

**Department of Management Studies,
North Maharashtra University, Jalgaon**

**Syllabus
(Under Academic Flexibility)**



First Year M.B.A. First Semester

(With Effect from June 2010)

Faculty of Commerce and Management

2010-11

North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

Department of Management Studies

MASTER IN BUSINESS ADMINISTRATION (M.B.A.)

(FACULTY OF COMMERCE & MANAGEMENT)

(Under Academic Flexibility)

COURSE STRUCTURE WITH CREDIT

Semester I					
Paper	Paper Name	Credits	Maximum Marks		
			Internal	External	Total
101	Management Science –I	4	25	75	100
102	Accounting For Management	4	25	75	100
103	Organizational Behavior	4	25	75	100
104	Basic Economics for Management	4	25	75	100
105	Quantitative Techniques	4	25	75	100
106	Computer applications in Business	4	25	75	100
107	Communication Skills	4	25	75	100
Semester II					
201	Management Science-II	4	25	75	100
201	Management Accounting & Financial Management	4	25	75	100
203	Marketing Management	4	25	75	100
204	Human Resource Management	4	25	75	100
205	Operations & Material Management	4	25	75	100
206	Advance Research Methods	4	25	75	100
207	Ethical Practices in Business	4	25	75	100
Semester III					
301	Strategic Management	4	25	75	100
302	Business Law-I	4	25	75	100
303	Current Business Scenario	4	25	75	100
304	Specialization I	4	25	75	100
305	Specialization II	4	25	75	100
306	Specialization III	4	25	75	100
307	Specialization IV	4	25	75	100
Semester IV					
401	International Business Management	4	25	75	100
402	Business Law-II	4	25	75	100
403	Management Information System and E-Commerce	4	25	75	100
404	Specialization I	4	25	75	100
405	Specialization II	4	25	75	100
406	Specialization III	4	25	75	100
407	Specialization IV (Project Viva-Voce)	4	25	75	100
Total		112			2800

1. TITLE OF THE DEGREE

This degree shall be titled as Master in Business Administration (MBA) with the mention of Major Specialization in the bracket as “MBA (Specialization)”. This new curricula shall be effective from July 2010.

2. DURATION

The regular Full Time Course shall be of 2 Years duration; comprising of 4 Semesters through Theory papers, Sessional, Practical, Project report, Viva-voce, and such other Continuous Evaluation Systems as may be prescribed, in this respect, from time to time.

3. ELIGIBILITY FOR ADMISSION

As per admission rule framed by Directorate of Technical Education (DTE) the Government of Maharashtra AICTE and North Maharashtra University

4. PATTERN & GRADING SYSTEM

A. Features of the CGPA System :

1. Master's degree courses namely, M.B.A. run in Department of Management Studies would be of **28 credits** for each **Semester** that is **112 credits** for whole **Degree Course**.
2. One credit for the theory course shall be of the **15 clock hours** (Each course being taught in the semester will be of **4 credits**) that is each course will be of **60 hours**.
3. Out of this 4 credits for each course **3 credits (45 Hours)** allotted to **External Theory Exam** and **1 credit (15hours)** is for **Internal Assessment**.
4. **4 credits** shall be awarded to the Project course, which will commence after completion of II Semester (During vacation falling after the end of first year) and the final work and report will be submitted during IV Semester. The marks and the credits will be allotted in IV Semester.
5. Academic calendar showing dates of commencement and end of teaching, internal assessment tests and term end examination shall be duly notified before commencement of each semester every year by the Department.

B. Evaluation of the student :

- (a) The evaluation of the student shall be divided into two parts viz. **Internal Assessment** and **Term End Examination (final semester examination)** with a weightage in the ratio of 25:75

(b) Standard of passing –

- (i) There shall not be pass or fail for the internal assessment. However, the attendance for the internal assessment shall be compulsory.
- (ii) Minimum marks for passing the Term End Examination in theory/project course shall be 40%.
- (iii) Minimum marks for passing the theory/project course (i.e. sum of the marks obtained in internal and term end examination) shall be 40%.

(c) The distribution of marks for each theory paper of **4 credits** at term (Semester) end examination and for continuous internal assessment shall be as follows :

Theory Examination	Maximum marks
Internal assessment	25
Term end examination	75
Total marks	100

(d) The **Project course** will commence after completion of II Semester (During vacation falling after the end of first year) and the final work and report will be completed during IV Semester. The marks and the credits will be allotted in IV Semester. The distribution of marks for Project course of **4 credits** is as follows

Project Examination	Maximum marks
Internal assessment	50
Viva - voce	50
Total marks	100

(e) **Internal Assessment:**

For the internal assessment **1 credit (15 Hours)** shall be assign. The internal assessment includes:

Heads	Marks	Evaluating Authority
Internal test/Computer Practical	15	Concerned Faculty
Presentation, Seminar, Assignment, Case Study, Research Paper	10	
Total marks	25	

- (i) Two internal tests conducted by the subject teacher. Each test shall be of **15 marks and the concerned teacher shall consider either best of two or average.** The duration of the each test will be of 60 minutes.

