

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

Syllabus for

**P.G. Department of Management
(Under Academic Flexibility)**



**M. B. A. First (Semester I & II)
(With Effect from June 2019)**

Faculty of Commerce and Management

2019-20

Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NACC Accredited 'A' Grade University)

School of Management Studies

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

(FACULTY OF COMMERCE & MANAGEMENT)

(Under Academic Flexibility)

COURSE STRUCTURE WITH CREDIT

Semester I					
Paper	Paper Name	Credits	Maximum Marks		
			Internal	External	Total
101	Management Science –I	4	40	60	100
102	Accounting For Management	4	40	60	100
103	Organizational Behaviour	4	40	60	100
104	Basic Economics for Management	4	40	60	100
105	Quantitative Techniques	4	40	60	100
106	Computer applications in Business	4	40	60	100
107	Communication Skill	4	40	60	100
Semester II					
201	Management Science-II	4	40	60	100
202	Management Accounting & Financial Management	4	40	60	100
203	Marketing Management	4	40	60	100
204	Human Resource Management	4	40	60	100
205	Operations & Material Management	4	40	60	100
206	Advance Research Methods	4	40	60	100
207	Ethical Practices in Business	4	40	60	100
Semester III					
301	Strategic Management	4	40	60	100
302	Business Law-I	4	40	60	100
303	Current Business Scenario	4	40	60	100
304	Specialization I	4	40	60	100
305	Specialization II	4	40	60	100
306	Specialization III	4	40	60	100
307	Specialization IV	4	40	60	100
Semester IV					
401	International Business Management	4	40	60	100
402	Business Law-II	4	40	60	100
403	Management Information System and E-Commerce	4	40	60	100
404	Specialization I	4	40	60	100
405	Specialization II	4	40	60	100
406	Specialization III	4	40	60	100
407	Specialization IV (Project Viva-Voce)	4	50	50	100
Total		112			2800

School of Management Studies
Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

M.B.A. Course Structure (w.e.f. 2019-20)

Semester-I

Course Code	Course Type	Title of the Course	Contact hours/week			Distribution of Marks for Examination						Credits
						Internal		External		Total		
			Th(L)	Pr	Total	Th	Pr	Th	Pr	Th	Pr	
MBA-101	Core	Management Science –I	04	--	04	40	--	60	--	100	--	04
MBA-102	Skill Based	Accounting for Management	04	--	04	40	--	60	--	100	--	04
MBA-103	Core	Organizational Behavior	04	--	04	40	--	60	--	100	--	04
MBA-104	Core	Basic Economics for Management	04	--	04	40	--	60	--	100	--	04
MBA-105	Skill Based	Quantitative Techniques	04	--	04	40	--	60	--	100	--	04
MBA-106	Core	Computer applications in Business	04	--	04	40	--	60	--	100	--	04
MBA-107	Skill Based	Communication Skill	04	--	04	40	--	60	--	100	--	04
AC-101	Audit Course	Practicing Cleanliness		02	02		100	--	--	--	100	02

Semester-II

Course Code	Course Type	Title of the Course	Contact hours/week			Distribution of Marks for Examination						Credits
						Internal		External		Total		
			Th(L)	Pr	Total	Th	Pr	Th	Pr	Th	Pr	
MBA-201	Core	Management Science-II	04	--	04	40	--	60	--	100	--	04
MBA-202	Skill Based	Management Accounting & Financial Management	04	--	04	40	--	60	--	100	--	04
MBA-203	Core	Marketing Management	04	--	04	40	--	60	--	100	--	04
MBA-204	Core	Human Resource Management	04	--	04	40	--	60	--	100	--	04
MBA-205	Core	Operations & Material Management	04	--	04	40	--	60	--	100	--	04
MBA-206	Core	Advance Research Methods	04	--	04	40	--	60	--	100	--	04
MBA-207	Core	Ethical Practices in Business	04	--	04	40	--	60	--	100	--	04
AC-201/2/3/4	Audit Course	Choose one out of four (AC-201/202/203/204) (Personality and Cultural Development Related)	--	02	02	100	--	--	--	100	--	02

