. subba Rao, Personal & Human Resource Management, Himalaya Publishing House, Milen Nuim Edition 2000.
2. Kitty O locker, Business & Administrative Communication, McGraw Hill 8th Edition 2008.
3. Michel s Hanner, Communication in Business & professional settings, McGraw Hill, 1998.
4. Rudraba Savaraj M.N, Dynamic Personal Administration, Himalaya Publishing House, 2008.
5. Mamoria & Gankar, Personal Management, Atimalaya Publishing House, 2008.
6. Chandra Bose, Principles of Management & Administration, Prentice hall of India 2007.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III Specialization: - Human Resource Management

Elective OP307 C : TRAINING & DEVELOPMENT

Course Contents

Introduction To Training Concept: Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts Of Education, Training And Development, Overview Of Training Functions, Types Of Training, Process Of Training: Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment, Designing And Implementing A Training Program: Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training, Evaluation Of Training Program: Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training, Learning: Principles Of Learning, Theories Of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance To Training, Technology In Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

Books Recommended:-

1. Raymond Andrew Noe, Employee Training & Development, McGraw Hill, 4th Edition 2009.
2. R.K. Shau, Training for Development, Excel Books, 2007.
3. DR. B. Rathan Reddy, Effective Human resource Training & Development strategy, Himalaya Publishing, 1st Edition 2008.
4. P.L Rao, Training & Development, Excel Books, 1st Edition 2008.
5. Munish Vohra, Management training & Development, Anmol Publication 1st Edition 2006.
6. Leslie Rao, How to plan & Design Training Programmes, Infinity Books 1st Edition 2003.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III Specialization: - Human Resource Management

Elective OP308 C:ORGANIZATIONAL DEVELOPMENT

Course Contents

1.Introduction to Organizational Development (OD)

Defining OD

Important characteristics of OD

Values, Beliefs and Assumptions underlying the field of OD

2. Foundations of Organizational Development

Organization Change – an Overview

Models of Change Management

Systems Theory

Parallel Learning Structure

Action Research

3. Process of Organizational Development

a. Diagnosis

Why diagnosis - Importance of correct diagnosis in success of OD

SIX BOX model, 7 S Framework, Organizational Iceberg Model

Force Field Analysis

b. OD Interventions

Introducing the term interventions

Types of Interventions - Team, Third Party, Structural and Comprehensive

Team Interventions

What are Teams and Effective Teams

Stages of Team Development

Gestalt Approach

Role of Analysis Technique

Interdependency Exercise

Role Negotiation

Appreciations and Concerns Exercise

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Visioning
 Responsibility Charting
 Appreciative Inquiry

Structural Interventions

Scio-Technical Systems as an intervention
 Work Redesign
 Quality of Work Life
 TQM
 Reengineering

Comprehensive Interventions

Grid OD
 Confrontation Meeting

OD Consultant

Choosing the OD Consultant
 Role of the OD Consultant
 Competencies of the OD Consultant
 Ethical issues in OD Consulting
 Organizational Power and Politics

Books Recommended:-

1. Dr. L.M. Prasad, Organizational Behavior, Sultan Chand & Son's, 4th Edition Reprint 2008.
2. Appannaiah Reddy & Kavitha, Organization Behavior, Himalaya Publication House, 2008.
3. Aswathappa .K, Organization Behavior, Himalaya Publication House, 2008.
4. Appannaiah Reddy & Desai, Management & Behavioral process, Himalaya Publishing House, 2008.
5. Mishra M.N, Organizational Behavior corporate development, Himalaya Publishing, House,2008.
6. Pattanayak & Rayishankar, Organizational development skills for competitive Edge, Himalaya Publishing house, 2000.
7. By Wendell French & Cecil H bell of university of Washington & Robert A zawacki university of Colorado Boulder, Organizational development & Transformation (Managing effective change), McGraw Hill Companies, 6th Edition 2009.
8. Ian plamer Richard Dunford and gib Akin, university of Virginia, Managing organizational change, McGraw Hill companies, 2006.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III Specialization: - Human Resource Management

Elective OP309 C : Human Resource Planning and Development

Course Contents

1. Macro level Manpower Planning and Labour market Analysis; Organisational Human Resource Planning;
2. Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping; Models and Techniques of Manpower Demand and Supply Forecasting;
3. Behavioural Factors in Human Resource Planning – Wastage Analysis; Retention; Redeployment and Exit Strategies;
4. Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;
5. HRD Climate; Culture; QWL and Management of Change; TQM and HRD Strategies; HRD in Strategic Organizations;
6. Human Resource Information System; Human Resource Valuation and Accounting.

Books Recommended:-

1. Dr. L.M Prasad, Human Resource Management, Sultan Chand & sons, 2nd Edition Reprint 2009.
2. Dr. P.C. Tripathi, Human Resource Development, Sultan Chand & Sons 5th revised Edition Reprint 2009.
3. Dr. C.B. Gupta, Human Resource Management, Sultan chand & son's, 2009.
4. H. John Bernardin, Florida Atlantic, U-boca Raton, Human Resource Management, McGraw Hill, 2001.
5. George Dreher Indian a university Bloomington & Thomas W Dougherty university of Missouri Columbia, Human resource strategy A ehavioral perspective for the general manager, McGraw Hill companies, 2001.
6. Dipak Kumar Bhattacharyya, Human Resource Planning, Excel Books, 2007.
7. Biswanath Ghosh, Human Resources development & Management, Vikas, 2008.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA III Semester

Elective

Production & Operation Management

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits
			Int	Ext		
OP 305 D	Production Planning and Control	60	40	60	100	04
OP 306 D	Purchasing and Materials Management	60	40	60	100	04
OP 307 D	Total Quality Management	60	40	60	100	04
OP 308 D	Applied Operations Research	60	40	60	100	04
OP 309 D	Logistics Management	60	40	60	100	04

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0MBA Semester III Specialization: - Production & Operation Management

Elective OP 305 D: Production Planning and Control

Course Contents

Production Planning and Control Function; Material Requirement Planning; Production-inventory Systems; Forecasting for Inventory and Production Control; Aggregate Planning; Job Shop Planning; Scheduling and Control; Just-in-Time Production; Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control; Application of Computers; ERP.

Suggested Readings

1. Chary, Production and Operations Management, Tata Mc Graw Hill Edition, 9780070091535
2. Burbidge, John L. *Principles of Production Control*. London, Donald and Evans, 1981.
3. Caubang, Ted C. *Readings on Production Planning and Control*. Geneva. ILO.
4. Greene, James H. *Production and Inventory Control Handbook*. New York, McGraw Hill, 1987.
5. Mc Leavey, Dennis W and Narasimhan, S. L. *Production and Inventory Control*. Boston, Allyn and Bacon. 1985.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III Specialization: - Production & Operation Management

Elective OP 306 D: PURCHASING AND MATERIALS MANAGEMENT

Course Contents

Role of Purchasing and Material Management – Objectives. Organisation and Interrelationship, Determination and Description of Material Quantity, Material Planning in Push and Pull System, MRP and JIT; Determination and Description of Material Quality – Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability; Cost-Reduction Techniques – Standardisation, Simplification & Variety Reduction; Value Analysis and Engineering, Make or Buy Decisions, Purchasing Research, Sources of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development; Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing-Procedures and Documentation; Purchasing of Capital Equipment – Appraisal Methods, Evaluating Suppliers Efficiency, Stores Layout, Classification and Codification; Material Logistics – Warehousing Management, Material handling, Traffic and Transportation , Disposal of Scrap, Surplus and Obsolete Materials; Inventory Control of Spare Parts, Materials Information System.

