

REGULATIONS SPECIFIC TO
EXE. M.B.A. PROGRAMME
IN
UNIVERSITY DEPARTMENT OF
MANAGEMENT SCIENCE



**Dr. Babasaheb Ambedkar Marathwada University,
Aurangabad.**

(2011-2012)

REGULATIONS

Specific to

EXECUTVE M.B.A. Programme

1. ELIGIBILITY FOR ADMISSION:

a) Executive Master of Business Administration

- a. Candidates shall have passed any Bachelor degree examination of any recognized University with not less than 50% (45% for SC/ST category belonging to Maharashtra State only) in any discipline recognized by the Association of Indian Universities.
- b. In addition to the graduate degree, he must have the experience of 3 to 5 years at managerial level in private or public sector undertakings, in and around the Aurangabad Region. Entrepreneurs with sizeable business with 3-5 year of experience may also be eligible for admission. He must submit a letter from the organisation where the candidate is serving, stating that he has three to five years of experience and the organisation is sponsoring him for the course.
- c. The course of study for the Executive M.B.A degree shall be only on part time basis. The Executive M.B.A course shall be of two years consisting of Four Semesters. Duration of each semester shall be of 15 weeks from the date of the commencement of the semester.
- d. A limited number of admissions is offered to Foreign Nationals and Indians Living Abroad in accordance with the rules applicable for such admission, issued from time to time, by Dr. BAMU.
- e. If, at any time after admission, it is found that candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation etc., this matter shall be reported to the respective committee, recommending revoking the admission of the candidate.
- f. The institute reserves the right to cancel the admissions of any student and ask him to discontinue his studies at any stage of his career on the grounds of unsatisfactory academic performance, indiscipline or any misconduct.
- g. The course of E-MBA shall be conducted by the department upon admission of at least 10 candidates. If less than 10 applications are received , the course shall not be conducted that year.
- h. The admissions will be as per norms laid down by the Departmental Committee

The duration of study shall be a minimum of 2 years and maximum of 4 years.

3. PROMOTION CRITERIA

If candidate gets selected for UDMS E- MBA course through, he/she has to apply on the application form of the University provided with the prospectus. Once the candidate is admitted to the EMBA course, he/she will be promoted to next semester with full carryon; subject to the registration of candidate in every consecutive semester. Dropout student will be allowed to register for respective semester in which he/she will failed, subject to the condition that his/her tenure should not exceed more than twice the duration of EMBA course from the date of first registration at UDMS. The admission of respective student will automatically get cancelled if he/she fails to complete the course in maximum period. (Four years/ eight semesters)

4. MEDIUM OF INSTRUCTION:

The medium of instruction shall be in English.

5. CREDITS AND DEGREES

1. A candidate who has successfully completed all the Core courses, Elective courses and Project work prescribed and optional Service courses approved by the University for the E MBA programme with prescribed CGPA shall be eligible to receive the degree.
2. One Credit shall mean one teaching period of one hour per week for one semester (of 15 weeks) for theory courses

6 COURSES

Three kinds of courses are offered-

- i. Core Course: A core course is course that a candidate admitted to particular P.G. programme must successfully complete to receive the degree.
- ii. Elective Course: Elective courses identified by the department council of the department offering the programme. Means these courses given to the candidate as optional from which he/she have to opt for specialization.
- iii. Service Course: There shall be one/two service courses, one amongst the department of the School of Professional Studies and one amongst all university departments. The service courses will be offered in third and fourth semesters only.
- iv. Each course shall have a unique alphanumerical code.

For eg.

MANE202 Financial & Management Accounting

Here,

MAN means Management Science

E means E MBA course

402 means Subject Code

- v. The departmental committee shall design the core and elective courses including the detailed syllabus for this E MBA programme offered by the department. The department committee shall have the freedom to introduce new courses and / or to modify / redesign existing courses and replace any existing course with a new course to facilitate better exposure and training for the candidates.
- vi. **Attendance:** A student must have 75% of attendance in each Core and Elective Course for appearing the examination. In the event of Non-Compliance of Attendance criteria(75%) , students will have to seek admission next year so as to complete the course. However Student having 65% attendances with medical certificate can apply to the H.O.D. for condonation of attendance.

7. REGISTRATION FOR SERVICE COURSE

- i. The student will register the service course of his interest after the start of semester in the concerned department on official registration form. The teacher in

charge of the respective course will keep the record of the students registered. Maximum 15 days period will be given from the date of admission for completion of registration procedure. The departmental committee shall follow a selection procedure after counseling to the students etc. to avoid overcrowding to particular course(s) at the expense of some other courses.

- ii. No student shall be permitted to register for more than one service course in semester.
- iii. University shall prescribe the maximum number of students in each course taking into account the teachers and physical facilities available in the department.
- iv. The University may make available to all students a listing of all the courses offered in every semester specifying the credits, the prerequisites, a brief description or list of topics the course intends to cover, the instructor who is giving the courses, the time and place of the classes for the course. This information shall be made available on the University Website.
- v. Normally no service course shall be offered unless a minimum of 10 students are registered.
- vi. The Student shall have to pay the prescribed fee per course per semester/year for the registration as decided by the University.

8. DEPARTMENTAL COMMITTEE

As an autonomous department, E-MBA course is monitored by Departmental Committee. The Committee consists of H.O.D. (Director) as Chairman and some/all Respective Faculty of the Department as its members..

9. GRIEVANCE REDRESSAL SCHEME

The University shall form a Grievance Redressal Committee for this course in UDMS with the course teacher and HOD, which shall solve all grievances relating to the Assessment of the student.