List of Audit courses to be offered in Semester-II:

AC-201: Soft Skills

AC-202: Practicing Sports Activities

AC-203: Practicing Yoga

AC-204: Introduction to Indian Music

Semester-III

Course Code	Course Type	Title of the Course	Contact hours/week			Distribution of Marks for Examination						Credits
						Internal		External		Total		
			Th(L)	Pr	Total	Th	Pr	Th	Pr	Th	Pr	
MBA-301	Core	Strategic Management	04	--	04	40	--	60	--	100	--	04
MBA-302	Core	Business Law-I	04	--	04	40	--	60	--	100	--	04
MBA-303	Core	Current Business Scenario	04	--	04	40	--	60	--	100	--	04
MBA-304	Skill Based Elective	Choose ANY ONE Specialization as Elective A- Finance, B- Marketing, C- Human Resource Management, D- Operations	04	--	04	40	--	60	--	100	--	04
MBA-305			04	--	04	40	--	60	--	100	--	04
MBA-306			04	--	04	40	--	60	--	100	--	04
MBA-307			04	--	04	40	--	60	--	100	--	04
AC-301/302	Audit Course	Choose one out of four(AC-301/302) (Technology + value added course)	--	02	02	100	--	--	--	100	--	02

List of Audit courses to be offered in Semester-III:

AC-301: Computer Skills AC-302: Cyber Security

Semester-IV

Course Code	Course Type	Title of the Course	Contact hours/week			Distribution of Marks for Examination						Credits
						Internal		External		Total		
			Th(L)	Pr	Total	Th	Pr	Th	Pr	Th	Pr	
MBA-401	Core	International Business Management	04	--	04	40	--	60	--	100	--	04
MBA-402	Core	Business Law-II	04	--	04	40	--	60	--	100	--	04
MBA-403	Core	Management Information System and E-Commerce	04	--	04	40	--	60	--	100	--	04
MBA-404	Skill Based Elective	Selected Specialization as Elective in Sem-III A- Finance, B- Marketing, C- Human Resource Management, D- Operations	04	--	04	40	--	60	--	100	--	04
MBA-405			04	--	04	40	--	60	--	100	--	04
MBA-406			04	--	04	40	--	60	--	100	--	04
MBA-407	Skill Based	Summer Internship Project Viva-Voce	--	04	04	--	50	--	50	--	100	04
AC-401/402	Audit Course	Choose one out of four (AC-401/402) (Professional and Social + value added course)	02	--	02	100	--	--	--	100	--	02

List of Audit courses to be offered in Semester-IV:

AC-401: Human Rights

AC-402: Current Affairs

1. TITLE OF THE DEGREE

This degree shall be titled as **Master in Business Administration (MBA)** with the mention of Major Specialization in the bracket as “MBA (Specialization)”. This new curricula shall be effective from June 2019-20.

2. PROGRAMME OBJECTIVES

- 1) Providing access to management education to the rural and tribal student in the periphery of Khandesh region.
- 2) Equipping the student as per the requirement of corporate need and propagate entrepreneurial instinct so as to create employment opportunities for the students in Khandesh region.
- 3) Actualizing the acquaintances about fundamentals of management disciplines for gaining professional & Knowledge based experience to excel in desire domain.

3. DURATION

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

4. ELIGIBILITY FOR ADMISSION

As per admission rules framed by Directorate of Technical Education (DTE) Government of Maharashtra, AICTE and North Maharashtra University, Jalgaon

5. PATTERN & GRADING SYSTEM

A. Features of the CGPA System:

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

B. Evaluation of the student:

- (a) The evaluation of the student shall be divided into two parts viz. **Internal Assessment** and **Term End Examination (final semester examination)** with a weightage in the ratio of 40:60.