Suggested Readings

1. Ansari A and Modarress B. *JIT Purchasing*. New York, Free Press, 1990.
2. Baily P etc. *Purchasing Principles and Management*. London, Pitman, 1994.
3. Burt, David N. *Proactive Procurement*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Dobler, D W. etc. *Purchasing and Materials Management*, New York, McGraw Hill, 1990.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III Specialization: - Production & Operation Management

Elective OP 307 D: TOTAL QUALITY MANAGEMENT

Course Contents

Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools; Quality Costs; Taguchi Loss Function; Functional Linkage of Quality with reliability and Maintainability/ Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions; Total Productive Maintenance (TPM); quality Audits; Lead Assessment and ISO-9000 Standards; Marketing Aspect of T.Q.; Total Quality of Services; Total Quality and Safety; Six Sigma.

Suggested Readings

1. Carruba, Eugene R and Gorden, Ronald D. *Product Assurance Principles: Integrating Design Assurance & Quality Assurance*. New York McGraw Hill, 1991.
2. Grant, Eu-gene L and Leavenworth, Richards. *Statistical Quality Control*, McGraw Hill, New York, 1991.
3. Ireson, W G. and Coombas, C P. *Hand book of reliability Engineering & Management*, New York, McGraw Hill, 1988.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III Specialization: - Production & Operation Management

Elective OP 308 D: APPLIED OPERATIONS RESEARCH

Course Contents

Parametric and Sensitivity Analysis; Inventory Control Models Under Uncertainty; Applied Queuing Models; Networks Models; Non-linear Optimization Techniques- Quadratic Programming; Portfolio Management Problem; Replacement Models and Policies; Dynamic Programming; Reliability Models.

Suggested Reading

1. Ahuja A. K. etc. *Network Flows*. Englewood Cliffs New Jersey, Prentice Hall Inc. 1993.
2. Gould, F J. etc. *Introduction to Management Science*. Englewood Cliffs New Jersey, Prentice Hall Inc. 1993.
3. Gupta, M P and Sharma J K. *Operations Research for Management* New Delhi, National, 1997.
4. Mathur, K and Solow D. *Management Science*. Englewood Cliffs New Jersey, Prentice Hall Inc. 1994.
5. Sharma S. J K. *Operations Research: Theory and Applications*. New Delhi, Macmillian India. 2001.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III Specialization: - Production & Operation Management

Elective OP 309 D: LOGISTICS MANAGEMENT

Course Contents

Introduction to Logistics and its Interface with Production and Marketing; Measures of Logistics; Physical Distribution and Logistics; Logistics System Analysis and Design; Warehousing and Distributing Centers; Location; Transportation Systems; Facilities and Services; Dispatch and Routing Decisions and Models; Inventory Management Decisions; Logistics Audit and Control; Packaging and Materials Handling, International Logistics Management; Logistics Future Directions.

Suggested Readings

1. Bowersox, Supply Chain Logistic Management, Tata Mc Graw Hill Edition, 9780070667037
2. Ballau, Renald H. *Business Logistics Management*. Englewood Cliffs New York, Prentice Hall Inc. 1992.
3. Beal K. *A Management Guide to Logistics Engineering*. U.S.A. Institute of Production Engineering, 1990.
4. Benjamin S. B. *Logistics Engineering and Management*. Englewood Cliffs, New York, Prentice Hall Inc., 1996.
5. Bowersox, D J and Closs, D J. *Logistics Management: A System Integration of Physical Distribution*, New York, MacMillan, 1986.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA III Semester

Elective

INFORMATION TECHNOLOGY / SYSTEMS

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits
			Int	Ext		
OP 305 E	Business Process Re-Engineering	60	40	60	100	04
OP 306 E	System Analysis And Design	60	40	60	100	04
OP 307 E	Strategic Management Of Information Technology	60	40	60	100	04
OP 308 E	Data Base Management Systems	60	40	60	100	04
OP 309 E	Telecommunications For Business	60	40	60	100	04

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MBA Semester III**Specialization: - I. T. / Systems****Elective OP305E: BUSINESS PROCESS RE-ENGINEERING****Course Contents**

Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR; Process Improvement and Process Redesign; BPR Experience in Indian Industry; Process Identification and Mapping; Role/Activity diagrams; process Visioning and Benchmarking. Business Process Improvement. Business Process Redesign; Man Management for BPR Implementation; Re-organizing People and Managing Change.

Suggested Reading

1. By A.w. Scheer, *Business Process Engineering*, Springer (Paperback - 1998)
2. Carr, D K and Johansson, H J. *Best Practices in Re-engineering*, New York, McGraw Hill,
3. Champy, James, *Re-Engineering Management; The Mandate for New Leadership*, London, Harper Collins,
4. Coulson-Thomas, C. *Business Process Re-engineering: Myth & Reality*, London, Kogan Page,
5. Davenport, T H. *Process Innovation: Re-engineering Work Through Information Technology*, Boston, Harvard Business School Press, 1993.
6. Hammer, Michael. *Re-engineering the Corporation: A Manifesto for Business Reevaluation*, London, Nicholas Brealey, 1993.
7. Jayaraman M.S. etc. *Business Process Re-engineering*, New Delhi, Tata McGraw Hill, 1994.
8. Pepppard, J and Rowland P. *The Essence of Business Process Re-engineering*, New York, Prentice Hall Inc. 1995.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III**Specialization: - I. T. / Systems****Elective OP306E : SYSTEM ANALYSIS AND DESIGN****Course Contents**

Overview of System Analysis and Design: Software application today- the changing scenarios-Introduction to different methodologies and Structured System Analysis-Problem identification-requirement analysis: tools and techniques-feasibility analysis-Operational, Technical and Economical Feasibility-details of SDLC approach. Business Systems Concept; Systems Development Life Cycle; Project Selection; Feasibility Study. Tools for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structure Techniques Available. System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization. Detailed Design; Modulation; Module Specification; File Design; Data Base Design. System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Control and Audit Trails; System Administration and Training; Conversion and Operations Plan. Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operational System Selection, Language Processors, Performance and Acceptance Testing Criteria. Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects.

Suggested Readings

1. Whitten, Jeffrey L, *Introduction to Systems Analysis and Design*, Tata McGrill 2008
2. Kendall & Kendall, *Systems Analysis and Design*, 5th ed., New Delhi Prentice Hall of India, 2006
3. Whitten, Jeffrey L, *Systems Analysis and Design*, Tata McGrill 2006.
4. Murthy, C.S.U, *Systems Analysis and Design*, Himallya Publication 2001.
5. Coad. Peter and Edward, Yourdon. *Object-Oriented Analysis*. 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III

Specialization: - I. T. / Systems

Elective OP307E : STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Course Contents

Key Issues in Information Systems Management and the Role of the CIO; Analytical Framework for Strategic IT Initiatives; Sustaining Competitive Advantages by use of IT; Creativity, Learning Organisation and Role of Information Technology in Business Transformation. Information Partnership; Managing in the MarketSpace; National Information Infrastructure and IT Policy at the National Level; Planning for Strategic IT Resources; Managing the IT Function: Outsourcing IT Function.