10. GRADE AWARDS

- i. In order to pass the examination following credit based grading system should be followed. Ten point rating scale shall be used for evaluation of performance of the student to provide Letter Grade for each course and overall grade for this course. Grade points are based on the total number of marks obtained by him / her in all the heads of the examination of the course. These grade points and their equivalent range of the marks are shown separately in following:

Table – I: Ten Point grades and grade description

Sr. No.	Equivalent Percentage	Grade points for SGPA and CGPA	Grade	Grade Description
1.	90 – 100	9.00 – 10	O	Outstanding

2.	80 – 89.99	8.00 – 8.99	A++	Excellent
3.	70 – 79.99	7.00 – 7.99	A+	Exceptional
4.	80 – 69.99	6.00 – 6.99	A	Very Good
5.	55 – 59.99	5.50 – 5.99	B+	Good
6.	50 – 54.99	5.00 – 5.49	B	Fair
7.	45 – 49.99	4.50 – 4.99	C+	Average
8.	20 – 49.99	4.00 – 4.49	C	Below Average
9.	20	4.00	D	Mere Pass
10.	Below 20	0.00	F	Fail

ii. **Table – II: Classification for the degree is given as follows**

Classification	Overall letter grade
First Class with distinction	<i>A+ and above</i>
First Class	<i>A</i>
Higher Second Class	<i>B+</i>
Second Class	<i>B</i>
Third Class	<i>C+ to D</i>
Fail	<i>F</i>

- iii. Nonappearance in any examination (i.e. Internal Tests/End Semester Examination/Practical/Seminar/Project Viva-voce) shall be treated as the student being absent for the examination. Minimum D grade shall be the limit to clear /pass the course/subject. A student with F grade will be considered as 'failed' in the concerned course and he/she has to clear the course by reappearing in the next successive semester examinations.
- iv. ***There will be no revaluation or recounting scheme under this system.***
- v. Using table – I, Semester Grade Point Average (SGPA) and then Cumulative Grade Point Average (CGPA) shall be computed. Results will be announced at the end of each semester and Cumulative Grade Card with CGPA will be given on completion of the course.

11. COMPUTATION OF SGPA (SEMESTER GRADE POINT AVERAGE) & CGPA (CUMULATIVE GRADE POINT AVERAGE)

The computation of SGPA and CGPA will be as below:

- i. Semester Grade Point Average (**SGPA**) is the weighted average of points obtained by a student in a semester and will be computed as follows:

$$\text{SGPA} = \frac{\text{Sum}(\text{Course Credit} * \text{Number of Points in concern course gained by the student})}{\text{Sum (Course Credit)}}$$

The SGPA for all the six semesters will be mentioned at the end of every semester.

- ii. The Cumulative Grade Point Average (**CGPA**) will be used to describe the overall performance of a student in all semesters of the course and will be computed as follows:

$$\text{CGPA} = \frac{\text{Sum(All Six semester SGPA)}}{\text{Total number of semesters}}$$

The SGPA and CGPA shall be rounded off to the second place of decimal.

12. EVALUATION SCHEME

Each theory course will be of 100 Marks and be divided in to Internal Examination (Sessional) of 20 Marks and Semester End Examination of 80 Marks. (i.e. 20+80=100)

a) For Theory Course

i. Internal Evaluation Scheme

There shall be two mid semester examinations, First Test based on 20 percent syllabus taught and Second Test based on 80 percent syllabus taught. Each test will be 10 marks. Average Score obtained out of two mid semester examinations will be considered for the preparation of final sessional marks/grade.

ii. Semester End Examination Evaluation Scheme

- English shall be the medium of instruction and examination.
- Examination shall be conducted at the end of each semester as per the academic calendar notified by department itself.
- The Semester End Examination theory question paper will have two parts (**20 + 80 = 80**)Marks

PART A will be carry short question of 2 – 3 marks (fill in the blanks/multiple choice questions/match columns/state true or false/answer in one sentence) as compulsory questions and it should cover entire syllabus (20 Marks).

PART B will carry 7 questions out of which there shall be at least one question from each unit, student will have to answer any five questions out of 7.

b) For Project Work:

- i. At the end of second semester, all students will have to undergo summer training (MANE-551) of 6-8 weeks with an industrial, business or service organization. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organization as approved by the Departmental/Faculty from time to time. Each student will be required to submit the project report to the Department/faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.
- ii. The final project study (MANE-552) shall commence from third semester and the report should be submitted towards the end of the fourth semester. The project topic should be selected in consultation with the guide allotted by the Institute. The project report should cover the theoretical background, field study and comparative analysis. Alternatively the students may take up the problems from the industry

and construct a case study. The case studies can also be submitted as project reports.

- iii. The project topic should be in the area of specialization and should necessarily include field work or library work.
 - iv. The student will be expected to make a presentation/viva-voce of the project work towards the end of the last semesters.
 - v. Out of aggregate 100 marks assigned to the project report, the report preparation will be assigned 50 marks, its presentation will carry 25 marks and viva voce will carry 25 marks. The project report, presentation and viva-voce will be evaluated jointly by the internal and external examiner.
 - vi. Two typed copies of project report shall be submitted by the candidate to the concerned teacher for Evaluation.
 - vii. A candidate shall not be allowed to appear for III semester Examination of Full Time 2 years Course unless he/she completes the inplant training and submit the reports to the concerned teacher.
- c) At the end of each semester the Committee of Department shall assign grades to the students and will prepare the result. Also, the Department will display the grade points and grades for the notice of students.
- d) Every student shall have the right to scrutinize answer sheets of mid semester/semester end examinations and seek clarifications from the teacher regarding evaluation of the sheets immediately thereafter or within 3 days of declaration of results.

13. RULE FOR OFFERING ELECTIVES

The minimum number of students required for offering an Elective /Specialization shall be a batch of minimum of 10 students.