(ii) The marks for each test shall be displayed on notice board within seven days of conducting the test.

(iii) It is mandatory to show the answer sheets of all tests to the students.

(f) Term end examination :

(i) The term end examination for 75 marks per course would be held about a week after completion of teaching for the semester.

(ii) The term end examination of maximum marks 75 and its assessment work shall be conducted by the department under the academic flexibility granted to the department by the University authorities.

(iii) Each theory paper of 75 marks shall be of the three hours duration.

C. Grades :

(i) Marks for each course would be converted to grades as shown in Table 1.

Table 1: Conversion of marks to grades in credit system

Marks obtained	Grade	Grade Points
90-100	A+	10
80-89	A	9
70-79	B+	8
60-69	B	7
55-59	C+	6
45-54	C	5
40-44	D	4
39 and less	F	0

(ii) The grade point will be given on the total marks (sum of mark obtained in internal assessment and term end examination) obtained in the said subject.

(iii) A student who fails in a course (i.e. he scores less than 30 out of 75 marks in the Term End Examination or less than 40 out 100 marks) shall be given FC grade. Student with FC grade in course would be granted credit for that course but not the grade for that course and shall have to clear the concerned course within 3 (Three) year from appearing for first time in the concerned paper.

(iv) The **total grade points earned in each course** shall be calculated as –

Grade points obtained (vide Table-1) X Credits for the course
Maximum grade points that can be earned in a semester are 320.

(v) **Semester Grade Point Average (SGPA) –**

The performance of a student in a semester is indicated by a number called SGPA. SGPA is the weighted average of the grade points obtained in all courses registered by the student during the semester. It shall be calculated as follows-

$$SGPA = \frac{\sum_{i=1}^n C_i p_i}{\sum_{i=1}^n C_i}$$

where C_i = the number of credits earned in the i^{th} course of a semester for which SGPA is to be calculated
 p_i = grade point earned in the i^{th} course
 $i = 1, 2, 3, \dots, n$ represent the number of courses in which a student is registered in the concerned semester.

That is,

$$SGPA = \frac{\text{Total earned grade points for the semester}}{\text{Total credits for the semester}}$$

The SGPA is rounded upto two decimal places.

(vi) **Final result** – Up to date assessment of the overall performance of a student from the time of his/her first registration is obtained by calculating a number called Cumulative Grade Point Average (CGPA), which is weighted average of the grade points obtained in all courses registered by the student since he/she entered the School/Department.

$$CGPA = \frac{\sum_{j=1}^m C_j p_j}{\sum_{j=1}^m C_j}$$

where C_j = the number of credits earned in the j^{th} course up to the semester for which CGPA is to be calculated
 p_j = grade point earned in the j^{th} course. A letter grade lower than D (i.e. grade point < 4) in a course shall not be taken into consideration for the calculation of CGPA.
 $j = 1, 2, 3, \dots, m$ represent the number of courses in which a student is registered up to the semester for which the CGPA is to be calculated.

The CGPA is rounded upto two decimal places.

(vii) The final grade earned shall be as per Table 2 given below-

Table-2

CGPA	Grade
9.0-10	A+
8.0-8.9	A
7.0-7.9	B+
6.0-6.9	B
5.5-5.9	C+
4.5-5.4	C
4.0-4.4	D
0 -3.9	F

5. GUIDELINES FOR TEACHING

- 5.1. There shall be 60 (45 for Teaching Sessions & 15 for Continuous Assessment) lecture hours per semester per course. The duration of the lectures shall be 60 minutes each. There shall be at least 14-16 weeks of teaching before commencement of examination of respective semester.
- 5.2. There shall be 4 lectures / week / paper.
- 5.3. The semester workload is balanced with 7 full papers of 100 marks each / semester. Thus 315 lectures hours are considered for teaching sessions and 105 hours shall be used for continuous assessment.
- 5.4. Self study shall be natural requirement beside the time table. The Faculty will have to exert a little extra for cultivating reading habits amongst the students.
- 5.5. The teaching method shall comprise a mix of Lectures, Seminars, Group discussions, Brain storming, Game playing, Interactions with Executives etc. so as to prepare the students to face the global challenges as business executive for this Audio-visual aids and Practical field work should be a major source of acquiring knowledge.
- 5.6. Case study method preferably shall be used wherever possible for the better understanding of the students.
- 5.7. Department shall issue annual souvenir/ placement brochure separately and a copy of the same shall be submitted to the university before the end of the year.

6. PRACTICAL TRAINING AND SUMMER INTERNSHIP PROJECT

- 6.1. Each student shall have to undergo a practical training for a period of not less than 7 weeks during vacation falling after the end of first year.