Suggested Readings

1. Behl, Information Technology for Management, Tata Mc Graw Hill Edition, 9780070144927
2. By Applegate, Austin & Mcfarlan, Corporate information strategy and management text and cases 7th edition Tata McGrill 2006.
3. Dr. L.M.Prasad, Strategic management 5th edition, sultan chand and sons 2008.
4. Dr.P.K.Ghosh, Strategic Planning and Management, Sultan Chand And Sons 2008.
5. Galliers, R.D. *Strategic Information Management: Challenges and Strategies in Managing Information Systems*. Oxford, Butterworth- Heinemann, 1994.
6. McKenney , James L. *Waves of Change: Business Evolution through Information Technology*, Boston HBS Press, 1995.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III

Specialization: - I. T. / Systems

Elective OP308E: DATA BASE MANAGEMENT SYSTEMS

Course Contents

Data processing Concepts: Data Structures: File Processing and Access Methods; Taxonomy of data Management Systems; Various data Base Management Models. Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs Among Cost, Capacity, and Responsiveness; Functions of Transaction processes and their Communications Interface with Database Management Systems; Distributed Data Processing Systems and a Need for Database Environment for such System. Physical Database Structures, Normalization and Logical Design; Query Languages for Relational Database Management Systems; Study of a Relational Database Management Systems for Successful Implementation of Distributed Systems; Structured Query Language. Distributed Data Base Systems; On-Line Data Bases: Object Oriented Data Bases. Managerial Issues Related to Data Base Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Re-organisation Problems; Implementation and Maintenance Issues; Database Administration.

Suggested Readings

1. By Leon, *Fundamentals of DBMS*, Tata McGrill 2006
2. By Gerald Post, *DBMS Design and Building Business*, Tata McGrill 2005.
3. Narang, *DBMS*, Prentice hall 2007.
4. Salemi, Joe. *Client/Server Data Bases*. Emeryville, Ziff-Davis Press, 1993.
5. Coad, Peter and Edward, Yourdon. *Object-Oriented Analysis*, 2nd ed., Englewood Cliffs, New Jersey, Yourdon Press, 1991

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III

Specialization: - I. T. / Systems

Elective OP309E: TELECOMMUNICATIONS FOR BUSINESS

Course Contents

Computers and Communications; The Information Technology; The Concept of Global Village; On-line Information Services; Electronic Bulletin Board Systems; The Internet; Interactive Video; Communications Channels; communications Networks; Local Networks; Managerial Issues Related to Telecommunications. Client/Server Computing; Communication Servers; Digital Networks; Electronics Data Interchange and its Applications; Inter Organizational Information Systems; Value Added Networks; Wireless Networks, Managing in the Marketplace; Applications of Internet, Intranet and Extranet in Business Organizations;

Suggested Readings

1. By Deepak Pareek, Business Intelligence For Telecommunications 2006, Auerbach Publications
2. By In Lee, Handbook Of Research On Telecommunications Planning And Management For Business 2009), Information Science Publishing
3. By Raymond R. Panko, Business Data Networks And Telecommunications 2008, Prentice Hall
4. Derfler, Frank J. *Guide to Linking LANs*. Emeryville, California, Ziff-Davis, Press, 1992.
5. Derfler, Frank J. *Guide to Connectivity*. 2nd ed., Emeryville, California Ziff-Davis, Press, 1992.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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DETAIL SYLLABUS

FOR

MBA IV SEMESTER

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MBA IV Semester

Compulsory subjects

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits
			Int	Ext		
CP - 401	Corporate Evolution And Strategic Management	60	40	60	100	04
CP - 402	Project Study	---	50	50	100	04
CP - 403	Business Legislation	60	40	60	100	04

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**Course Code CP – 401: CORPORATE EVOLUTION AND STRATEGIC
MANAGEMENT**

Course Contents

Nature and Scope of Strategic Management; Strategic Intent and Vision; Concept of Core Competence, Capability and organizational Learning; Process of Strategy Planning and Implementation; Strategy and Structure; Organizational Values and their Impact on Strategy; power Games amongst Competing Players; Chief Executive and Board; Work of Top Management; Turnaround Management; Management of Strategic Change; Mergers and Acquisitions; Strategic management in an International Firm; Strategy and Corporate Evolution in Indian Context.

Suggested Readings

1. Kazmi, Strategic Management and Business Policy, Tata Mc Graw Hill Edition, 9780070263628
2. Chakravorty. S K. *Managerial Transformation Through Values*, New Delhi. Sage. 1993.
3. David Fred. *Strategic Management*. 7th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc, 1997.
4. Drucker, Peter F. *The Changing World of the executive*. New York, Time Books 1982.
5. Hamel, G. and Prahalad, CK. *Competing for the Future*. Boston, Harvard Business School Press, 1994.
6. Jemison, D B and Haspeslagh, P C. *Managing Acquisitions: Creating Value through Corporate Renewal*, New York, Free Press, 1991.
7. Lorange, P and Ross, J. *Strategic Alliances: Formation, Implementation and Evaluation*. Massachusells, Blackwell Business, 1992.
8. Ohmae, Kenichi. *The Mind of the Strategist: The Art of Japanese Management*. New York, McGraw-Hill, 1982.

Course Code CP – 402: PROJECT STUDY

The final project will be evaluated at the end of the fourth semester by the internal and external examiners. This would be equivalent to the marks of the two papers

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Course Code CP – 403: Business Legislation

Course Contents

The Contract Act, 1872, Nature and classification of contracts - Essential elements of a valid contract, Offer and Acceptance - Consideration - Capacities of Parties, Provisions relating to free consent, void agreements, Provisions relating to performance and discharge of contract, Breach of contract - Meaning and remedies, Contracts of Indemnity - Meaning, Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee

Sales of Goods Act, 1930, Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale, Provisions relating to conditions and Warranties, Provisions relating to transfer of property or ownership, Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods

The Negotiable Instruments Act, 1881, Negotiable Instruments - Meaning, Characteristics, Types, Parties – Holder and holder in Due Course, Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument, Liability of parties on Negotiable Instrument

The Companies Act, 1956, Company - Definition, Meaning, Features and Types of companies, Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus Share Capital

The Consumer Protection Act, 1986, Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices, Rights of Consumers, Consumer Disputes Redressal Agencies

Books Recommended:-

1. Maheshwari & Maheshwari, A Manual of Business Laws, Himalaya Publication House 2008
2. Bulchandani, K.R., Business Law for Management Himalaya Publication House 2008
4. S.S. Gulshan, Company Law, Excel Books, 2007
5. C.L. Bansal, Business & Corporate Laws, Excel Books, 2007
6. N.D. Kapoor, Legal and Regulatory Frame Work, Sultan Chand & Sons, 2008

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MBA IV Semester

Elective

Financial Management

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits
			Int	Ext		
OP 404 A	International Financial Management	60	40	60	100	04
OP 405 A	Foreign Exchange Management	60	40	60	100	04
OP 406 A	Indirect Taxation	60	40	60	100	04
OP 407 A	Merchant Banking & Financial Services	60	40	60	100	04
OP 408 A	India's Foreign Trade Policy	60	40	60	100	04

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MBA Semester IV

Specialization: - Finance

Elective OP 404 A: International Financial Management

Course Contents

Multinational Financial Management – An overview; Evolution of the International Monetary and Financial System; Managing Short-term assets and liabilities; Long-run Investment Decisions – The Foreign Investment Decision; Political Risk Management; Multinational Capital Budgeting – Application and Interpretation; Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

Books Recommended:

1. Apte, International Financial Management, Tata Mc Graw Hill Edition, 9780070221161
2. V.K. Bhalla , International Financial Management, Anmol Books, 2006.
3. H.R. Machiraju, International Financial Management, Himalaya Publication House, 2006.
4. V.A. Avadhani, International Financial Management, Himalaya Publication House, 2007.
5. Cheol, Evn, International Financial Management, Tata McGraw Hill 2007.
6. PG Apte, International Financial Management, Tata McGraw Hill, 2006.