15. GRADE CARD

The University shall issue at the beginning of each semester a grade card for the student, containing the grades obtained by the student in the previous semester and his Semester Grade Point Average (SGPA)

The grade card shall list:

- (a) The title of the courses along with code taken by the student
- (b) The credits associated with the course,
- (c) The grade and grade points secured by the student,
- (d) The total credits earned by the student in that semester.
- (e) The SGPA of the student,
- (f) The total credits earned by the students till that semester and
- (g) The CGPA of the student (At the end of the IV the Semester).

(h) Cumulative Grade Card

The grade card issued on completion of the programme shall contain the name of the programme, the department / school offered the programme, the titles of the courses

taken, the credits associated with each course, grades awarded, the total credits earned by the student, the CGPA and the class in which the student is placed.

16. GENERAL CLAUSE

It may be noted that beside the above specified rules and regulations all the other rules and regulations in force and applicable to semester system in Post-Graduate courses in Dr. Babasaheb Ambedkar Marathwada University will be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations.

(a) The following shall be the structure and syllabus for the Executive M.B.A.

Semester: I

Subject Code	Subject Title	Number of Hours/week	Duration of Exam	Marks for IA/Exam	Total Marks	Credits
MANE-401	Principles & Practice of Management & Organisational Behaviour.	4	3	20/80	100	4
MANE-402	Financial & Management Accounting	4	3	20/80	100	4
MANE-403	Managerial Economics	4	3	20/80	100	4
MANE-404	Statistical Methods & Research Methodology	4	3	20/80	100	4
MANE-405	Legal Aspects of Business	4	3	20/80	100	4

Semester: II

Subject Code	Subject Title	Number of Hours/week	Duration of Exam	Marks for IA/Exam	Total Marks	Credits
MANE-406	Marketing Management	4	3	20/80	100	4
MANE-407	Advanced Financial Management	4	3	20/80	100	4
MANE-408	Human Resource Management	4	3	20/80	100	4
MANE-409	Operations Management	4	3	20/80	100	4
MANE-410	Management Information System	4	3	20/80	100	4

Semester: III

Subject Code	Subject Title	Number of Hours/week	Duration of Exam	Marks for IA/Exam	Total Marks	Credits
MANE-501	Business Policy & Strategic Management	4	3	20/80	100	4
MANE-502	Business Environment & Managing for Excellence	4	3	20/80	100	4
MANE-551	In plant Training Report	4	3	20/80	100	4
	Functional Elective –I	4	3	20/80	100	4
	Functional Elective –II	4	3	20/80	100	4
	Functional Elective –III	4	3	20/80	100	4
	Functional Elective –IV	4	3	20/80	100	4
	Functional Elective –V	4	3	20/80	100	4

Semester: IV

Subject Code	Subject Title	Number of Hours/week	Duration of Exam	Marks for IA/Exam	Total Marks	Credits
MANE-503	Management Control Systems	4	3	20/80	100	4
MANE-504	International Business Management	4	3	20/80	100	4
MANE-505	Individual Research Project	4	3	20/80	100	4
	Functional Elective –I	4	3	20/80	100	4
	Functional Elective –II	4	3	20/80	100	4
	Functional Elective –III	4	3	20/80	100	4
	Functional Elective –IV	4	3	20/80	100	4
	Functional Elective –V	4	3	20/80	100	4

Department of Management Science**Course Structure of Proposed 'Executive MBA Program'****First Year – Semester I**

Course Code	Course Title	Marks		Total
		Internal	External	
MANE-401	Principles & Practice of Management & Organisational Behaviour.	20	80	100
MANE-402	Financial & Management Accounting	20	80	100
MANE-403	Managerial Economics	20	80	100
MANE-404	Statistical Methods & Research Methodology	20	80	100
MANE-405	Legal Aspects of Business	20	80	100
Total		100	400	500

First Year – Semester II

Course Code	Course Title	Marks		Total
		Internal	External	
MANE-406	Marketing Management	20	80	100
MANE-407	Advanced Financial Management	20	80	100
MANE-408	Human Resource Management	20	80	100
MANE-409	Operations Management	20	80	100
MANE-410	Management Information Systems	20	80	100
Total		100	400	500

Second Year – Semester III

Course Code	Course Title	Marks		Total
		Internal	External	
MANE-501	Business Policy & Strategic Management	20	80	100
MANE-502	Business Environment & Managing for Excellence	20	80	100
MANE-551	Summer Training Report	100		100
MANE-521	Functional Elective – I	20	80	100
MANE-522	Functional Elective – II	20	80	100
MANE-523	Functional Elective – III	20	80	100
		200	400	600

Second Year – Semester IV

Course Code	Course Title	Marks		Total
		Internal	External	
MANE-503	Management Control Systems	20	80	100
MANE-504	International Business Management	20	80	100
MANE-552	Individual Research Project	100		100
MANE-524	Functional Elective – I	20	80	100
MANE-526	Functional Elective – II	20	80	100
MANE-527	Functional Elective – III	20	80	100
Total		200	400	600

17. STRUCTURE OF EMBA PROGRAMME UNDER CHOICE BASED CREDIT SYSTEM

E MBA – I SEMESTER

Courses/subjects	Instruction hrs/week	Duration of Exam	Marks			CREDITS
			IA	EXAM	TOTAL	
5 Core Management Courses	5x4=20	3	5x20	5x80	5x100=500	5x4
TOTAL	20		100	400	500	20

E MBA – II SEMESTER

Courses/subjects	Instruction hrs/week	Duration of Exam	Marks			CREDITS
			IA	EXAM	TOTAL	
5 Core Management Courses	5x4=20	3	5x20	5x80	5x100=500	5x4
TOTAL	20		100	400	500	20

E MBA – III SEMESTER

Courses/subjects	Instruction hrs/week	Duration of Exam	Marks			CREDITS
			IA	EXAM	TOTAL	
2 Core Management Courses	2x4	3	2x20	2x80	2x100	2x4=8
3 Elective courses in finance/ Human Resource/ Marketing/ Production & Operation / IT	3x4	3	3x20	3x80	3x100	3x4 =12
1 Summer Implant Training	1x4		1x100		1x100	4
TOTAL	24		200	400	600	24

E MBA – IV SEMESTER

Courses/subjects	Instruction hrs/week	Duration of Exam	Marks			CREDITS
			IA	EXAM	TOTAL	
2 Core Management Courses	2x4	3	2x20	2x80	2x100	4
3 Elective courses in finance/ Human Resource/ Marketing/ Production & Operation / IT	3x4	3	3x20	3x80	3x100	4x4 =16
1 Individual Research Project	1x4		100			
TOTAL	24		200	400	600	20

24.