(b) Standard of passing –

- (i) Minimum marks for passing the internal assessment in theory course shall be 40%. However, the attendance for the internal assessment shall be compulsory.
- (ii) Minimum marks for passing the Term End Examination in theory course shall be 40%.
- (iii) Minimum marks for passing the project course (i.e. sum of the marks obtained in internal and term end examination) shall be 50%.

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

Theory Examination	Maximum marks
Internal assessment	40
Term end examination	60
Total marks	100

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

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

(e) **Internal Assessment:**

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

Heads	Marks	Evaluating Authority
Internal test-I *	20	Concerned Faculty
Internal test-II *	20	
Total marks	40	

*In addition to above the Presentation, Seminar, Assignment, Case Study, Research Paper is also deliberated for Internal assessment.

- (i) Two internal tests conducted by the subject teacher. Each test shall be of **20 marks and the concerned teacher shall consider both internal test for Internal Assessment.** The duration of the each test will be of 90 minutes.
- (ii) The marks for each test shall be displayed on notice board within seven days of conducting the test.
- (iii) It is mandatory to show the answer sheets of all tests to the students.
- (iv) In courses having cases, the internal examination shall be compulsorily cover case analysis

(f) Term end examination:

- (i) The term end examination for 60 marks per course would be held about a week after completion of teaching for the semester.
- (ii) The term end examination of maximum marks 60 and its assessment work shall be conducted by the department under the academic flexibility granted to the department by the University authorities.
- (iii) Each theory paper comprising of 60 marks shall be of two hours duration.

C. Grades:

10 Point Scale System CGPA having passing criterion of 40%

(Other than Engineering and Pharmacy Courses)

From Academic Year 2017-18

Conversion Table for subject wise Marks obtained out of Hundred and Grades

Table 1 : Marks to Grade and Grade Point Conversion for each paper(Under 10 Point Scale System)

Marks Range Out of 100	Grade and Grade Description	Grade Point
80-100	O: Outstanding	10
70-79	A+ : Excellent	9
60-69	A: Very Good	8
55-59	B+ Good	7
50-54	B: Above Average	6
45-49	C: Average	5
40-44	P:Pass	4
0-39/ Absent	F: Fail	0

Table 2 : For Final Cumulative Grade Point Average (CGPA) and Final Grade for Course

CGPA Range	Final Grade
09.50-10.00	O
08.50-09.49	A+
07.50-08.49	A
06.50-07.49	B+
05.50-06.49	B
04.25-05.49	C
04.00-04.24	P
00.00-03.99	F

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

(iii) A student who fails in a course (i.e. He scores less than 24 out of 60 marks in the Term End Examination and 16 out of 40 in internal assessment or less than 40 out 100 marks) shall be given F grade. Student with F grade in course would be granted credit for that course but not the grade for that course and shall have to clear the concerned course within 5 (Five) year from appearing for first time in the concerned paper.

(iv) The **total grade points earned in each course** shall be calculated as –
 Grade points obtained (vide Table-1) X Credits for the course
 Maximum grade points that can be earned in a semester are 280.

Final grade to be awarded and equivalent percentage of marks of the candidate based on his/her CGPA

Formula for Weighted %, SGPA & CGPA

$$1) \quad \text{Weighted \% (WP)} = \frac{\sum_{i=1}^n c_i p_i}{\sum_{i=1}^n c_i}$$

$$2) \quad \text{SGPA} = \frac{\sum_{i=1}^k c_i g_i}{\sum_{i=1}^k c_i}$$

$$3) \quad \text{CGPA} = \frac{\sum_{i=1}^n c_i g_i}{\sum_{i=1}^n c_i}$$

Where,

c_i : Number of credits of the i^{th} paper

p_i : Marks obtained (out of 100) in the i^{th} paper

k : Number of papers in the semester.

n : Total number of papers

g_i : Grade points earned in the i^{th} paper

6. GUIDELINES FOR TEACHING

6.1. There shall be 60 (45 for Teaching Sessions & 15 for Continuous Assessment) lecture hours per semester per course. The duration of the lectures shall be 60 minutes each. There shall be at least 14-16 weeks of teaching before commencement of examination of respective semester.