- 6.2. In the Fourth semester examination student has to do “Project Work” individually on the basis of specialization. No group work is allowed in this. The topic should be decided in consultation with the guidance of internal teacher of the Institute at the end of the first year, so that the student can take up the training during the vacations. The Project should be necessarily Research oriented, Innovative and Problem solving. No teacher shall be entrusted with more than 15 students for guidance and supervision.
- 6.3. The Academic committee shall submit the detailed list of candidate with Project Titles, name of the organization, internal guide & functional elective to the Examination committee on or before 31st March of the second year.
- 6.4. The student has to write a report based on the actual training undergone during the vacations at the specific selected business enterprise, get it certified by the concerned teacher that the Project report has been satisfactorily completed and submit THREE typed copies of the same to the Head of the Department.
- 6.5. Two copies of the report submitted by the student shall be forwarded to the Examination committee by the Academic committee before 31st January.
- 6.6. The project work will carry maximum 100 marks, of which internal teacher shall award marks out of maximum 50 marks on the basis of project work done by the student as a continuous assessment. Remaining marks shall be awarded out of maximum 50 marks by examining the student during Viva-voce, by the panel of the external examiners to be appointed as per university norms.
- 6.7. No students will be permitted to appear for Viva-voce and Semester IV examinations, unless and until he/she submits the project report before the stipulated time.

7. ADDITIONAL SPECIALIZATION

- 7.1 The student who has passed MBA of this University with a specific specialization may be allowed to appear for MBA examination again, with other specialization by keeping term for the IIIrd and IVth semester for the so opted 8 papers of additional specialization. (S)He has to appear for 8 papers including Project report of the additional specialization so opted.
- 7.2 He shall be given exemption for all other papers.
- 7.3 The student has to pay only Tuition fees for one year as may be prescribed from time to time for this purpose.
- 7.4 The student is not entitled to receive separate Degree Certificate or Class for this additional specialization.

8. STRUCTURE OF THE QUESTION PAPER

- 8.1 Each question paper shall be of 75 marks and of 3 hours duration.
- 8.2 **For Theory papers** there will be 2 Sections. In section I candidate required to answer 3 questions out of 5 questions & in section II candidate required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 15 marks each.
- 8.3 **For Composite papers (theory and practical / problems)** there will be 2 sections. In section I (practical/problem) student required to answer 3 questions out of 5 questions & in section II (Theory) student required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 15 marks each.
- 8.4 **For papers including case studies** there shall be 2 Sections. In Section I (Theory) a student shall be required to answer 3 questions out of 5 questions & in Section II (Case studies) 2

case Studies out of 3 case studies to be attempted by the students. All questions shall carry equal marks i.e. 15 marks each.

Syllabus:

Keeping in view the professional nature of examinations, students are required to equip themselves as per the prescribed syllabus and questions can be asked according to the course structure. The department **also reserves the right to vary the syllabus / rules from time to time**, as the department is carrying out this course under Academic Flexibility as per the direction of the university. Any alterations made will be notified from time to time.



Department of Management Studies,

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(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 101 Management Science I

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit 1: Introduction to Management (05)

- 1.1 What is Management?
- 1.2 The Management Process.
- 1.3 The functions of Management.
- 1.4 Who are managers & what they do?
- 1.5 Why study management?
- 1.6 Management Yesterday & Today
 - 1.6.1. The evolution of Management Theories.
 - 1.6.2. The Pre classical Contributors.
 - 1.6.3. The Classical viewpoints.
 - 1.6.4. Behavioural viewpoints.
 - 1.6.5. Contemporary viewpoints.
 - 1.6.6. Managing in the 21st Century.

Unit 2: Planning (05)

- 2.1 Planning within organizations.
- 2.2 Types of plans.
- 2.3 The overall planning process.
- 2.4 The nature of organizational goals.
- 2.5 Linking goals & plans.
- 2.6 Objectives.
- 2.7 Evolving concepts in management by objectives.

Unit 3: Decision Making (05)

- 3.1 Rationality in decision making.
- 3.2 Steps in effective decision making.
- 3.3 Development of alternatives & the limiting factor.
- 3.4 Approaches to selecting an alternative.
- 3.5 Programmed & non programmed decisions.
- 3.6 Decision making under certainty, uncertainty & risk.
- 3.7 Decision making heuristics & cognitive biases.
- 3.8 Prospect theory.
- 3.9 Promoting innovation. The creativity factor in decision making

Unit 4: Planning & decision aids (05)

- 4.1 Forecasting
- 4.2 Project planning & control models.
- 4.3 Other planning techniques.

- 4.3.1. Linear programming.
- 4.3.2. Queuing or waiting lines
- 4.3.3. Models Routing.
- 4.3.4. Simulation models.
- 4.4 Quantitative aids for decision making.