First Semester

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANE-401	Principles & Practice of Management & Organisational Behaviour.	4	3	20	80	100	4
MANE-402	Financial & Management Accounting	4	3	20	80	100	4
MANE-403	Managerial Economics	4	3	20	80	100	4
MANE-404	Statistical Methods & Research Methodology	4	3	20	80	100	4
MANE-405	Legal Aspects of Business	4	3	20	80	100	4
Total		20		100	400	500	20

Second Semester

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANE-406	Marketing Management	4	3	20	80	100	4
MANE-407	Advanced Financial Management	4	3	20	80	100	4
MANE-408	Human Resource Management	4	3	20	80	100	4
MANE-409	Operations Management	4	3	20	80	100	4
MANE-410	Management Information Systems	4	3	20	80	100	4
Total		20		100	400	500	20

Third Semester - Group A - Finance

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANE-501	Business Policy & Strategic Management	4	3	20	80	100	4
MANE-502	Business Environment & Managing for Excellence	4	3	20	80	100	4
MANE-551	Inplant Training Report	4	3	100	-	100	4
MANE-521F	Financial Services	4	3	20	80	100	4
MANE-522F	Legal & Procedural Aspects of Finance	4	3	20	80	100	4
MANE-523F	Financial Institutions & Markets	4	3	20	80	100	4
Total		24		200	400	600	24

Third Semester Group B - Marketing

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANE-501	Business Policy & Strategic Management	4	3	20	80	100	4
MANE-502	Business Environment & Managing for Excellence	4	3	20	80	100	4
MANE-551	In plant Training Report	4	3	100	-	100	4
MANE-521M	Product & Brand Management.	4	3	20	80	100	4
MANB-522M	Marketing Research & Consumer Behaviour.	4	3	20	80	100	4
MANB-523M	Sales & Distribution Management.	4	3	20	80	100	4
Total		24		200	400	600	24

Third Semester- Group C - Human Resource Management

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANE-501	Business Policy & Strategic Management	4	3	20	80	100	4
MANE-502	Business Environment & Managing for Excellence	4	3	20	80	100	4
MANE-551	Inplant Training Report	4	3	100	--	100	4
MANE-521H	HR Administration & Information Systems	4	3	20	80	100	4
MANE-522H	Training, Development & Performance Management	4	3	20	80	100	4
MANE-523H	Training, Development & Performance Management	4	3	20	80	100	4
Total		24		200	400	600	24

Third Semester Group D - Production & Operation

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANE-501	Business Policy & Strategic Management	4	3	20	80	100	4
MANE-502	Business Environment & Managing for Excellence	4	3	20	80	100	4
MANE-551	Inplant Training Report	4	3	100	--	100	4
MANE-521P	Purchasing and Materials Management	4	3	20	80	100	4
MANE-522P	Production Planning and Control	4	3	20	80	100	4
MANE-523P	Applied Operations Research	4	3	20	80	100	4
Total		24		200	400	600	24

Third Semester - Group E Information & Technology

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANE-501	Business Policy & Strategic Management	4	3	20	80	100	4
MANE-502	Business Environment & Managing for Excellence	4	3	20	80	100	4
MANE-551	In plant Training Report	4	3	100	--	100	4
MANE-521-I	Management Support System	4	3	20	80	100	4
MANE-522-I	Business Process Re-engineering	4	3	20	80	100	4
MANE-523-I	System Analysis and Design	4	3	20	80	100	4
Total		24		200	200	800	24

Fourth Semester - Group A - Finance

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANE-503	Management Control Systems	4	3	20	80	100	4
MANE-504	International Business Management	4	3	20	80	100	4
MANE-552	Individual Research Project	4	3	100	-	100	4
MANE-524F	International Finance	4	3	20	80	100	4
MANE-525F	Security Analysis & Portfolio Management	4	3	20	80	100	4
MANE-526F	Risk Management & Taxation Laws	4	3	20	80	100	4
Total		24		200	400	600	24

Fourth Semester -Group B Marketing Management

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANE-503	Management Control Systems	4	3	20	80	100	4
MANE-504	International Business Management	4	3	20	80	100	4
MANE-552	Individual Research Project	4	3	100	--	100	4
MANE-524-M	International Marketing	4	3	20	80	100	4
MANE-525-M	Services Marketing & Customer Relationship Management	4	3	20	80	100	4
MANE-526-M	Integrated Marketing Communication	4	3	20	80	100	4
Total		24		200	400	600	24

Fourth Semester - Group C- Human Resource Management

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANE-503	Management Control Systems	4	3	20	80	100	4
MANE-504	International Business Management	4	3	20	80	100	4
MANE-552	Individual Research Project	4	3	100	--	100	4
MANE-524- H	Labour Legislation	4	3	20	80	100	4
MANE-525- H	Strategic Human Resources Management	4	3	20	80	100	4
MANE-526- H	Organizational Development	4	3	20	80	100	4
Total		24		200	400	600	24