Note: - At least 10 Case Studies should be taught in class on relevant Subject syllabus

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MBA Semester IV**Specialization: - Finance****Elective OP 405 A: FOREIGN EXCHANGE MANAGEMENT****Course Contents**

Meaning of the Term "Foreign Exchange", Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Import Export Overview,

Introduction to International Monetary Developments: Gold standard, Bretton Woods system, Fixed-Flexible Exchange Rate Systems, Euro market, Finance Function: Financial Institutions in International Trade, Non resident Accounts: Repatriable and Non Repatriable, Significance for the Economy and Bank, Methods of IN Trade Settlement: Open Account, Clean Advance, Documentary Credit, Documentary Collection, Documentary Credits (Letter of Credit): Types of LC – Parties, Mechanism with illustration, Documents involved in International trade: Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents, INCOTERMS: C.I.F., F.O.B., C.I.P.

Financing of Imports by Opening of Letter of Credit: Documents required, Trade and Exchange Control Formalities, Sanction of LC Limit, Export Finance: Financing of Export/ Deemed Export: Pre ship, and Post Ship Finance, Export Methods how to start export, E.C.G.C. and other formalities, Introduction to Exchange Rate Mechanism: Spot- Forward Rate, Exchange Arithmetic, Deriving the Actual Exchange Rate: Forwards, Swap[s], Futures and Options

Books Recommended:

1. Aliber R.Z. *Exchange Risk and Corporate International Finance*, London, Macmillan, 1978.
2. Bhalla, V.K. *International Financial Management*, 2nd ed., Delhi, Anmol, 2001.
3. Luca Cornelius *Trading in the Global Currency Markets*, N.J. Prentice Hall, 1995
4. Shapiro, A.C. *International Financial Management*, Boston, Allyn and Bacon, 1979.
5. Sutton, W.H. *Trading in Currency Options*, NY, New York Institute of Finance, 1987.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester IV

Specialization: - Finance

Elective OP 406 A: Indirect Taxation

Course Contents

Central Excise: Nature and Contemporary Legislation for the same, Liability for the central excise, Job workers, Classification of Goods, Determination of Tariff Headings, Valuation of Goods, Transaction Value, Administrative Structure of Excise Departments, Various Procedures:- Legislation, Self Removable under Invoice, Manner and Payment of Duty and letter of Undertaking, Show Cause Notice, Adjudication, Interest, Penalty, Confiscation, Seizure, Duty Payment under protest, Refunds, Appeals, Excise Audit, Concessions for SSI Units, Definitions, i. Goods, ii. Manufacture, iii. Excisable goods.

Service Tax: Extent, Commencement and Application, Definitions-Charge of Service Tax, Valuation of Taxable Services for Service Tax, Valuation of Taxable Services for Changing Tax, Payment of Service Tax, Registration-Furnishing of Returns

Value Added Tax (VAT): Definitions- Agriculture, Business, Capital asset, Dealer, Non-resident dealer, Goods, Place of business, Purchase price, Sale price, Resale, Turnover of purchase and turnover of sales

Incidence of Tax, Tax liability, Rate of tax on goods specified in schedule

Registration, Registration procedure, Fresh registration, Information to be furnished regarding change of business, Declaration of name of manager and PAN, Returns and self assessments, Payment of Tax, Deduction of tax at source, Payment of tax, Tax audit under VAT

Books Recommended:-

- a. Indirect Taxes- Law & Practices- V.S. Datey
- b. Indirect Taxes- Jakotiya
- c. Indirect Taxes-Snowwhite Publications.
- d. VAT Ready Reacnor- Saxena
- e. Income Tax – Dr. Vinod Singhania

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester IV**Specialization: - Finance****Elective OP 407 A: Merchant Banking & Financial Services****Course Contents**

Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; Stock Exchange Operations; Mutual Funds; Merchant Banking Services: Managing of issue shares and bonds- Mobilizing of Fixed Deposits-Inter-Corporate Loans-International Finance; Other Financial services-Leasing and Hire Purchase; Debt Securitization; Housing Finance: Credit Rating; Credit Cards; Banking and Insurance; Venture Capital, Factoring for Failing; and Bill Discounting, Insurance: The Tax Environment and Financial Services; Pricing Financial Services.

Books Recommended:-

1. Nirmala Prasad & Chandradass, Financial Services Himalaya Publication
House, 2006
2. Gordon & Natarajan, Financial Markets & Services Himalaya Publication
House, 2007
3. Khan M.Y., Financial Services, Tata McGraw Hill 2007
4. Dr. S. Gurusamy, Merchant Banking & Financial Services, Tata McGraw Hill 2005
5. Tripathy , Financial Instruments & Services, PHI 2007

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester IV

Specialization: - Finance

Elective OP 408 A: India's Foreign Trade Policy

Course Contents

India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trade; Directional Pattern: Major export commodities- Thrust area commodities-their trend, problems and prospects; Major competitors; Major Import Commodity Groups; Trade Control in India; Foreign Trade (Development and Regulation) Act, Import and Export Control Orders; Import and Export Licensing System; Exchange Control in India; Blanket Permit System; Import Substitution and Export Promotion Policies, Export Incentives: Financial and Fiscal; Deferred Payment System and the Role of EXIM Bank of India; Export Credit Insurance; Infrastructure support for Export Promotion; Export promotion Councils; Commodity Boards/ Product Export Development Authorities; Specific Service Institutions; Role of State Trading Organisations in Foreign Trade, Export Processing Zones; Export Oriented Units and Export and Trading House Schemes; Multilateralism and Bilateralism in India's International Business.

Books Recommended:

1. Raj Agrawal, Indian forging trade, Excel Books, 2008.
2. Prasanna Chandra, Projects: Preparation, Appraisal, Budgeting, & Implementation, Tate McGraw H.G, 2008.
3. Bhalla V.K., International Business Environment & Management, Anmol, 5th Edition 2001.
4. David Derose, Managing Foreign exchange Risk, Tata McGraw Hill, 3rd Edition 2008.
5. B.K Chaudhari, A textbook of Foreign Trade & foreign Exchange, Himalaya, Publication House, 2006.
6. Copeland , Exchange rates and International finanle, Pearson Education India, 2008, Bhalla V.K.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA IV Semester

Elective

Marketing Management

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits
			Int	Ext		
OP 404B	International Marketing	60	40	60	100	04
OP 405B	Marketing Research	60	40	60	100	04
OP 406B	Marketing Strategy And Rural Marketing	60	40	60	100	04
OP 407B	Distribution And Retail Management	60	40	60	100	04
OP 408B	Sales Management	60	40	60	100	04

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MBA Semester IV Specialization: - Marketing Management

Elective OP 404B: INTERNATIONAL MARKETING

Courses Contents

Objectives of International Marketing – Challenges and opportunities in International Marketing – Quality considerations in International Marketing – Underlying forces of International Marketing, Global marketing environment – Economic Environment, Socio-cultural Environment – Legal and Statutory Framework, Global Marketing Information System and Research. Market section, International Market entry strategies, Planning for International Marketing- Global Marketing Mix (Product, Price, Promotion, Place), Documentation and procedural complexities- Registration with various agencies –Compulsory Quality Control- Processing Export Orders, Limitations of Global Marketing

Books Recommended:-:

1. Cateora, International Marketing, SIE, Tata Mc Graw Hill Edition, 9780070666993
2. Paul Justin, International Marketing: Text and Cases, Tata Mc Graw Hill Edition, 9780070635883
3. Bhattacharya, B. *Export Marketing: Strategies for Success*. New Delhi, Global Business Press, 1991.
4. Johri, Lalit M. *International Marketing: Strategies for Success*. University of Delhi, Faculty of Management Studies. 1980.
5. Keegan, Warre. *Global Marketing Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
6. Onkvisit, Sak and Shaw, J J. *International Marketing: Analysis and Strategy*. New Delhi Prentice Hall of India 1995.
7. Terpstra, Vern and Sarathy R. *International Marketing*. Orlando, Dryden Press. 1991.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester IV Specialization: - Marketing Management

Elective OP 405B: MARKETING RESEARCH

Courses Contents

Marketing Research – Definition, Scope, Significance, Limitations, Obstacles in acceptance, Ethics in marketing research. Marketing Intelligence system, **Research process** – Management dilemma (problem) – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – drafting the research proposal

Various sources of market Information – Methods of collecting Market Information - Secondary data – sources – problems of fit and accuracy. Syndicated services

Marketing research techniques: Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods

Marketing Mix Research: Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research, Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis

Exploratory designs – Descriptive designs - Longitudinal and cross-sectional analysis, **Qualitative research techniques** – a) Based on questioning: Focus groups, Depth interviews, Projective techniques. b) Based on observations: ethnography, grounded theory, participant observation, **Causal research** – Basic experimental designs – internal and external validity of experiments

Primary data – Questionnaire design - Administration and analysis considerations in design - Attitude measurement – scaling techniques. Observation method of primary data collection. Web based primary data collection – issues of reach, analysis, accuracy, time and efficiency

Sampling – sampling methods – sampling and non sampling errors – sample size calculation (Numericals expected) – population and sample size - large and small samples - practical considerations in determining sample size.

Data analysis – Univariate analysis – Bivariate analysis – Multivariate analysis Simple and cross tabulation, simple and multiple regression, Factor analysis

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Hypothesis testing – Types of tests and test selection, One sample test, Two-Independent Sample tests, Two-related sample tests. Chi-square test, tests for large and small samples. (Numericals expected)

Report writing – forms of report – fundamentals of a good report

Books Recommended:-

1. S.K. Gupta, Marketing Research, Excel Books 2007
2. Ramanny Majumdar, Marketing Research : Text Application and Case Studies, New Age International Publication, 1st Reprint 2005
3. D.D. Sharma, Marketing Research, S Chand & Co. 2nd Edition reprint 2008
4. Nair, Suja, Marketing Research, Himalaya Publishing House, 2007
5. Rajendra Nargaonkar , Marketing Research Text & Cases, Tata Mc Graw Hill 2008
6. Luck & Rubin, Marketing Research, Prentice Hall 7th Edition 2008

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MBA Semester IV Specialization: - Marketing Management

Elective OP 406B - MARKETING STRATEGY AND RURAL MARKETING

Courses Contents

Strategic Marketing Management - An overview - Characteristics and Trends of Strategic Marketing Management, Corporate Strategic Planning - SWOT Analysis in Strategy Formulation

Differentiation Strategies - Obtaining sustainable competitive advantage - Strategies in declining and hostile markets

Product and Service Strategy - Marketing Communication Strategy - Marketing Channel Strategy - Designing the Pricing Strategy, Implementing various strategies Strategies for International Marketing, Rural Marketing - Features, Significance and Limitations, Classification of products and services in Rural Marketing - Segmentation in Rural Marketing - Pricing, Promotion, Packaging and Branding for rural products

Books Recommended:-

1. Tapan K. Panda, Marketing Strategies for Emerging Markets , Excel Books 2004
2. Sukhpal Singh, Rural Marketing Management, Vidya Vikas, 2008
3. TP. Gopalswamy , Rural Marketing : Environment Problems and Strategies
Vidya Vikas 2008
4. K.S. Habiburahaman, Rural Marketing in Indian, Himalaya Publication 2003
5. Krishna Chayulu, Cases in Rural Marketing : an integrated approach , Pearson 2008

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester IV Specialization: - Marketing Management

Elective OP 407B: DISTRIBUTION AND RETAIL MANAGEMENT

Courses Contents

Marketing Channels: Definition & Importance, Functions of Marketing Channels – Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management, **Wholesaling:** Concept, Importance, Functions – Wholesaler Marketing Decisions – Trends in Wholesaling

Retailing: Concept, Importance, Functions - Indian Vs. Global Scenario, **Retail formats:** Store & Non Store Retailing –Franchising- Unconventional channels, **Retail Location:** Factors affecting location decision – Site Selection Location based retail Strategies, **Store Design:** Interiors and Exteriors - Store layout – Types of layouts –Factors affecting store layout – Store image mix – Store Façade – The Internet Store, **Store Administration:** Floor space management–Managing store inventories and display

Merchandising: Concept, Importance, Functions – Steps in merchandising planning – Category management: Definition and process – Introduction to Private label brands

Retail Communication Mix: Planning retail communication – Managing in-store promotions and events

Integrated Marketing Channels: Channels for Consumer goods, Industrial goods & Services – Horizontal, Vertical, Multichannel Marketing Systems, **Introduction to Supply Chain Management:** Concept – significance – components, **Channel Management:** Channel selection - Channel Conflicts & its Resolution- Channel Performance Evaluation, **Technology in distribution:** Bar-coding – RFID – Electronic payment systems

Books Recommended:-:-

1. Havaladar, Sales and Distribution Management:Text and Cases, Tata Mc Graw Hill Edition, 9780070611900
2. Suja Nair, Retail Management, Himalaya Publishing 2007
3. Swapna Pradhan, Retailing Management, Tata Mc Graw Hill, 2006
4. Berman & Evens, Retail Management : A Strategic Management, Prentice Hall New Edition 2007
5. Tapan K Panda & Sunil Sahadeve, Sales and Distribution Management Oxford University Press, 1st Edition 2007
6. Cox, Retailing : An Introduction, Pearson , 5th Edition 2008

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester III

Specialization: - Marketing Management

Elective OP 408B: SALES MANAGEMENT

Courses Contents

Sales Management - Objectives - Sales Planning - Strategic role of sales management

Organizing the sales force - Recruitment, selection and training the sales force

Personal selling process - Sales knowledge - Knowledge about the product, customers and technology - Relationship Selling Process

Planning sales calls - Building long term partnership by selling - Sales Aids - Use of technology in sales

Field Sales Planning - Compensation and Evaluation of Sales Force

Sales Quotas and Targets - Sales Control

Specialized techniques in selling - Tele Marketing - Online Marketing

Books Recommended:

1. Havaldar, Sales and Distribution Management:Text and Cases, Tata Mc Graw Hill Edition, 9780070611900
2. Chunawala S A, Sales Management, Himalaya Publications, 2007
3. S.L. Gupta , Sales and Distributions Management , Excel Books, 2007
4. P.K. Sahir Kishor C Raut, Sales and distribution management, Vidya Vikas 2008
5. Krishna Hawaldar V M Kaule, Sales and distribution management, Tata Mc Graw Hill 2006
6. Cudliff & Goomi, Sales Management : Decisions Strategies and Cases
7. Prentice Hall , 5th Edition

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA IV Semester

Elective

HUMAN RESOURCE MANAGEMENT

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits
			Int	Ext		
OP404C	Labour Laws	60	40	60	100	04
OP405C	Performance Management System	60	40	60	100	04
OP406C	Compensation Management	60	40	60	100	04
OP407C	Human Resource Development And System	60	40	60	100	04
OP408C	Cross Cultural And Global Human Resource Management	60	40	60	100	04