6.2. There shall be 4 lectures / week / paper.

6.3. The semester workload is balanced with 7 full papers of 100 marks each / semester. Thus 315 lectures hours are considered for teaching sessions and 105 hours shall be used for continuous assessment.

6.4. Self-study shall be natural requirement beside the time table. The Faculty will have to exert a little extra for cultivating reading habits amongst the students.

6.5. The teaching method shall comprise a mix of Lectures, Seminars, Group discussions, Brain storming, Game playing, Interactions with Executives etc. so as to prepare the students to face the global challenges as business executive for this Audio-visual aids and Practical field work should be a major source of acquiring knowledge.

6.6. Case study method preferably shall be used wherever possible for the better understanding of the students.

7. PRACTICAL TRAINING AND SUMMER INTERNSHIP PROJECT

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

7.2. In the Fourth semester examination student has to submit “Project Work” individually on the basis of specialization, for minimum of 50 days. The topic should be decided in consultation with the guidance of internal teacher of the school at the end of the first year, so that the student can take up the training during the vacations. The Project should be necessarily Research oriented, Innovative and Problem solving. No teacher shall be entrusted with more than 15 students for guidance and supervision.

7.3. The Academic committee shall submit the detailed list of candidate with Project Titles, name of the organization, internal guide & functional elective to the Examination committee on or before the end of second semester.

7.4. The student has to write a report based on the actual training undergone during the vacations at the specific selected business enterprise, get it certified by the concerned teacher that the Project report has been satisfactorily completed and submit THREE typed copies of the same to the Head of the Department.

7.5. Two copies of the report submitted by the student shall be forwarded to the Examination committee by the Academic committee before 31st January.

7.6. The project work will carry maximum 100 marks, of which internal teacher shall award marks out of maximum 50 marks on the basis of project work done by the student as a continuous assessment. Remaining marks shall be awarded out of maximum 50 marks by examining the student during Viva-voce, by the panel of the external examiners to be appointed as per university norms.

7.7. No students will be permitted to appear for Viva-voce and Semester IV examinations, unless and until he/she submits the project report before the stipulated time.

8. STRUCTURE OF THE QUESTION PAPER

8.1 Each question paper shall be of 60 marks and of 3 hours duration.

8.2 **For Theory papers** there will 08 subjective questions of 12 mark each.

8.3 The internal examination will be of 40 marks, i.e. of two internal assessment tests, this will carry questions based on syllabi of concerned subject as per the discretion of subject teacher and will be based on practical approach. The structure of the question paper may vary depending on concerned faculty.

Syllabus:

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

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(Grade 'A' NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 101: Management Science-I

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 60 hours

Course Objectives:

- To get in-depth knowledge in various functions of Management.
 - Understand the changes in theories about how managers should behave to motivate and control employees.
 - Discuss why it is important for managers to behave ethically and to understand the steps managers can take to effectively manage diversity.
 - Identify the main steps of the planning process and explain the relationship between planning and strategy.
 - Describe the types of organizational structures managers can design and explain why they choose one structure over another.
 - Explain what leadership is and what makes for an effective leader and develop a sound conceptual framework for understanding management sciences & Global management practices.
 - To be able to understand & solve case studies in Management.
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1. Basics of Management and its Principle

- 1.1 Meaning & definition of Management, Nature & Characteristics, Management Functions Need for Management Principles.
- 1.2 Management: Art and Science & as a Profession, Management Vs Administration, Levels of Management & their respective functions, Role of Manager's and Challenges of today's Manager.
- 1.3 Evolution of Management thoughts: Early approaches to management, Classical approach, Behavioural approach, Quantitative approach, Modern approaches to Management and Emerging approaches in Management thoughts.
- 1.4 Social and Ethical Responsibilities of management: Globalization & Management, Challenges before Indian Managers, Social Responsibilities of management, Social Stakeholders- Measuring Social responsiveness- Managerial Ethics.