Fourth Semester - Group D - Production & Operations Management

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANE-503	Management Control Systems	4	3	100	-	100	4
MANE-504	International Business Management	4	3	20	80	100	4
MANE-552	Individual Research Project	4	3	20	80	100	4
MANE-524- P	Logistics Management	4	3	20	80	100	4
MANE-525- P	Service Operations Management	4	3	20	80	100	4
MANE-526- P	World Class Manufacturing	4	3	20	80	100	4
Total		24		200	400	600	24

Fourth Semester - Group E - Information Technology / Systems

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANE-503	Management Control Systems	4	3	100	-	100	4
MANE-504	International Business Management	4	3	20	80	100	4
MANE-552	Individual Research Project	4	3	20	80	100	4
MANE-524- I	Strategic Management of Information Technology	4	3	20	80	100	4
MANE-525- I	Database Management System	4	3	20	80	100	4
MANE-526- I	ERP	4	3	20	80	100	4
Total		24		200	400	600	24

Note :-

1. Maximum total no. of marks at the end of IVth semester -500+500+600+600=2200
2. Maximum total no. of credits at the end of IVth semester -20+20+24+24=88



ISO 9001:2008

Dr. Babasaheb Ambedkar Marathwada University, Aurangabad.

University Department of Management Science.

Subject Title	:	401 - Principles & Practice of Management & Organizational Behaviour.		
Subject Ref. No.	:			
		No. of Credits	:	4
		No. of Periods / Week	:	4
		Assignments / Sessionals	:	20 %
		Semester Exams	:	80%
Course Objective	:	The Subject intends to empower the students to understand the nuances of Organizational Functioning with special reference to Human Behavior, Group Dynamics, Organizational Learning & thereon; thereby making them capable of working in an organizational set-up.		
Pre Requisite	:	The students are expected to be prepared with the theoretical aspects of the same, so that the mentor could facilitate the minds to absorb its practical aspects.		
Unit – I	:	Management : Meaning & Scope, Evolution of Management, Planning, Organizing,		
Unit - II	:	Decision Making, Motivation , Leadership, Controlling techniques		
Unit – III	:	Organizational Behaviour – Definition, Meaning & Scope, Perception Process,		
Unit – IV	:	Personality & attitudes, Learning Processes, Group Dynamics & Teams, Organizational Design		
Unit – V	:	Organizational Change & its Management, Conflict management.		
Text Books	:	<ol style="list-style-type: none"> 1. Luthans, F. <i>Organizational Behaviour</i>, 7th ed., New York, McGraw Hill, 1995. 2. Robbins, S.P. <i>Management</i>, 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996. Robbins, S.P. <i>Organizational Behaviour</i> , 7 th ed., New Delhi, Prentice hall of India, 1996		

Additional Reference Books	:	<ol style="list-style-type: none"> 1. Koontz, H. and Weachirch, H. <i>Management</i>. 10th ed., New York, McGraw Hill, 1995. 2. Goleman, Daniel <i>Emotional Intelligence</i>, 3. Harvard Business Review's Leadership Manual <p>www.hbpr.com</p>
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Subject Title	:	402 Financial & Management Accounting		
Subject Ref. No.	:			
		No. of Credits	:	4
		No. of Periods / Week	:	4
		Assignments / Sessionals	:	20 %
		Semester Exams	:	80%
Course Objective	:	The purpose of this course is in creating awareness and understanding of three core areas of Financial Management- Investment Decisions, Financing Decisions and Dividend Decisions		
Pre Requisite	:	Elementary Understanding of concepts related to Finance.		
Unit – I	:	Double Entry accounting methods -Conventions and Concepts – Rules for journalizing -Primary and Secondary books of accounts - Preparation of Trial Balance – b)Final Accounts of profit making and nonprofit making organizations		
Unit - II	:	Introduction to company final accounts. Cost Accounting – cost, costing and cost accounting -Elements of Cost - Elementary study of Materials Cost-valuation of inventory - . Labor Cost - overheads -Preparation of Cost Sheet, Methods of costing – job and process costing only		
Unit – III	:	Working Knowledge of Managerial Decision Making Techniques likes - Marginal Costing – Cost Volume Profit Analysis-BEP analysis - problems on concepts of marginal costing, application of marginal costing in decision making including key factor considerations		
Unit – IV	:	Budgetary Control –types of budgets – functional , budgets, Flexible Budgets, cash budget		

Unit – V	:	Standard Costing - Materials Cost and Labor Cost Variances only
Text Books	:	<ol style="list-style-type: none"> 1. <i>FinancialManagement-</i> Khan and Jain Sixth Ed- Tata McGraw Hill. 2. <i>FinancialManagement-</i>Prasanna Chandra – Seventh Ed, Tata McGraw Hill. 3. <i>FinancialManagement- Principles and Practice-</i> G Sudarshana Reddy, Himalaya Publications 4. <i>FinancialManagemen-</i> R. M ShrivastavHimalaya Publications 5. <i>FinancialManagement-I M Pandey, Vikas Publications</i> 10th Ed
Additional Reference Books	:	

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Subject Title	:	403 MANAGERIAL ECONOMICS		
Subject Ref. No.	:			
		No. of Credits	:	4
		No. of Periods / Week	:	4
		Assignments / Sessionals	:	20 %
		Semester Exams	:	80%
Course Objective	:	The objective of the course is to acquaint the students with concepts and technologies needed in economics and to enable them to apply this knowledge in business decision making at firm level.		
Pre Requisite	:	Basic understanding of concepts, theories of economics.		
Unit – I	:	Definition, nature and scope of Managerial Economics - Managerial Economics and Micro-economics - Managerial Economics and Macro-economic – Types of business organization – nonprofit organization – organization goals- profit maximization- wealth maximization and sales maximization- satisfying theory- enhancing value of the firm and its goals.		
Unit - II	:	Demand Analysis - Determinants of Market Demand - Law of Demand - Elasticity of Demand - Measurement and its use - Demand Forecasting - Techniques of Demand Forecasting		
Unit – III	:	Supply analysis- production and costs law of variable proportions- law of supply and elasticity of supply- cost and cost functions – determinants of costs- break even analysis		
Unit – IV	:	Pricing and output determination - Pricing decisions under different market forms like perfect competition, monopoly, oligopoly - Pricing Methods Government and Business - Need for Government intervention in the market - Price Controls - Support Prices and Administered Prices - Prevention and control of monopoly -		
Unit – V	:	Protection of consumers' interest – globalization and Economic Liberalization - Process of disinvestments – applications of economic principles in managerial decision making		