Unit 5: Organizing (08)

- 5.1. Organizational structure defined.
- 5.2. The organizational Chart.
- 5.3. Job design.
- 5.4. Departmentalization.
- 5.5. Methods of Vertical Co-ordination.
 - 5.5.1. Formalization.
 - 5.5.2. Span of Management.
 - 5.5.3. Downsizing.
 - 5.5.4. Centralization Vs Decentralization.
 - 5.5.5. Delegation.
 - 5.5.6. Line & Staff Positions.
- 5.6. Methods of Horizontal Co-ordination.
 - 5.6.1. Slack resources.
 - 5.6.2. Information systems.
 - 5.6.3. Lateral resources.
- 5.7. Designing organization structures.
- 5.8. Assessing structural alternatives
 - 5.8.1. Functional Structure.
 - 5.8.2. Divisional Structure.
 - 5.8.3. Emerging structures.
 - 5.8.3.1. Virtual organizations
 - 5.8.3.2. Boundary less organization.
- 5.9. An organizational environment for entrepreneuring & intreprenuring.
- 5.10. Reengineering the organization.

Unit 6: Motivation (07)

- 6.1. Nature of Motivation.
- 6.2. Need theories
 - 6.2.1. Hierarchy of Needs Theory.
 - 6.2.3. Two factor Theory.
 - 6.2.3. ERG Theory.
 - 6.2.4. Acquired Needs Theory.
- 6.3. Cognitive Theories.
 - 6.3.1. Expectancy theory.
 - 6.3.2. Equity theory.
 - 6.3.3. Goal setting theory.
- 6.4. Reinforcement Theory.
- 6.5. Social Learning Theory.
- 6.6. Managing motivation through extrinsic & intrinsic rewards.
- 6.7. Self motivation.

Unit 7: Leadership (05)

- 7.1. Leadership defined.
- 7.2. What makes an effective leader?
- 7.3. Leadership behavior & styles.
- 7.4. The Managerial Grid.
- 7.5. Leadership theories.
 - 7.5.1. Fiedler's Contingency Model.
 - 7.5.2. Normative Leadership Model.
 - 7.5.3. Situational Leadership Model.
 - 7.5.4. Path goal theory.

Unit 8: Controlling (05)

- 8.1. The basic control process.
- 8.2. Critical control points, standards & benchmarking.
- 8.3. Control as a feedback system.
- 8.4. Real time information & control.
- 8.5. Feed forward & preventive control
- 8.6. Managerial approaches to implementing controls.
 - 8.6.1. Bureaucratic control
 - 8.6.2. Clan control.
 - 8.6.3. Market control.
- 8.7. Requirement for effective control.

Reference Books:

- 1 'Management' - Kathryn Bartol & David Martin Irwin- McGraw Hill.
- 2 'Management - A global & entrepreneurial Perspective' -Heinz Weihrich, Mark Cannice, Harold koontz- Tata McGraw Hill.
- 3 'Principles of Management ' - Charles WL Hill, Steven L Mcshane- Tata McGraw Hill.
- 4 'Management' - Stephan Robbins, Mary Coulter-Prentice hall India.
- 5 'Management' – Stoner, Freeman, Gilbert- Prentice hall India.

Additional Readings in Management- An Indian Perspective

- 1 Business Maharajas-Gita Piramal- Penguin Book.
- 2 The India Way – Peter Cappelli Harbir Singh, Jitendra Singh, Michael Useem-Harvard business press.
- 3 Indian railways turnaround-R.N.Mishra-Jaico Publishing House.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 102 Accounting for Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit 1: Accounting Principal and Concept (05)

Meaning and scope of Accounting – Definition of Accounting – Steps of accounting – Function of Accounting – Objectives of Accounting – Book Keeping – Limitations of Accounting; Branches of Accounting; Relationship between Management Accounting and Financial Accounting, Relationship between Cost Accounting and Management Accounting; Accounting Principles - Accounting Concepts – Entity concept- Dual Aspect concept – Accounting Period Concept – Going concern Concept – cost Concept – money Measurement Concept – Matching Concept – Realization – accrual Concept – Rupee Value Concept; Accounting Conventions – Conventions of Disclosure – Convention of Conservation – Convention of Consistency – Convention of Materiality; Tools and Techniques of Management Accounting

Unit 2: Financial statements (05)

Introduction – Definition of Financial statements – Objectives of Financial statements - Nature of Financial statements – Requisites, attributes or Essential Requirements of financial Statements – Importance of Financial statements – Limitation of Financial statements – Recent trends in Presenting Financial statements – Basic Financial statements or Packages of Financial Statements – Format of Profit and Loss Account – Position Statement or Balance Sheet – Form or Performa of a Balance sheet – Elements of Balance Sheet

Unit 3: Analysis and Interpretation of Financial Statements (06)