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MBA Semester IV Specialization: - Human Resource Management

Elective OP404C: LABOUR LAWS

Course Contents

The Factories Act, 1948, Approval, Licensing and Registration- Inspecting Staff – Health – Welfare, Working Hours - Annual Leave with wages - Periodical Returns-Registers and Records,

The Bombay Shops and Establishments Act, 1948, Registration of Establishments –Shops and Commercial Establishments – Residential Hotels, Restaurants and Eating Houses –Theatres or other places of Public Amusement or Entertainment – Leave with pay and payment of wages – Health and Safety – Maintenance of Registers, Records and Annual Report,

The Contract Labour (Regulation and Abolition) Act, 1970, Advisory Boards – Registration of Establishments – Licensing of Contractors – Welfare and Health of Contract Labour – Registers and other Records to be maintained,

The Minimum Wages Act, 1948, Fixing of Minimum Rates of Wages – Minimum Rates of Wages – Procedure for Fixing and Revising Minimum Wages – Advisory Boards and Committees – Wages in Kind –Wages for worker who works for less than normal working day – Wages for two or more classes of work –Minimum time rate wages for piece rate work – Maintenance of Registers and Records,

The Payment of Wages Act, 1936, Fixation of Wage Periods – Time of Payment of Wages – Deductions which may be made from wages –Maintenance of Registers and Records

The Payment of Bonus Act, 1965, Computation of Gross Profit and Available Surplus – Eligibility and Disqualification for Bonus – Payment of Minimum and Maximum Bonus – Calculation of Bonus with respect to certain employees – Proportionate deduction in bonus in certain cases – Computation of number of working days – Set on and Set off of allocable surplus – Special provisions with respect to certain establishments – Deduction of certain amounts from bonus payable – Time limit for payment of bonus –

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Presumption about accuracy of balance sheet and profit and loss account –
Maintenance of Registers and Records.

The Payment of Gratuity Act, 1972, Entire Act,

The Workmen's Compensation Act, 1923, Entire Act

Books Recommended:-

1. N.D. Kapoor, Elements of mercantile law, Sultan chand & sons, 29th Revedition 2008.
2. N.D. Kapoor, Legal & Regulatory Framework of Business, Sultan Chand & son's, 2008.
3. Padhi, Labour & Industrial laws, Printice Hall of India Vikas, 1st Edition 2007.
4. S.C. Shrivastava, Industrial relations and labour laws, Publishing House 2008.
5. Sarma A.M., Indian Relations conceptual & legal frame work, Himalaya publication House, 2009.
6. L.Mishra Case Laws on Industrial Reeutions, Excel Books, 2007.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester IV Specialization: - Human Resource Management

Elective OP405C: PERFORMANCE MANAGEMENT SYSTEM

Introduction of Performance Management System, Defining Performance Management System - Performance Planning, Performance Coaching and Performance Appraisal Performance Management System and other workforce processes like Career Planning, Compensation Management and Separation Planning, Performance Planning, Linking individual and team goals to organizational goals, Goal Setting Procedure

Performance Appraisal, Definition and Objectives of Performance Appraisal, Process of Performance Appraisal - Self Assessment and its importance Methods of Performance Appraisal - Traditional and Modern, Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Behaviorally Anchored Rating Scale

Management by Objectives - Process and Importance, Why Performance Appraisal fails, - Halo Effect, Cultural issues in Performance Appraisal, Managing Expectations, Role of communication in process, How to minimize the effect of causes for failure of Performance Appraisal, Performance Coaching, Performance Appraisal as a Training Need Assessment, Counseling for better performance, Feedback Mechanisms in organizations - Training the superiors to give constructive feedback, Current Trends in Performance Management Systems, Emphasis on Continuous Feedback, 360 Degree - A Debate, Assessment Centers, Use of Technology, Challenges ahead in Performance Management Systems, Potential Appraisal, Assessment Center, System of Pay for Performance, Adhering to Business Plan

Books Recommended:-

1. R.K. Sahu, Performance Management system, Excel Books, 2007.
2. T.V. Kao, Appraising & Developing Managerial Performance, Excel Books, 2007.
3. G.K.Suri, C.S. Venkata Ratnam, N.K. Gupta, Performance Measurement and Management, Excel Book, 2007.
4. Sarma A.M., Performance Management systems, Himalaya Publication House, 2008.
5. Kandula, Performance Management, strategies, interventions, Drivers, Printice Hall of India, 2007.
6. Cardy, Performance Management concepts skills & exercise, printice Hall of India 2007.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester IV Specialization: - Human Resource Management

Elective OP406C: COMPENSATION MANAGEMENT

Wages and Salaries determination - Difference between salary and wages - Basis for compensation fixation - Preparation of Pay Roll

Components of wages - Basic Wages - Overtime Wages - Dearness Allowance - Basis for calculation - Time Rate Wages and Efficiency Based Wages - Incentive Schemes - Individual Bonus Schemes - Halsey, Halsey Weir, Rowan - Group Bonus Schemes - Effect of various labour laws on wages

Components of salary - Effect of various industrial laws on salary

Other Benefits - Subsidized Transport - Subsidized food in canteen, Non-monetary Incentives

Calculation of Income Tax implications while calculating the income of an individual - Cost to the Company - Valuation of Perquisites - Taxability of various components of salary and wages like Allowances, Gratuity, Leave Encashment, Receipts on Voluntary Retirement Scheme, Leave Travel Assistance, Medical Reimbursement, Employees' Stock Option Scheme - Fixation of Tax Liability - Tax deduction at source - Deductions and Tax Rebates to be considered while deciding tax deducted at source - Tax Deduction Certificates

Books Recommended:-

1. Milkovich, Compensation, SIE, Tata Mc Graw Hill Edition, 9780070151581
2. George Mikovich, Compensation, McGraw Hill 9th Edition 2008
3. B.D. Singh, Compensation, & Reward Management, Excel Books, 2007
4. SUBhashesh Bhattachary, Compensation management concept & current practices, ICFAI press 2008.
5. Barry Gernart & sara Rynes, Compensation, Sage south Sage south Asia Publisher, 2008.
6. Soffia Dube, Compensation Management, Excellent Books, 2006,

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MBA Semester IV Specialization: - Human Resource Management

**ELECTIVE OP407C: HUMAN RESOURCE DEVELOPMENT:
STRATEGIES AND SYSTEMS**

Course Contents

Field of HRD – Concepts, Goals, Challenges; HRD Climate and Practices in India; Staffing HRD Function; Developing HR Strategies; HRD System Design Principles; Design & Administration of Select HRD Systems; HRD for Workers; HRD Intervention; HRD Approaches for coping with Organizational Changes; Case Studies of HRD in Indian Organizations

Books Recommended:-

1. Subba Rao, P, Human Resource Development, Himalaya Publishing House, 2007.
2. John P. Wilson, Human Resource Development, Kogan Page, 2th Edition 2005.
3. Richard Regis, Startagic Human Resource Management & Development, Excel Books, 1st Edition 2005.
4. P.C. Tripathi, Human Resource Development, Sultan chand& son's, 5th Revised edition 2002.
5. Lalitha srividya, Human Resource Development, Himalaya Publishing Hosue, 2009.

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MBA Semester IV: Specialization: - Human Resource Management

ELECTIVE OP408C: CROSS CULTURAL AND GLOBAL HUMAN RESOURCE MANAGEMENT

Course Contents

Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organizations; Cross Cultural Leadership and decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organizations; Selection, Source, Selection Criteria for International Assignment, Compensation and Appraisal in Global Perspective, MNC and Compensation System.