Text Books	:	<ol style="list-style-type: none"> 1. M Adhikari, <i>Business Economics</i>, Excel Books New Delhi 2000 2. Baumol , W J <i>Economics Theory and Operation Analysis 3rd Ed</i> New Delhi, Prentice Hall Inc. 1996 3. Chopra O P <i>Managerial Economics</i> New Delhi, Tata McGraw Hills 1985 4. Geetika , Ghosh, and ChaudhariPurba Roy, <i>Managerial Economics</i> Tata McGraw Hills 5. Mithani <i>Managerial Economics</i>
Additional Reference Books	:	



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Subject Title	:	404 Statistical Methods & Research Methodology		
Subject Ref. No.	:			
		No. of Credits	:	4
		No. of Periods / Week	:	4
		Assignments / Sessionals	:	20 %
		Semester Exams	:	80%
Course Objective	:	To equip the students with the basic understanding of the research methodology and provide an insight into the application of modern analytical tools and techniques for purpose of management decision making.		
Pre Requisite	:	NA.		
Unit – I	:	Statistical Methods Arranging data to convey meaning - tables, graphs and frequency distribution. Measures of central tendency and dispersion.		
Unit - II	:	Simple and multiple regression and correlation. Association of attributes. Probability - Probability distributions - Binomial, Poisson and Normal.		
Unit – III	:	Introduction to Linear Programming, Queuing theory, Markov Chains with Simulation techniques, Games theory, Decision theory		
Unit – IV	:	Meaning, Objectives and Motivation in research - Types of research – Research Approaches - Research Process - Validity and Reliability in research Research Design, Sampling Design, Measurement and Scaling Techniques		
Unit – V	:	Methods of data collection, Testing of Hypothesis, Testing of samples, Chi-square Test - Analysis of Variance and Co-variance - Multi Variant Analysis Interpretation of Data and Report Writing, Use of computer in Research - Creating a Database and its use for Statistical Analysis		

Text Books	:	<ol style="list-style-type: none"> 1. Research methodology methods & techniques by C.R. kothari 2. Statistical methods: Dr.S.P. Gupta-sultan Chand & sons New Delhi. 3. Research methodology by gupta 4. Research methodology in social science by Giridhari 5. Management Research Methodology by K.N. Krishnaswamy, Appalyersivakumar and M. Mathirajan. 6. Management Research by Andrews, F.M. and S.B. WitheySocial Indicators of Well Being. Plenum Press. NY, Bennet, Roger 7. Survey Methods by Fowler, Floyd J.Jr., 8. Exploring Research by Salkind, Neil J.,
Additional Reference Books	:	



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Subject Title	:	405 Legal Aspects of Business		
Subject Ref. No.	:			
		No. of Credits	:	4
		No. of Periods / Week	:	4
		Assignments / Sessionals	:	20 %
		Semester Exams	:	80%
Course Objective	:	The Course bears the onus of developing technical insights in students about the legislative framework of Indian Business Scene.		
Pre Requisite	:	The students are required to refer Bare Acts, Law Codes & Supreme Court Precedents on the topics to be discussed in the lecture beforehand.		
Unit – I	:	The Contract Act, 1871 1872		
Unit - II	:	Sales of Goods Act, 1930		
Unit – III	:	The Negotiable Instruments Act, 1881		
Unit – IV	:	The Companies Act, 1956 up to only the first 100 sections		
Unit – V	:	The Consumer Protection Act, 1986, The Information Technology Act, 2000.		
Text Books	:	Bare Acts & Code Books		
Additional Reference Books	:	Supreme Court Journals, Supreme Court Reports & other Reference Journals		



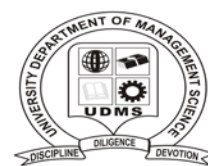
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University Department of Management Science.

Subject Title	:	406 Marketing Management.		
Subject Ref. No.	:			
		No. of Credits	:	4
		No. of Periods / Week	:	4
		Assignments / Sessionals	:	20 %
		Semester Exams	:	80%
Course Objective	:	The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.		
Pre Requisite	:	The student should have basic knowledge of Management.		
Unit – I	:	Marketing Concepts – Marketing Concept, Marketing Process, Marketing Mix, Customer value, Customer Satisfaction and delight, Functions of Marketing		
Unit - II	:	Marketing Planning- Analysis of Marketing opportunity, Product Market Selection, Process of Marketing Planning and Contents of Marketing Plan		
Unit – III	:	Sales Forecasting Concept and methods, Introduction to Marketing Research-Process- Scope, Obstacles in acceptance.		
Unit – IV	:	Consumer Behaviour- Factors influencing consumer behaviour- Consumer decision making process- Industrial Buyer behaviour Vs. Domestic Buyer behaviour. Dealing with competition- Identification and Analysis of Competitors.		
Unit – V	:	Market segmentation- Bases for market segmentation of consumer goods, industrial goods and services- Market Targeting and positioning strategies.		