Introduction – Meaning of Income Statements – Balance Sheet and Statement of Retained Earnings- Nature of Financial Statements – Objective of Financial Statements- Limitations of Financial Statements; Analysis and Interpretation- Meaning – Types of Analysis and Interpretations- Internal Analysis – External Analysis- Horizontal Analysis – Vertical analysis- Rearrangement of Income Statement – Income statement Equations – Rearrangement of Balance sheet – Balance Sheet Equations – Methods of Analysis and Interpretation – comparative Financial Statement – Common Size Statements – Trend Analysis – Ration Analysis – Fund Flow Analysis Financial Statements - Cash Flow Analysis Financial Statements

Unit 4: Fund Flow Statement (07)

Introduction – Meaning of Fund – Flow of Fund and No Flow of Fund – Statement of Change in Financial Position – Flow of Fund Chart – No Flow of Fund Chart – Examples Flow of fund – Components of Flow of Fund – Current Assets – Current Assets – Current Liabilities - Non-Current Assets – Non-Current Liabilities – Fund Flow Statement Vs Balance Sheet – Preparation of Fund Flow Statement; Fund from Operations- Statement of Change in Working Capital –

Fund Flow Statement - Meaning – Specimen Format- Purposes- Calculation of fund From Operation- Practical Problem.

Unit 5: Cash Flow Statement (07)

Meaning – Purpose of Cash Flow statement – Difference between Cash Flow statement and Fund Flow statement- Limitation – Preparation of Cash Flow statement- Flow of Cash under Noncurrent Items- Flow of Cash due to operations – Non- cash Items – Specimens Format- calculation of Cash Received from Operation - Practical Problem

Unit 6: Ratio Analysis (07)

Meaning and Definition of Analysis and Interpretations of Ratio – Principles of Ratio Selection- Advantages- limitations of Ratio Analysis: Classification of Ratios- Liquidity ratios-Current ratio-Quick ratio- Absolute Liquid Ratio; Profitability ratios- Gross Profit Ratio- Net Profit Ratio-Return on Investment-Operating ratio- Operating Profit ratio-Return on capital Employed Ratio- Earning per share Ratio- Dividend Yield Ratio- Price earnings Ratio- Net profit to Net Worth ratio; Turnover ratios- stock turnover ratio – debtors turnover ratio- debt collection period ratio- creditor turnover ratio- Average payment period- working capital turnover ratio- fixed assets turnover ratio- capital turnover ratio; Solvency ratios- debt equity ratio- proprietary ratio – capital gearing ratio-debt service ratio; Practical Problems

Unit 7: Cost Accounting (04)

Introduction- Meaning and Definition of important concepts- Cost- Cost Accounting –Cost Control – Cost Reduction – cost Allocation – Cost Absorption- Cost Audit- Cost Unit- Cost Centre- Objective of Cost Accounting – Advantages and Limitation of Cost Accounting – Installation of Cost Accounting System- Practical difficulties in Installation of Costing system.

Unit 8: Cost sheet Analysis (04)

Cost sheet – Meaning – Element of Cost – Direct Cost – Indirect cost - Overheads- Prime Cost- Works cost – Cost of Production- Cost of Sales – Importance of Cost sheet – Specimen Format of Cost Sheet- Preparation of Cost sheet- Practical Problem.

References:

1. “Management Accounting”, M. E. Thukaram Rao, New Age International Publishers.
2. “Financial Cost and Management Accounting”, Dr P. Periasamy, Himalaya Publication House.
3. “Financial Management”, Ravi M Kishor, Taxman Publication



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 103 Organizational Behaviour

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit 1: Introduction to the Field of Organizational Behaviour (06)

- 1.1 Field of organization behaviour.
- 1.2 Emergence of O.B as a discipline.
- 1.3 Importance of organizational behaviour.
- 1.4 Organizational Behaviour Trends.
- 1.5 Anchor of Organizational Behaviour.
- 1.6 Interdisciplinary Influences on O.B.

Unit 2: Individual Processes and Behaviour (10)

- 2.1 MARS Models of Individual Behaviour
- 2.2 Types of Individual Behaviour in Organization.
- 2.3 Introduction and Collectivism
- 2.4 Personality in Organization
- 2.5 Personality Theories
- 2.6 Big five personalities Dimension.
- 2.7 Perception and perceptual process.
- 2.8 Social Identity and Attribution theory of perception.
- 2.9 Perpetual Errors and Perception Improvement.
- 2.10 Leasing in organization.

Unit 3: Workplace Emotion and Attitudes (06)

- 3.1 Emotion in the workplace.
- 3.2 Attitudes and attitude formation.
- 3.3 Managing emotion in the workplace.
- 3.4 Job satisfaction and work behaviour.
- 3.5 Organization models of ethical behaviour.