2. Planning and MBO

- 2.1 Fundamentals of Planning: Introduction, Definition, Nature, Objective and Significances of Planning, Key factors to planning, Types of Plans, Process of Planning, Prerequisites for effective planning, Environmental constraints.
- 2.2 Management by Objectives: Introduction, Nature of objectives, the Process of MBO, Benefits of MBO, Limitations of MBO, Making MBO effective.

3. Managerial Decision- Making

- 3.1 Introduction, Significance and Limitations of Rational Decision-making, Steps in decision-making process, Types of Managerial decisions, Decision making under certainty, uncertainty & risk.
- 3.2 Management Information System (MIS) & Decision Support System (DSS), Decision Making techniques.

4. Organizing:

- 4.1 Fundamentals of Organizing: Introduction-Definition of Organizing- Benefits of organizing, Traditional perspective on organizing –Close system vs open system , Formal vs Informal organization, Span of management, Process of Organizing.
- 4.2 Strategic Organization Structure: Introduction, Designing organizational structures,
- 4.3 Departmentation: need, importance & bases of Departmentation.
Effective Organizing and Organizational Culture: Ensuring understanding of Organizational structure and organizational culture.

5. Directing & Controlling:

- 5.1 Meaning and Nature of Direction. Importance & Principles of Directing, Leadership and Leadership styles, Motivation, Communication & Conversation/Negotiation.
- 5.2 Coordination – Need & Importance, Coordination & Cooperation, Techniques of Effective coordination.
- 5.3 Managerial control, Steps in a control Process, Essentials of a Sound Control System, Control Methods.

6. Bench Marking:

- 6.1 Definition, Need, Levels & prerequisites of Benchmarking.
- 6.2 Process: Planning, Analysis, Integration, Action Phase, Advantages & limitations of Benchmarking.
- 6.3 TOWS matrix: A modern tool for analysis.
- 6.4 Diversity and Multiculturalism: Nature, Dimensions, Effects, how to manage Diversity and Multiculturalism in the organization.

REFERENCE BOOKS:

- 1. Essentials of Management - Koontz & Weihrich– McGraw Hill
- 2. Principles of Management – Bhat & Kumar – Oxford University Press
- 3. Management Principles & Application - Griffin, Ricky W. : (Cengage Learning/Thomson Press)
- 4. Principles Of Management: Competencies, Processes, And Practices, 2e by Bhat- Oxford University Press
- 5. Principles of Management: Text and Cases, 1e - Bhattacharyya - Pearson
- 6. Global Business Management – Adhikari - Macmillan
- 7. Indian Ethos - Nandagopal Tata McGraw Hill
- 8. Global Management Solutions: Demystified by Seth- Cengage Learning
- 9. Principles Of Management – NeeruVashisth - Taxmann
- 10. Management - Robbins & Coulter – (Prentice Hall Of India,8th Edition)
- 11. Management: A Global And Entrepreneurial Perspective - Weihrich Heinz And Koontz Harold (McGraw Hill 12th Edition 2008)
- 12. Contemporary Management – Jones & George – McGraw Hill
- 13. Management by Stoner, Freeman, Gilbert – Pearson/ Prentice Hall

14. Management: Task, Responsibilities, Practices by Peter F. Druker – Allied Publishers Pvt. Ltd
15. Management: Value-Oriented Holistic Approach by S.A. Sherlekar – Himalaya Publishing House

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 102 Accounting for Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- To understand the basic concepts and theoretical framework of Accounting.
- To be able to analyze and evaluate the Financial Statements.
- To understand the use of Ratio Analysis in Financial Decision Making.
- To understand the basic concepts and processes used to determine product costs.
- The objective of this course is to introduce problems of financial and cost accounting such as Analysis and Interpretation of Financial Statements, Fund Flow Statement, Cash Flow Statement, Ratio Analysis and Cost Sheet for understanding the Financial Statements. Students are expected to gain the ability of using accounting information as a tool in applying solutions for managerial problems, evaluating the financial performance, and interpreting the financial structure.

