

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

**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 III SEMESTER

Dr. Babasaheb Ambedkar Marathwada University Aurangabad
Revised Course Structure for Master in Business Administration
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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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Course Code CP – 302: Decision Support System & Management Information System

Course Contents

Management Information System : Definitions – Basic Concepts, Applications of Information Technology. System & Design: Systems Development' Initiative Different Methodologies- Life Cycle & Prototype approach Detailed study on Life Cycle Design & implementation Case Study. Managerial Decision Making, Decision making process problem solving techniques- how decisions are being supported, Features of various CBIS. Decision Support System An Overview: Relevance scope of DSS characteristic and capabilities of DSS, Components of DSS, Classification of DSS. Database Management System: Sources of data – data file environment database environment – data models – relevance of relational data base design in DSS. Model Base Management system: Types of models function, time, certainty, uncertainty, risk, structure OR models, Simon's model in information system, design simulation technique. Dialog generation management system: User interface – graphics menus – Forms DSS tools – DSS generators – specific DSS, Constructing a DSS: Steps in designing a DSS identification of decision, building of MBMS – building of DGMS, implementation.

Suggested Readings

1. Keen, Peter G.W.: Decision Support System an Organizational Perspective Addison-Wesley Pub.
2. Theierauff, Robert J. *Decision Support System for-effective planning* – Prentice Hall - 1982.
3. Krober, Donald W., and Hugh. J. Watson *Computer Based information System* New York, 1984
4. Davis L Michael W. *A Management Approach* – Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
5. Andrew P. *Decision Support System Engineering*, Sage, John Wiley & Sons, New York, 1991.

CP – 304: SUMMER TRAINING PROJECT

At the end of second semester, all students will have to undergo summer training of 6 - 8 weeks with an industrial, business of service organization by taking up a project study.

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MBA III Semester

Elective

Financial Management

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits
			Int	Ext		
OP 305 A	Project Planning Analysis & Management	60	40	60	100	04
OP 306 A	Working Capital Management	60	40	60	100	04
OP 307 A	Direct Taxation	60	40	60	100	04
OP 308 A	Security Analysis & Portfolio Management	60	40	60	100	04
OP 309 A	Financial Institution & Markets	60	40	60	100	04

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MBA Semester III**Specialization: - Finance****Elective OP 305 A: Projects Planning, Analysis and Management****Course Contents**

Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environment Appraisal of Projects.

Books Recommended:-

1. Desai, Vasant, Project Management, Himalaya Publication House, 2007.
2. Singh, Narendra, Project Management & control, Himalaya Publication House, 2007.
3. P.C.K. Rao, Project Management & Control, Sultan Chand & Sons, 2008.
4. Maylor, Project Management, Pearson Education, 3rd Edition 2008.
5. Ghattas , pretical Project Management, Pearson Education, 2008.
6. Ahuja, G K & Gupta, Ravi. *Systematic Approach to Income Tax*, Allahabad, Bharat Law Hose, 1997.
7. Bhalla, V.K. *Modern Working Capital Management*. New Delhi, Anmol, 1997.

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

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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: - Finance

Elective OP 307 A: Direct Taxation

Course Contents

Definitions, Basic concept, person, Assessment year; previous year, assesses, Residential status; Incidence of tax, income exempt from tax.

Computation of Income under Various Heads -

Income under head salary: Meaning of salary, Basis of charge of salary income, different forms of salary, different forms of allowances, perquisites, permissible deductions from salary income, tax treatment of provident fund & approved superannuation fund, special tax treatment of salary income of non resident technicians, deduction under section-80C, FBT.

Income from house property: Basis of charge, property income not charge to tax, basis of computing income from let out house property, computing income from self occupied property.

Income –tax Payment and Assessment

Tax deduction at source; advance tax; self-assessment tax; assessment procedure regular and best judgment assess revision, rectification and appeal, provision relating to interest and refund of tax.

Books Recommended:-

1. Direct Taxes – Law and Practice – Vinod Singhnia
2. Direct Taxes – Ravi Kishore
3. Direct Taxes – J. P. Jakhotiya
4. Direct Taxes- Ahuja
5. Bare Acts and rules of the relevant taxes

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MBA Semester III**Specialization: - Finance****Elective OP 308 A: Security Analysis & Portfolio Management****Course Contents**

Investment – Return and Risk; Objectives of Security Analysis; Markets and Brokers; Investment Companies; Market Indices and Return; Security Credit Ratings; New Issue Market; Procedure for Listing of Securities; Stock Market Analysis – Fundamental and Technical Approach, Efficient Market Theory; Operations of Indian Stock Market; Recent Developments in the Indian Stock Market; Investment Avenues; Negotiable and Non Negotiable Investment Avenues, Investment Instruments of the Money Market.

Portfolio Management – Portfolio Analysis, Portfolio Selection, Portfolio Evaluation, Portfolio Revision, Optimum Portfolio, Portfolios of two Risky Securities, The Efficient Frontier, Constructing Efficient Frontier, Tracing the efficient frontier, Constructing the Optimum Portfolio, Portfolio Investment Process, International Diversification.