Unit 4: Motivation, Leadership and Trust at work (08)

- 4.1 Motivation and work behaviour
- 4.2 Need Based Theories of motivation
- 4.3 Expectancy theory of Motivation
- 4.4 MBO Approaches to motivation.
- 4.5 Motivation Programme for employee.
- 4.6 Reward Practices and Empowerment Practices.
- 4.7 Neo charismatic Theories of leadership.
- 4.8 Contemporary issues in leadership.
- 4.9 Trust and leadership.

Unit 5: Organizational Change and Stress Management (08)

- 6.1 Forces for change.
- 6.2 Managing Planned Change.
- 6.3 What can change agents change?
- 6.4 Resistance to change.
- 6.5 Approaches to managing organizational change.
- 6.6 What is stress? Consequences of stress, Sources of stress.

Unit 6: Power & Conflict in the Workplace (07)

- 7.1 Model for Power in organization
- 7.2 Sources of Power in organization
- 7.3 Contingencies of Power
- 7.4 Influence Tactics and Organizational Politics
- 7.5 Conflict Process
- 7.6 Source and Conflict Management Style

References

1. Organization behaviour by Debra L. Nelson & James Campbell, Cengage Publication
2. Organization behaviour by Stephen Robins, Timothy A Judge, Seema Sanghi, Pearson Education
3. Organization behaviour by Suja R. Nair, Himalaya Publication House
4. Organization behaviour by M. N. Mishra, Vikas Publication House
5. Organization behaviour by Steven L. McShane, Mary Ann Von Glinow



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 104 Basic Economics for Management

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit 1: Basic concepts of economics: (05)

- 1.1 Definition and importance of economics
- 1.2 Is economics a science?
- 1.3 Basic economic problems, theory of Macro Economics, theory of Micro Economics
- 1.4 Economics of Market- Utility theory, Production Function

Unit 2: Managerial Economics (10)

- 2.1 Nature & Scope of Managerial Economics
- 2.2 Managerial Decisions in Competitive Market
 - 2.2.1 Steps in Managerial Decision Making
 - 2.2.2 Decisions under Risk: Maximization of Expected Value, Mean-Variance Analysis, Co-Efficient of Variation Rule, Expected Utility
 - 2.2.3 The Pay off Matrix
 - 2.2.4 Criterion's of Decision Making under Uncertainty
 - 2.2.5 Decision Trees and Computer Simulation
- 2.3 Managerial decisions under Factor markets
 - 2.3.1 Perfect competition, monopolistic, monopoly.
 - 2.3.2 Oligopoly Markets: Strategic Decision Making In Oligopoly Markets, Game Theory: Nash Equilibrium, Importance of Entry Barriers.
- 2.4 Theory of Demand: Law of Demand, Determinants and Elasticity of demand, Demand Curves, Demand estimation And Forecasting Methods
- 2.5 Supply: Determinants and Its Elasticity
- 2.6 Competition and Market Power: Meaning, Measurement and Determinants of Market Power

Unit 3: Industry, firms and its goals (05)

- 3.1 Industry and Firms: Definitional Problems, Standard Industrial Classification, Industrial Structure in India
- 3.2 Maximizing the Value of a Firm: Traditional Theory of Firm (Profit Maximizing Theory), Alternative Maximizing Theory (Modern Theory of firm)
- 3.2 Structure of Indian industrial economy, Indian economic growth and development.

Unit 4: Costs, Revenue and pricing practices (10)

- 4.1 Costs Curves
- 4.2 Average and Marginal Revenue Curves
- 4.3 Pricing Practices: Price Discrimination, Full Cost Pricing, Product Life Cycle Pricing, Transfer Pricing

- 4.4 Theories of Factor Pricing: Modern Theory of Factor Pricing
- 4.5 Meaning of Rent: Quasi-rent- Theories of Rent: Ricardian Theory; Modern Theory of Rent Relationship between Rent and Price: Ricardian Analysis;
- 4.6 Concept of Wages: Difference between Real Wages and Nominal Wages, Theories of Wages: Bargaining Theory of Wages; Modern Theory of Wages
- 4.7 Various Concepts of Profits: Determinants of Profits.

Unit 5: Economics of Regulation (10)

- 5.1 The Role of the Government: Government Influence on Business
- 5.2 The Need for Government Intervention and Social Control over Industries
- 5.3 Regulatory Response: Incentive Failures: Property, Rights & Regulation, Patents & Tort System, Subsidy & Tax Policy
- 5.4 Problem with Regulation
- 5.5 Cost of the Regulation
- 5.6 Deregulation Movement & Regulatory Reforms: Government Failures, Deregulation and Privatization, Regulatory Reforms for Promoting Competition

Unit 6: Economics of Corporate Growth, Development & Innovation (05)