		Market Evaluation and Controls- Process, types of control techniques- Marketing Audit- Marketing Ethics, internet Marketing, e commerce.
Text Books	:	<ol style="list-style-type: none"> 1. Kotler, Philip, <i>Marketing Management, Analysis, Planning, Implementation and Control</i>, New Delhi, Prentice Hall of India. 2. Ramaswamy, V S and Namakumari, S. <i>Marketing Management; Planning Control</i>, New Delhi, Macmillan.
Additional Reference Books	:	<ol style="list-style-type: none"> 1. Enis, B M <i>Marketing Classics: A Selection of Influential Articles</i>, New York, McGraw Hill. 2. Station William, J. <i>Fundamentals of Marketing</i>, New York, McGraw Hill. 3. Nelamegham, S. <i>Marketing In India: Cases and Readings</i>, New Delhi, Vikas. Shah "Advertising and Promotion", Tata McGraw Hill.



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University Department of Management Science.

Subject Title	:	407-Advanced Financial Management		
Subject Ref. No.	:			
		No. of Credits	:	4
		No. of Periods / Week	:	4
		Assignments / Sessionals	:	20 %
		Semester Exams	:	80%
Course Objective	:	The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision making and control		
Pre Requisite	:			
Unit – I	:	Finance function –Broad areas under finance- Scope and Significance - Role of a finance executive –Implications of Various Forms of Business Organizations. Financial system – Meaning and significance, Players in the financial system and their role.		
Unit - II	:	Financial Statements of corporate organizations – Introduction to Schedule VI provisions of Companies Act, 1956. Analysis and interpretation of Financial Statements using the techniques of Ratio Analysis and Funds Flow Analysis and Cash flow Analysis.		
Unit – III	:	Working Capital Management - Nature of working capital - Need for working capital – Operating cycle, Estimation of working capital requirement - Financing working capital requirement - Commercial Papers - Management of Cash and Receivables - Factoring		
Unit – IV	:	Capitalization - Under Capitalization and Over Capitalization - Raising the Long Term and Medium Term funds - Own Vs. Borrowed Funds - Public Deposits - Leasing and Hire Purchase, Venture capital - Computation of Cost of Capital - Trading on Equity - Leverages – type & significance.		
Unit – V	:	Capital Budgeting - Nature and Significance - Time Value of Money - Discounting and Compounding - Methods for evaluating capital expenditure proposals (all important methods including IRR) A) Management of Profits - Dividend Policy - Procedural and Legal formalities involved in the payment of dividend - Bonus Shares B) Dividend Distribution Theories: -		

		<p>C) Theories of dividend</p> <ul style="list-style-type: none"> i. Gordon growth model ii. Walters valuation model iii. MM – Irrelevancy theory
Text Books	:	<ul style="list-style-type: none"> 1) 'Advanced Accountancy' by Shukla and Grewal. 2) 'Advanced Financial Accounting' by R.L.Gupta 3) 'Advanced Accounting' by Jain and Naranmg. 4) 'Advanced Accounting' by Khan and Jain. 5) 'Advanced Accountancy' by S.N.Maheswari.
Additional Reference Books	:	



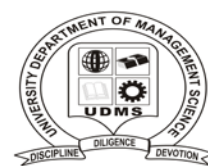
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University Department of Management Science.

Subject Title	:	408 Human Resources Management		
Subject Ref. No.	:			
		No. of Credits	:	4
		No. of Periods / Week	:	4
		Assignments / Sessionals	:	20 %
		Semester Exams	:	80%
Course Objective	:	In a complex world of industry and business organizational efficiency is largely dependent on the contribution made by the members of the organization. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the policies and practices of human resource management..		
Pre Requisite	:	The Students are enshrined with the responsibility of referring the requisite articles, books, cases as suggested by the course faculty. Furthermore, the students are supposed to refer additional content for developing better understanding of the concepts & techniques.		
Unit – I	:	Human Resources Management – Introduction and Importance – Evolution – Difference between HR Management and HRM – role of HR Manager – Structure of HR department Duties and responsibilities of HR Manager.		
Unit - II	:	HRD Systems- Evolution – Goals _ Elements and their interrelationship – HR Strategies – HR strategies and Organizational Strategies.		
Unit – III	:	Manpower Planning – Objectives – Estimating manpower requirement – Recruitment and selection process – Main resources of recruitment – Assessment Devices – Succession Planning.		
Unit – IV	:	Merit Rating – Promotions – Transfers – Job Description – Job Evaluation –Job Enlargement – Job Enrichment – Job Rotation. Training and Development – Training Process and Methodology – Need and objectives – training Procedure- Methods of Training- Tools and Aids – Evaluation of Training Programs.		
Unit – V	:	Performance Appraisal systems- Definition, Concepts of Performance Management – Different methods of Performance Appraisal – Rating Errors. Kinds of Separation – Resignation, Discharge, Dismissal, Retirement, Voluntary Retirement, Golden handshake and Contractual employment etc		

		Tools to improve managerial effectiveness – Kaizen – Quality Circles- times Management
Text Books	:	<ol style="list-style-type: none"> 1. Dessler, Gary <i>Human Resource Management</i>, Prentice Hall 2. Aswathappa K. <i>Human Resources and Personnel Management</i> Tata McGraw Hill New Delhi, 1997. Awasthapa “Human Resource Management”, Tata McGraw Hill.
Additional Reference Books	:	<ol style="list-style-type: none"> 1. De Cenzo, D A & Robbins S P <i>Human Resource Management</i>. 5th ed., New York, John Wiley, 1994. 2. Guy, V Mattock J. <i>The New International Manager</i>. London, Kogan Page, 3. Holloway, J ed. <i>Performance Measurement and Evaluation</i>, NDelhi, Sage, 4. Monappa, A & Saiyadain M. <i>Personnel Management</i>. 2nd ed. NDelhi, TMH, 5. Stone Lloyed and Leslie W. Rue, <i>Human Resource and Personnel Management</i> Richard D. Irwin, Illinois 1984.