Books Recommended:-

1. Muthinah, K., International relation, Himalaya Publishing House, 2005.
2. Fred Maidment, Western Connecticut, Annual Editions Human Resources, McGraw Hill Dushkin, 17th Edition 2009.
3. K.A. swathappa Canara Bank School of Management studies, International Human Resource Management Text & cases, McGraw Hill Dushkin, 2009.
4. Peter. J. Dowling & others, International Human Resource Management, South western publisher, 2nd Edition 2001.
5. P.L.Rao, International Human resource Management Text & cases, Excel Books, Print Edition 2008.
6. Dr. Nilanjan Sengupta Bhattacharya, Excel Books, 2007.
7. Denis Briscoe Randall, S. Schuler & Lisbeth claus, International Human resource Management, Atlantic, 3rd Edition 2009.

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MBA IV Semester

Elective

Production & Operation Management

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits
			Int	Ext		
OP 404 D	Goal Programming in Management	60	40	60	100	04
OP 405 D	Transportation Management	60	40	60	100	04
OP 406 D	Service Operations Management	60	40	60	100	04
OP 407 D	World Class Manufacturing	60	40	60	100	04
OP 408 D	Maintenance Management	60	40	60	100	04

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Elective OP 404 D: Goal Programming in Management

Course Contents

Goal Programming, Basic Concept Model Formulation, Graphical and Simplex Method; Integer Goal Programming, Post-Optimal Sensitivity Analysis; Parametric Goal Programming; Goal Programming Under uncertainty; Application of Goal Programming in Functional Areas of Management; Implementation of Goal Programming; Introduction to some Application Software such as – QSB, Micro Manager and LIGO.

Suggested Readings

1. Cook, Thomas M and Rursell, Robert A. *Introduction to Management Science*. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1985.
2. Eppen, G D. etc. *Quantitative Concepts of Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1994.
3. Ignizio, J P. *Goal Programming and Extensions*. Lexington, Lexington Books, 1976.
4. Ijier Y. *Management Goals and Accounting for Control*. Amsterdam, North Holland, 1965.
5. Lee S M. *Goal Programming for Decision Analysis*, Philadelphia, Auerbach, 1971.

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MBA Semester IV Specialization: - Production & Operation Management

Elective OP 405 D: TRANSPORTATION MANAGEMENT

Course Contents

Growth the Urbanization and Problems of Transportation; Transport-Challenges and Limitations; Government Activities in Transportation; Transportation System – Planning, Operation and Management; Trip Generation and Distribution; Load Planning; Transportation Modes and their Selection; Sequential Travel Demand Forecasting Models; Future Developments in Transportation; Motor Vehicle Act 1988 and its Impact on Urban Transport System; Emission Norms.

Suggested Readings

1. Baerwald, J E. *Transportation and Traffic Engineering Handbook*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1976.
2. Bell, G. etc. *The Business of Transport*. Plymouth, McDonald and Evans, 1984.
3. Dickey, J W. *Metropolitan Transportation Planning*. New Delhi, Tata McGraw Hill, 1980.
4. Grey G. E. and Hole. L A. *Public Transportation Planning: Operations and Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1979.
5. Gupta, M P. *Metropolitan Transportation System*. New Delhi, National, 1983.
6. Papacostas, C S. *Fundamentals of Transportations Engineering*, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester IV Specialization: - Production & Operation Management

Elective OP 406 D: SERVICE OPERATIONS MANAGEMENT

Course Contents

Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and Layout for Services; Job Design – Safety and Physical Environment; Effect of Automation; Operations Standards and work Measurement; Measurement and Control of quality of Services; Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles; Waiting – Line analysis; Distribution of Services; Product-Support Services; Maintenance of Services; Inventory Control for Services; Case Studies of Professional Services.

Suggested Readings

1. Bowmen David E. etc. *Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing*. San Francisco, Jossey Bass 1990.
2. Collier David A. *Service Management: Operating Decisions*. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
3. Fitzsimmons, James A and Sullivan, Robert S. *Service Operations Management*, New York, McGraw Hill 1982.
4. Heskett, James L etc. *Service Breakthroughs - Changing the Rules of the Game*. New York, Free Press, 1990.
5. Murdick, R G. etc. *Service Operations Management*. Boston, Allyn and Bacon, 1990.
6. Sharma, J K. *Service Operations Management*, Delhi, Anmol, 2001.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester IV Specialization: - Production & Operation Management

Elective OP 407 D: WORLD CLASS MANUFACTURING

Course Contents

World Class Manufacturing Environment; Imperatives for success – Technology, Systems approach and change in the mindset; Strategic Decisions in, Manufacturing Management; Choice of Technology, Capacity, Layout/Automation in Material handling Systems; Aggregate Planning and Master Production Scheduling-Materials Requirement Planning (MRP) – Software in Use, Manufacturing Resources Planning (MRP-11) Software in Use. Implementation Problems/Indian experience; Optimized Production; Technology Principles advocated by Eliyahu Goldtratt; Just – in – Time System; JIT Manufacturing System, JIT Pull System – Use of Kanban, JIT Purchase – Source Development, Buyer – Seller relations; Suplly Chain Management/Bench Marking;

Total Quality Management – TQM Philosophy, TQM Principles, TQM Tools including Circles, SQC/Acceptance Samplings, Quality Through Design, QFD – Quality House, Failure Mode Effect analysis, Fault – tree analysis, Concurrent Engineering Principles Taguchis, Quality loss function and Robust Design Concept, Designing Products thro 'Fuzzy' Logic, Quality Management System and ISO9000 Standards; Total Employee Involvement and Small Group Activities; Customer – Driven Project Management (Integration of TQM, Project Management Systems with customer – Driven team Structure)/ Automation in Design and Manufacturing; Automated Material Handling equipments, Role of IT in World Class Manufacturing, Flexible Manufacturing System (FMS), Group Technology/Cellular Manufacturing System; Six Sigma.

Selected Readings

1. Buffa, Elwoods and et al *Programmed learning at for Production and Operations Management* – Illinois, Learning System Co. 1981.
2. Devitsiotis, Kostas N: *Operations Management Auckland*. McGraw Hill, 1981.
3. Hughes, Chris: *Productions and Operations Management*. London, Pan Books, 1985.
4. Schonberger, Richard J: *Japanese Manufacturing Techniques*. NY, Free Press, 1982.

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MBA Semester IV Specialization: - Production & Operation Management

Elective OP 408 D: MAINTENANCE MANAGEMENT

Course Contents

Importance of maintenance – objectives of maintenance – structure of the plant – reasons for and nature of maintenance – production – maintenance systems.

Types of maintenance – maintenance systems – planned and unplanned maintenance – breakdown maintenance – corrective maintenance – opportunistic maintenance – routine maintenance – preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – selection of maintenance systems.

Maintenance planning and scheduling – establishing a maintenance plan – items to be maintained. Maintenance organization – resource characteristics – resources structure – maintenance control – administrative structure – training of maintenance personnel

System operations and documentation – documenting maintenance operations – record keeping – data collection and analysis – failure statistics – planning and scheduling plant shutdowns

Depreciation & Machine Life, Replacement policies, spares and types of spares, spares planning, maintenance control, network techniques in maintenance activities, evaluation of maintenance performance.