Unit 1: Accounting Principal and Concept (08)

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

Unit 2: Financial statements: Analysis and Interpretation (08)

Introduction – Definition of Financial statements – Objectives of Financial statements – Nature of Financial statements – Requisites, attributes or Essential Requirements of financial Statements– Importance of Financial statements – Limitation of Financial statements – Recent trends in Presenting Financial statements – Basic Financial statements or Packages of Financial, Statements – Format of Profit and Loss Account – Position Statement or Balance Sheet – Form or Performa of a Balance sheet – Elements of Balance Sheet. Analysis and Interpretation- Meaning – Types of Analysis and Interpretations- Internal Analysis – External Analysis- Horizontal Analysis – Vertical analysis-Methods of Analysis and Interpretation – comparative Financial Statement – Common Size Statements – Trend Analysis.

Unit3: Fund Flow Statement (08)

Introduction – Meaning of Fund – Flow of Fund and No Flow of Fund – Statement of

Change in Financial Position – Flow of Fund Chart – No Flow of Fund Chart – Examples Flow of fund –Components of Flow of Fund – Current Assets – Current Assets – Current Liabilities - Non-Current Assets – Non-Current Liabilities – Fund Flow Statement Vs Balance Sheet – Preparation of Fund Flow Statement; Fund from Operations- Statement of Change in Working Capital –Fund Flow Statement - Meaning – Specimen Format- Purposes- Calculation of fund From Operation- Practical Problem.

Unit 4: Cash Flow Statement (06)

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

Unit 5: Ratio Analysis (08)

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

Unit 6: Cost Accounting & Cost sheet Analysis (07)

Objective of Cost Accounting – Advantages and Limitation of Cost Accounting – Installation of Cost Accounting System- Practical difficulties in Installation of Costing system. Cost sheet – Meaning – Element of Cost – Direct Cost – Indirect cost - Overheads- Prime Cost-Works cost – Cost of Production- Cost of Sales – Importance of Cost sheet – Specimen Format of Cost Sheet- Preparation of Cost sheet- Practical Problem.

References:

1. Management Accounting”, M. E. Thukaram Rao, New Age International Publishers.
2. Financial Cost and Management Accounting”, Dr P. Periasamy, Himalaya Publication House.
3. Financial Management”, Ravi M Kishor, Taxman Publication
4. Financial Management”, IM Pandey, Vikas Publishing House.
5. Financial Management”, Khan & Jain”, MC Graw Hill Publishing House.
6. Cost Accounting”, M.C Shukla, T.S. Grewal, M.P. Gupta, S.Chand Publishing house.
7. Cost and Management Accounting”, Ravi. M. Kishore, Taxman Publication.

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 103 Organisational Behaviour

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- Acquainting the students from diverse streams commonly about the concepts of organization behaviour for making to focus on areas for improvement for achieving better performance in an organizational set up.
- Developing understanding about significance of individual behaviour, motivation and personality development in an organization so as the students shall understand the individual and groups norms.
- To cultivate responsiveness about change and stress management to tackle the organizational conflicts

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

- 1.1 Field of organization behaviour: Post and Present.
- 1.2 Emerging issues in O.B
- 1.3 Importance of organizational behaviour.
- 1.4 O.B.: A Framework
- 1.5 Anchor of Organizational Behaviour.
- 1.6 Interdisciplinary Influences on O.B.
- 1.7 Dynamics of Organization Life

Unit 2: Individual Processes and Behaviour, Personality and Perception (10)

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

Unit 3: Learning and Reinforcement (06)

- 3.1 Introduction & Importance of Learning
- 3.2 Barriers to Learning
- 3.3 Approaches to Learning
- 3.4 Sense making: Core Assumption & Statements
- 3.5 Need to Combine Skill & Style
- 3.6 Positive & Negative Reinforcement
- 3.7 Charting Behaviour

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

- 4.1 Motivation and work behaviour
- 4.2 Different Theories of motivation
- 4.3 MBO Approaches to motivation.
- 4.4 Motivation Programme for employee.
- 4.5 Reward Practices and Empowerment Practices.
- 4.6 Contemporary issues in leadership.
- 4.7 Trust and leadership.