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Subject Title	:	409 Operations Management		
Subject Ref. No.	:			
		No. of Credits	:	4
		No. of Periods / Week	:	4
		Assignments / Sessionals	:	20 %
		Semester Exams	:	80%
Course Objective	:	The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation function in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc.; Effective and efficient flow, replenishment and control of material with reference to both manufacturing and services organizations.		
Pre Requisite	:	NA		
Unit – I	:	Historical perspective- Industrial Revolution – Evolution of OM concepts from local Factories to Globalization, Change of focus from cost – Productivity – Quality to Environmental concerns. Types of industries – Variety of Business – Integration OF Manufacturing and Services – Scale of Operations – Economics – Creation of Wealth and Prosperity.		
Unit - II	:	Historical perspective- Industrial Revolution – Evolution of OM concepts from local Factories to Globalization, Change of focus from cost – Productivity – Quality to Environmental concerns. Types of industries – Variety of Business – Integration OF Manufacturing and Services – Scale of Operations – Economics – Creation of Wealth and Prosperity.		
Unit – III	:	Materials Management– Importance – Supply chain / Value chain concept–Logistics. Material Flow Management – Purchasing & Supply Management. Inventory – Concept – Need – Types – Classification – Inventory costs – EOQ- Fixed order & Fixed period models – Safety Stock – Lead time.		
Unit – IV	:	Facility Location - Advantages – Types of Layouts- Building Material Handling & Storage system Quality Management System – ISO 9000 , ISO 14000 – TQM Maintenance Management – Total Productive Maintenance (TPM)		
Unit – V	:	Competitive OM – Flexible Manufacturing System , Group Technology , Cellular Manufacturing , Focus Manufacturing , Lean Manufacturing 5-S , 3M – Eliminating Waste – Value Analysis		

		10. Tools & Techniques for problem solving – SQC, SPC, Kaizen, 7QC Tools, Pokayoke, Six Sigma – Work Study – Work Measurement
Text Books	:	<ol style="list-style-type: none"> 1. Production and operations Management by Kaniska Bedi 2. Production and operations Management by K. Ashwathappa and K. Shridhara Bhat 3. Operations Management by E. Buffa 4. Production and Operations Management 6th ed., by Adam, E E & Ebert, R.J.;
Additional Reference Books	:	<ol style="list-style-type: none"> 1. Manufacturing Organisation and Management by Amrine Harold T. 2. Purchasing and Materials Management. By Dobler, Donald W and Lee, Lamar. 3. Operations Management; Design, Planning and Control for Manufacturing & Services by Dilworth, James B. 4. Production/Operations Management by Moore, FG and Hendrick, T E. 5. Production and Operation Management by Chary. 6. Purchasing and Materials Management by K.C. Jain and Er. Jeet Patidar 7. Operations Management and Control by Dr. Biswajit Banerjee



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University Department of Management Science.

Subject Title	:	410 Management Information system		
Subject Ref. No.	:			
		No. of Credits	:	4
		No. of Periods / Week	:	4
		Assignments / Sessionals	:	20 %
		Semester Exams	:	80%
Course Objective	:	The Course is designed to acquaint the students the role & importance of Management Information System and Decision Support System in Business and Management.		
Pre Requisite	:	The students are required to possess basic and fundamental knowledge of Computers and Information Technology.		
Unit – I	:	<p>Management Information Systems – Nature, Need, Purpose and Objectives, Approaches to MIS, New opportunities with technologies, Information as a strategic resource – Strategic information systems for competitive advantage - MIS as an instrument for the organizational change. Information, Management and Decision Making – Organizations & information systems, Major types of systems and functional perspective, Information, Information systems & business strategies, Models of Decision Making</p> <p>Information Technology - IT infrastructure, components, Planning, contemporary platforms, IT Capabilities and their organizational impact – Telecommunication, Networks & internet, current trends in technologies & tools – IT enabled services, e business, wireless technologies etc.</p>		
Unit - II	:	<p>Data Resource Management - Organizing data, Database environment & data management, Database trends, Database & web, opportunities & challenges, data warehouses, data centers & mining..</p> <p>Building & managing information systems – IT Planning, Process Redesign, Systems development, Systems Analysis and Design - Systems Development Life Cycle - Alternative System Building Approaches - Prototyping - Rapid Development Tools - CASE Tools - Object Oriented Systems, redesigning the organization with information systems, BPR & process improvement, End user computing and Judging Info Systems Effectiveness, Controlling the systems</p>		
Unit – III	:	<p>Managing International/ Global Information Systems, Decision Support Systems - Group Decision Support Systems, Intelligent systems - Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems - Artificial Intelligence, Knowledge Management Systems, Enterprise applications & Business Process Integration.</p>		

Unit – IV	:	Managing change and understand business value of systems, BCP, DRM, Management Issues in MIS - Information Security and Control - Quality Assurance - Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products
Unit – V	:	Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies.
Text Books	:	<ol style="list-style-type: none"> 1. [^] Keen, P. G. W. (1978). <i>Decision support systems: an organizational perspective</i>. Reading, Mass., Addison-Wesley Pub. Co. ISBN 0-201-03667-3 2. ^{^ a b} Henk G. Sol et al. (1987). <i>Expert systems and artificial intelligence in decision support systems: proceedings of the Second Mini Euroconference, Lunteren, The Netherlands, 17–20 November 1985</i>. Springer, 1987. ISBN 9027724377. p.1-2. 3. [^] Efraim Turban, Jay E. Aronson, Ting-Peng Liang (2008). <i>Decision Support Systems and Intelligent Systems</i>. p. 574. 4. [^] "Gate Delays at Airports Are Minimised for United by Texas Instruments' Explorer". <i>Computer Business Review</i>. 1987-11-26. http://www.cbronline.com/news/gate_delays_at_airports_are_minimised_for_united_by_texas_instruments_explorer.
Additional Reference Books	:	