- 6.1 Corporate Growth
 - 6.1.1 The Need for Growth
 - 6.1.2 The Theory Of Growth Of The Firm: Downei Theory, Penrose Theory, Marries.
 - 6.1.3 Growth, Profitability & Size
- 6.2 Innovation: Concept & Meaning, the Extent Innovation of Industrial Structure, Technology Opportunities & Innovation, Innovation & Competition In Competitive Markets

References

1. Managerial Economics: Dr.D.M.Mithani: Himalaya publication ltd
2. Economics: Samuelson & Nourdhous
3. Micro Economic Theory:Mankiw,Thomson
4. Modern Economic Theory:K.K.Dewatt, S.Chand An Introduction To Industrial Economics: P.J. Devine, N.Lee, R.M. Jones &W.J. Tyson (4th Edition) (Anmol Publication, New Delhi)
5. Industrial Economics: R.R.Barthwal, Wiley Eastern Ltd
6. Introduction To Positive Economics : Richard Lipsey &Crystal
7. Indian Economy: Mishra- puri, Himalaya publication ltd.
8. Managerial Economics: H.Craig Peterson,W.Cris Lewis,Prentice- Hall Of India,3rd Ed.
9. Industrial Organization: Luis M.B.Cabral, Jaico Publishing House.
10. Macro Economics: Erol D' Souza, Pearson Education. New Delhi.
11. Micro Economics:Robert S. Pindyck, Daniel L. Rubinfed, Prem L. Mehta, 7th edition, Pearson Education. New Delhi



Department of Management Studies,

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(Grade 'B' (2.88) NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 105 Quantitative Techniques

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit: 1 Basic Statistical Concept (04)

- 1.1 Introduction, nature of data, Frequency distribution, Cumulative frequency distribution
- 1.2 Measures of Central Tendency, Mean, Mode, Median
- 1.3 Measures of dispersion, Range, standard deviation, Variation
- 1.4 Application of standard deviation
- 1.5 Skewness of frequency distribution

Unit: 2 Probability concept and statistics (06)

- 2.1 Introduction, Basic Probability concept, Types of Probability
- 2.2 Boyel's Theorem
- 2.3 Concept of Probability Distribution
- 2.4 Conditional Probability, computation of conditional probability.
- 2.5 Statement of addition and multiplication, Theory of Probability.
- 2.6 Computation of probability using the theorems of probability.

Unit: 3 Correlation and Regression analysis (06)

- 3.1 Meaning- Properties and types of correlation
- 3.2 Scatter Diagram
- 3.3 Karl Pearson's coefficient of correlation
- 3.4 Probable error
- 3.5 Meaning and properties of Regression analysis
- 3.6 Line of Regression
- 3.7 Coefficient of Regression
- 3.8 Relation between correlation and regression.
- 3.9 Simple numerical problems on above concept.

Unit: 4 Determinants and Matrices (06)

- 4.1 Meaning and tabular presentation of matrices
- 4.2 Types of Matrices
- 4.3 Matrix Operations
- 4.4 Determinant – Basic concept of Determinants
- 4.5 Properties of determinant
- 4.6 Cramer's rule & Matrix Inversion Method to solve matrices
- 4.7 Numerical problem on above concepts.

Unit: 5 Linear Programming Problems (07)

- 5.1 Introduction

- 5.2 Formulation of linear programming problems
- 5.3 Assumption underlying linear programming
- 5.4 Methods of LLP-Graphical Method- Simple Method.
- 5.5 Solution of only maximization problems
- 5.6 Concept of Duality
- 5.7 Some real life problems.

Unit: 6 Assignment Problems (06)

- 6.1 Introduction
- 6.2 A variant of the transportation problem
- 6.3 Solution of assignment problem
- 6.4 Some special cases.

Unit: 7 CPM and PERT (05)

- 7.1 Introduction
- 7.2 PERT/CPM Network
- 7.3 Network analysis
- 7.4 Resource analysis and allocations
- 7.5 Programme evaluation and review techniques.
- 7.6 Difference between CPM and PERT.

Unit: 8 Decision Theories (05)

- 8.1 Decision making problem
- 8.2 Maximax criteria, maximin criteria, minimax criteria, laplace criteria.
- 8.3 Expected monetary value criteria, EVP
- 8.4 Utility theory – utility as basis for decision making.