Unit 5: Power & Conflict in the Workplace (07)

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

Unit 6: Organizational Change and Stress Management (08)

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

References

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

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 104 Basic Economics for Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- Define and understand role of economics in Business management and cite important and related fields of decisions and tools and techniques that managers must know about.
- Understand the reasons for the existence of firms, markets and the difference between profit maximization and maximization of wealth through economic decision making.
- Use Supply and Demand analysis to show how determine price in short and Long run though market is competitive.
- Conceptualize the monetary and Fiscal policies and study how development planning is structured at Country level and in International markets.

Unit I- Introduction: The Economics of business (08)

1. Economics a field of study, tools & techniques of analysis, Basic problems of economics. Theories of early economist.
2. Economic environment of business, Micro & macroeconomics,
3. Indian Economy, Agricultural economy, National Income, Inflation, Deflation & Stagflation. Government regulation & deregulation measures
4. Managerial economics- nature & significance, Decision making under Risk & uncertainty. Firm & its goals

Unit-II Demand and supply Analysis (08)

1. Demand: Meaning and Law of Demand, Elasticity of Demand,
2. Demand Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting
3. Supply analysis: Meaning, Law of Supply, Exceptions to the Law of Supply, Elasticity of supply.

Unit III- Production cost Analysis and revenue analysis (08)

1. Meaning of Production and Production Function,
2. Cost of Production- Introduction, Types of Costs, cost curves.
3. Break-even Analysis –meaning BEP charts, assumptions and limitations
4. Cost control- techniques and areas of cost control
5. Revenue: Meaning and Types, estimation of profit, Value analysis,

Unit IV- Pricing Policies for Business (06)

1. Pricing Policies and methods.
2. Price discrimination.
3. Equilibrium of firm: perfect competition, monopolistic, monopoly and oligopoly markets and its impact on pricing decisions.

Unit V-Peculiarities of Land & Labour (06)

1. Meaning of Rent of land: Quasi-rent- Theories of Rent: Ricardian Theory; Modern Theory of Rent Relationship between Rent and Price: Ricardian Analysis;
2. Concept of Wages: Difference between Real Wages and Nominal Wages, Theories of Wages: Bargaining Theory of Wages; Modern Theory of Wages.

Unit VI- Financial repressions and financial reforms (09)

1. Monetary economy:
 - a) Concept, scope, Function and Importance of Money in Modern economy, Demand and Supply of money
 - b) Gold Standards, exchange rate regime since 1973 Currency,
 - c) Exchange rate determination, Concept of Public Debt.
2. Fiscal Policy measures:
 - a) Deficit financing and fiscal policy,
 - b) Role of government in economic planning
 - c) Balance of payments
3. Development planning:
 - a) Finance: Savings, Public Revenue, FI, FDI
 - b) Balanced and Unbalanced growth- types of strategies.

References:

1. Modern Economic Theory: K.K.Dewett, S.Chand publications. New Delhi.
2. Indian Economy: Mishra- puri, Himalaya publication ltd.
3. Managerial Economics: H.CraigPeterson,W.CrisLewis,Prentice- Hall Of India, 3rd Ed.
4. Managerial Economics: Paul G. Keat and Philip K.Y. Young Pearson education, New Delhi. Fifth Edition.
5. Macro Economics: Erol D' Souza, Pearson Education. New Delhi.
6. Micro Economics: Robert S. Pindyick, Daniel L. Rubinfed, Prem L. Mehta, 7th edition, Pearson Education. New Delhi.
7. Managerial Economics (theory and applications): Dr. D.M. Mithani, Himalaya Publications.Ltd.
8. International Financial Management, V.S. Sharan, Printice hall of India Pvt. Ltd. New Delhi, Third edition.