Total productive maintenance – development and scope – basic systems of TPM – procedures and steps – productivity circles – TPM as a part of TQM – benefits of TPM

Safety precautions – characteristics of items to be maintained – classification of items – maintenance procedure – guidelines for matching procedures to items – universal maintenance procedure – establishing a new maintenance schedule

RECOMMENDED BOOK:

1. Maintenance Planning And Control – Anthony Kelly – East West Press Pvt. Ltd.

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MBA IV Semester

Elective

INFORMATION TECHNOLOGY / SYSTEMS

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits
			Int	Ext		
OP 404 E	Business Applications	60	40	60	100	04
OP 405 E	Cyber Law	60	40	60	100	04
OP 406 E	Information Systems Audit	60	40	60	100	04
OP 407 E	Multimedia Management	60	40	60	100	04
OP 408 E	Security And Control Information System	60	40	60	100	04

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MBA Semester IV**Specialization: - I. T. / SYSTEMS****Elective OP404E : BUSINESS APPLICATIONS**

Sales and Distribution, Sales Budgeting - Market Segments / Customers / Products Customer Enquiry and Preparation of Quotation Customer Order Processing - From Order Acknowledgement to Dispatch and Invoicing Follow up for Pending Customer Orders Sales Analysis

Manufacturing, Bill of Materials Processing with Product Configuration, Master Production Schedule, Capacity Requirement Planning for Equipment, Manpower and Time, Material Requirements Planning, Production Planning - Work Order Management, Shop Floor Control - Calculation of Labour Efficiency, Productivity and Down-Time Analysis, Material Procurement - Indenting, Purchasing, Vendor Analysis, Suppliers' Bill Passing and Receipt of Material, Stock Accounting and Control - Raw Material, Work In Progress and Finished Goods, Job / Product / WIP Costing - Standard / FIFO / LIFO / Average / Weighted, Average Costing Methods, Sub-Contracting of work to outside vendors

Financial Accounting, Accounting - General Ledger, Balance Sheet / Profit & Loss Account / Schedules, Trial Balance, Journals / Day Books Ratio / Expenses Analysis, Accounts Receivables, Accounts Payables

Human Resources, Employee Database, Recruitment, Employee Appraisal, Employee Training, Leave Accounting, Payroll, Salary Calculation and Reporting, Income tax Calculations and Reporting, Loan Accounting, PF and Gratuity, Bonus, Ex-Gratia, Incentive, Superannuation, Arrears Calculation

Banking, Savings Bank Accounting - Real Time, Internet Banking, Fixed Deposits

Hospital Management, Patients' Registration - On-Line Services of Lab and Operation Theatre, Inventory of Medicines and Consumables
Billing and Credit Control, Patient's Medical History Database

Hotel Management, Reservation and Registration - Client Server Services of restaurant, House Keeping etc., Inventory of Food Items and Consumables, Billing and Credit Control, Sales Analysis

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Books Recommended

1. By Milind Oka, Business Applications of computers - Tata McGraw Hill
2. By Versha Mehta, Kumar N, *Computer Applications In Business Management*, Sultan Chand & Sons 2004.
3. By Hutt Michael D., *Business Marketing Management*, South Western Educational 2000.
4. By Arun Kumar, Rachana Sharma, *Principles Of Business Management*, Atlantic Publishers & Distributors (p) Ltd.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester IV

Specialization: - I. T. / SYSTEMS

Elective OP405E: Cyber Law

Course Contents

Fundamentals of Cyber Law

- 1: Jurisprudence of Cyber Law
- 2: Overview of Computer and Web Technology
- 3: Electronic Governance – the Indian perspective

E-commerce- Legal issues

- 1: Digital Signatures and the Indian Law
- 2: Electronic Contracts

Intellectual Property Issues and Cyberspace – The Indian Perspective

- 1: Overview of Intellectual Property related Legislation in India
- 2: Copyright law & Cyberspace
- 3: Trademark law & Cyberspace

Cyber crime and Digital Evidence – the Indian Perspective

- 1: Penalties & Offences under the Information Technology Act, 2000
- 2: Offences under the Indian Penal Code, 1860
- 3: Issues relating to investigation and adjudication of cyber crimes in India
- 4: Digital evidence

Book Recommended : -

1. Author Sood Vivek, **Cyber Law Simplified**, Publisher: TATA MCGRA 2004.
2. Suresh T Vishwanathan, *Law & Practice Of Competition Act 2002*, Universal Law Publishing Co. Pvt. Ltd, 2003
3. Indian Cyber Law,, Universal Law Publishing Co. Pvt. Ltd, 2001
4. Author : Kamlesh N Agarwala, Murli D Tiwari, *IT and The Indian LegalSystem*, Macmillan Publishers India, 2002
5. by Padmavathi C, Sunitha T Sunita Suresh, *Forensic Accounting And Financial Frauds - Volume Ii*, Universal Law Publishing Co. Pvt. Ltd, 2008

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MBA Semester IV Specialization: - I. T. / SYSTEMS

Elective OP406E: INFORMATION SYSTEMS AUDIT

Course Contents

Auditing Concepts, ISA - Need, Concept, Standards, Performance, Steps, Techniques, Methodologies - Around and Through Computer

Controls - Concept, Objectives, Types, Risk, Exposures

IT Environment – Hardware, System Software, O.S., Infrastructure, Network, documentation -Review of Performance

Network Concepts, LAN, WAN, Client-Server-Architecture, Internet, DEI, email, Encryption, Digital Signature - Review of Performance, procurement and other controls

Software Procurement and Development - SDLC - Meaning and IS Auditor's Role - Traditional, SSAD, OOM, Prototyping, 4GL - Project Management -Testing - Implementation Review

IS Operations - Planning, Organizing, Scheduling, SCM, Problems Management, Record Maintenance, QA and QC, Review and Controls

Controls - Input, Process, Validation, Output, Logical Access, Physical Access, Database, Network, Environment, BCP

Evidence collection, Evaluation and Reporting Methodologies

IS Strategies and Management - Organizational structures, Long Term and Short Term Plans, HR Policies, Segregation of duties.

Books Recommended:-

1. By Weber, **Information: Control & Audit**, Pearson edition 2008.
2. By Ron Weber, **EDP Auditing Conceptual Foundations and Practices**, Tata McGrill 2nd edition 2001.
3. By - Mohan Bhatia , **Auditing in a Computerized Environment** Tata McGrill 2nd edition 2001.
4. By Jack J. Champlain, **Auditing Information Systems**, Edition Number: 2, John Wiley & Sons 2003.
5. By Kumar M, **Business Information Systems**, Vikas Publishing house 2002).
Latest CISA review manual by ISACA.

Note :- At least 10 Case Studies should be taught in class on relevant subject syllabus

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MBA Semester IV

Specialization: - I. T. / SYSTEMS

Elective OP407E: Multimedia Management

Course Contents

Introduction to Multimedia-stages in a multimedia project-multimedia, Hardware \. Multimedia software-Basic tools-making Instant Multimedia-Authoring tools. Multimedia. building blocks-Text-Sound-Images-Animation- Video.: Multimedia and Internet-Tools for the World Wide Web-Designing for World Wide Web; Assembling and delivering a Project-Planning and Costing-designing and producing-delivering; Multimedia Education-Training-Business Applications-Hotel Management-Banking Information System-Tourist Information System.

Books recommended:

By B. Prabhakaran, Multimedia Database Management Systems (2007), Kluwer Academic Publishers

By E. S. Al-shaer (Author), G. Pacifici (Author), Ehab S. Al-shaer *Management Of Multimedia On The Internet*, Springer publisher 2008

Vaughan, tay: Multi-Media: Making it work, NY, Mc Graw-Hill 1997.

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