Books Recommended:-

1. Singhi Preeti, Investment Management, Himalaya Publication House, 2008
2. Avadhani, V.A, Security Analysis and Portfolio Management, Himalaya Publication House 2008
3. Sudhindra Bhat, Security Analysis and Portfolio Management, Excel Books 2007
4. Chandra Prasanna, Investment Analysis and Portfolio Management, Tata McGraw Hill 2005
5. Geoffrey A Hirt, Fundamental of Investment Management, Tata McGraw Hill 2008

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MBA Semester III**Specialization: - Finance****Elective OP 309 A: Financial Institution & Markets****Course Contents**

Developments since 1991-Recent Trends-Role of Financial Intermediaries in a financial system-Various financial intermediaries -introduction to banking system -Types of bank -Instruments, Terms like NPAs

Study of various interest rates- Short Term-Emergence of Repo rate as the benchmarks rate in the short term-Floating and fixed rates of interest-LIBOR, MIBOR and MIBID

RBI-Role played by them-Salient features of status governed by them-Monetary Policy, Fiscal Policy, Union (Government) Budget and its Implications

Commercial Banking-Management of assets and liabilities- Effect of RBI policies on the operations commercial banks-Recent reforms in Banking sector-Recovery of debts- Calculation of EMIs Emerging trends in banking like e banking, mobile banking, credit banking

Non-Banking Financial Companies- Functions of NBFCs Types and RBI Guidelines, Pricing of products and services in financial service sector.

Books Recommended:-

1. Srivastava & Nigam, Management of Indian Financial Institutions, Himalaya Publication House, 2003
2. Gordon & Natarajan, Financial Markets & Institutions, Himalaya Publication House, 2004
3. Dr. R. Nandagopal & Dr. V. Srividya, Emerging Financial Markets, Excel Books 2007
4. Saunders, Financial Markets & Institutions, Tata McGraw Hill, 2007
5. Kohn, Financial Institutions and Markets, Tata McGraw Hill, 2007

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MBA III Semester

Elective

Marketing Management

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits
			Int	Ext		
OP 305B	Consumer Behaviour	60	40	60	100	04
OP 306B	Advertising Management	60	40	60	100	04
OP 307B	Strategic Marketing	60	40	60	100	04
OP 308B	Industrial Marketing	60	40	60	100	04
OP 309B	Services Marketing & Brand Management	60	40	60	100	04

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MBA Semester III**Specialization: - Marketing Management****Elective OP 305B: CONSUMER BEHAVIOUR****Course Contents**

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making; Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change; Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; Reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision Making; Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

Books Recommended:-

1. PETER OLSON, Consumer Behavior & Marketing Strategy(Special Indian Edition), Tata Mc Graw Hill Edition, 9780070601581
2. Hawkins/Best/Coney, Consumer Behavior, Tata Mc Graw Hill 9th Edition/2007
3. Schiffman,Kanuk, Consumer Behavior , Pearson 8th Edition-2004
4. Assael, Henry, Consumer Behavior, And Marketing Action, Thomson Learning 6th Edition 2001
5. Chunawala SA, Commentary on Consumer Behavior Himalaya Publication, 2nd Revised Edition 2005
6. Soloman, Consumer Behavior : Buying Having and being, Solomonan 8th Edition 2008
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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-VariouS 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 , Adverting 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

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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

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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

Understanding Industrial Market-Organizational Customers, Buyers' strengths, Negotiation Skills, Government agencies

Classifying Industrial Products-Formulating 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. Havaladar 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

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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 Relalrning 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.

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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.

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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

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Appreciations and Concerns Exercise

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.

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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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OMBA 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 Menifesto for Business Revaluation*, 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 Prahlad, 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 Singhanian

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 Derosé, 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

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 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. Havaldar, 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

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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. Havaladar, 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 Strategies 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

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amounts from bonus payable – Time limit for payment of bonus –
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., Performanc Management systems, Himalaya Publication House, 2008.
5. Kandula, Performance Management, straltgies, interventions, Drivers, Printice Hall of India, 2007.
6. Cardy, Performance Management concepts skills & exercise, printice Hall of India 2007.

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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, Strategic 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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MBA Semester IV Specialization: - Production & Operation Management

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.

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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; Supply 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

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

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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

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 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.

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 OP408E : SECURITY AND CONTROL INFORMATION SYSTEM****Course Contents**

Introduction to Security: Need for Security and control, Risks to Information system data and resources, Definition of Information security, Computer crimes and virus, Internal control, Types of security, Physical Security: Threats to security, Physical access, Fire, and theft protection Environmental hazards; Logical Security: Threats to security, Access control-Identification, Authentication, Authorization, Password control and management Access control software; Data Security: Threats to security, Access controls, Back-up and recovery strategies, Data input/output control Data encryption; Tele-Communication Security; Physical security, Logical Access security, Dial-in access security; Network management control, Authentication protocols, Internet/intranet/extranet security, Computer configuration and operation Security: Hardware/ Software security, Start up/Shut down procedures, Back-up/recovery strategies; Personal Security, Threats Security, protection from people, Protection of employees: Security Planning: Risk and Security policy, Security management, Security audit.

Selected Readings

1. By Stephen Cobb, Cobb's, *Guide To Pc And Lan Security 2001*, backinprint.com
2. By Peter T. Davis, Barry D. Lewis , *Computer Security for Dummies 2006*, John Wiley & Sons Inc (Computers)
3. By Paul Buis , Chris Hare , Robert Kelley, *Internet Security*, New Riders Publishing; Bk&CD-Rom edition
4. By Joel Snyder, Chris Hare , Derek Atkins, *Internet Security: Professional Reference with Cdrom*, 2nd edition, New Riders Publishing Thousand Oaks, CA, USA 1997.

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

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