References

1. Quantitative techniques in management –N.D.Vohra- Tata McGraw Hill
2. Quantitative Techniques- L.C.Jhamb-Everest Publishing House.
3. Quantitative techniques for decision making-Anand Sharma-Himalaya Publishing House
4. Business Statistics-S.P.Gupta-Sultan Chand & Sons.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 106 Computer Applications in Business

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit: 1 Computer Fundamentals (08)

Computer-meaning, definition, characteristics, types of computer, 2classification of computer, basic components, basic computer operations, memory system, and practical data processing applications in business, computer Applications in various areas of business, Components of computer-Computer memories, primary storage, secondary storage, Introduction to input /output Device

Unit: 2 Introduction to software (08)

Software types, system software, classification of Operating system, Application software, Introduction to programming language, types of programming language, Algorithm, flowcharts, Types of flowcharts ,Program development

Unit: 3 Introduction to Database Management system (08)

Data processing-Introduction, cycle, operations, types, objective, methods, role of data processing applications in business, Data base- Introduction, characteristics, objectives Database Management system-Introduction, objective, components functions, advantages

Unit: 4 Computer Communications (08)

Introduction, data communication, Computer network, Advantages of networking, Types of network, Telecommunication –Introduction, Media, Channel, Software, types of data transmission, modems and multiplexers

Unit: 5 Introductions to Internet (03)

Internet-Introduction, history, features, Internet software, Applications of internet and WWW, Extranet and E-mail, Introduction to web Browsers, Intranet, internet, extranet

Unit: 6 Microsoft Office-2007 (07)

MS-Word-Creating and editing document, Formatting characters and paragraphs, formatting and enhancing a document, formatting with special features

MS- Excel-Analyzing data using Excel, Editing and formatting worksheets, using functions, word and excel

MS-Power Point-Preparing a presentation, editing and enhancing slides, customizing a presentation, word, excel and PowerPoint

MS-Access-Maintaining a data in Access tables, creating tables and relationships, creating queries, forms and reports, word excel and Access

Unit: 7 Operating System, Computer viruses (03)

Operating system-Introduction, functions types of Operating system Computer viruses-Introduction, computer security, Major antivirus software companies, security methods

Reference

1. Computer Application in business-S. Sudalaimuthu, S. Anthony Raj-Himalaya Publishing House
2. Fundamentals of Computers-C.S.V. Murthy- Himalaya Publishing House
3. MS- Office-2007
4. Ms-Word 2007-A visual approach to learning computer skills-BPB publication
5. Ms-EXCEL 2007-A visual approach to learning computer skills-BPB publication
6. Ms-Power Point 2007-A visual approach to learning computer skills-BPB publication
7. Ms-ACCESS 2007-A visual approach to learning computer skills-BPB publication
8. Computer Applications for management-Vishal Soni- Himalaya Publishing House
9. Fundamentals of Computers, V. Rajaraman,Prentice-Hall.



Department of Management Studies,

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June -2010)

Paper: 107 Communication Skills

(75 + 25 Pattern: External Marks 75+Internal Marks 25 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit 1 Understanding Business Communication (08)

- 1.1 Effective Business communication
- 1.2 Verbal and Non-Verbal Communication
- 1.3 Formal and Informal Communication
- 1.4 Mastering Listening
- 1.5 Communicating in teams
- 1.6 Negotiation Skill
- 1.7 Planning, Conducting and Recording meetings
- 1.8 Communicating Cross-culturally

Unit 2 Effective Writing (08)

- 2.1 Format and Layout of Business Documents.
- 2.2 Planning Business Messages
- 2.3 Writing Business Messages
- 2.4 Completing Business Messages

Unit 3 Writing Brief Message (07)

- 3.1 Formats for Letters and Memos
- 3.2 Writing Messages for Electronic Media
- 3.3 Writing Routine and Positive Messages
- 3.4 Writing Negative Message
- 3.5 Writing Persuasive Messages

Unit 4 Report Writing (06)

- 4.1 Report Structure
- 4.2 Short Reports
- 4.3 Long – Formal Reports
- 4.4 Writing a Summer Project Report

Unit 5 Oral and Online Presentation (06)

- 5.1 Creating and developing oral and online Presentation
- 5.2 Public Speaking and Oral Reporting

Unit 6 Building Careers (04)

- 6.1 Writing Resumes
- 6.2 Attending GDs
- 6.3 Interviewing for Employment

Unit 7 Written Analysis of Cases (03)

- 7.1 What is a Case?
- 7.2 How to do a Case analysis?
- 7.3 Process of Analysis a Case
- 7.4 Requirement for a Case Analysis

Unit: 8 Technology enabled Communication (03)
Application of Technology in Communication

Reference Books:

1. “Basic Business Communication Skill For Empowering The Internet Generation” Lesikar F Lately, Tata Mc Graw Hill Edition.
2. “Business Communication Today”, Cortland Bovee, John V Thill, Mukesh Chaturvedi, Pearson Edition.
3. “Business Communication – Building Critical Skills”, Kity O Locker, Stephen Kyo Kaczmarek, Tata Mc Graw Hill Edition.
4. “Business Communication – Concept, Cases and Applications”, P .D Chaturvedi and Mukesh Chaturvedi, Pearson Edition.
5. “Contemporary Business Communication”, Scot Ober AIPD (All India Publishers and Distributors Regd)
6. “Strategic Communication in Business and the Profession” Dan O’Hair, Gustar Friedrich, Lynda Dixon, Pearson Edition.