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 105 Quantitative Techniques

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- To Understand the basic concepts of QUANTITATIVE ABILITY
- To Understand the basic concepts of LOGICAL REASONING Skills
- To Acquire satisfactory competency in use of VERBAL REASONING
- To Solve campus placements aptitude papers covering Quantitative Ability, Logical Reasoning and Verbal Ability
- To Compete in various competitive exams like CAT, CMAT, GATE, GRE, GATE, UPSC,
- To understand role of quantitative technique and statistics in business.
- To find significance between variables and attributes by using different statistical tools.
- Identify and develop operational research models from the verbal description of the real system.
- Understand the mathematical tools that are needed to solve optimisation problems.
- Use mathematical software to solve the proposed models.
- Develop a report that describes the model and the solving technique,
- Analyse the results and propose recommendations in language understandable to the decision-making processes in Management

Unit: 1 Basic Statistical Concept (04)

- 1.1 Introduction, to statistics, utility of statistics in business, Frequency distribution, Cumulative frequency distribution
- 1.2 Measures of Central Tendency, Mean, Mode, Median
- 1.3 Measures of dispersion, Range, standard deviation, Variation
- 1.4 Application of standard deviation
- 1.5 presentations of statistical data
- 1.6 typical examples

Unit: 2 Probability concept and statistics (06)

- 2.1 Random and Non-random Experiments
- 2.2 Bayle's Theorem
- 2.3 Definition of probability, Statement of addition and multiplication, Theory of Probability
- 2.4 Concept of Probability Distribution, sample space, events, complementary events, mutually exclusive events, impossible events
- 2.4 Conditional Probability, compound probability.
- 2.5 Axioms of Probability

2.6 Computation of probability using the theorems of probability.

Unit: 3 Correlation and Regression analysis (06)

- 3.1 Introduction
- 3.2 meaning of correlation and regression
- 3.3 methods of studying correlation and regression
- 3.4 Probable error in correlation
- 3.5 Meaning and properties of Regression analysis
- 3.6 Line of Regression, types of regression
- 3.7 Coefficient of Regression
- 3.8 Relation between correlation and regression.
- 3.9 Simple numerical problems on correlation and regression

Unit: 4 Matrices and Determinant

- 4.1 Matrices, types of matrices
- 4.2. Matrix operations, determinants,
- 4.3 Properties of determinants, some basic concepts of Determinants,
- 4.4 Cramer's rule for solving equations,
- 4.5 Inverse of matrix
- 4.6 Review questions and problems

Unit 5 Quantitative Techniques for Managers

- 5.1 Meaning, History and Development
- 5.2 Evolution and classification of quantitative methods.
- 5.3 Quantitative Analysis approach and possible problems in the quantitative analysis approach.
- 5.4 Role of Quantitative Techniques in Business and Industries
- 5.5 Role of computers in quantitative analysis
- 5.6 Advantages and limitation of quantitative methods.

Unit: 6 Assignment problems

- 5.1 Introduction
- 5.2 Characteristics of the assignment problem
- 5.3 Mathematical formulation of an assignment problem
- 5.4 Hungarian method, flow chart for Hungarian method
- 5.5 Solution of maximization problems
- 5.6 Some real-life problems.

Unit: 7 Project Management and Network Analysis

- 7.1 Introduction, Network flow model, the shortest route problem
- 7.2 PERT/CPM Network analysis, determination of critical paths
- 7.3 Elements of project management, advantages and limitation of CPM and PERT
- 7.4 Resource analysis and allocations
- 7.5. Difference between CPM and PERT.
- 7.6 Some real-life problems.

Unit: 8 Decision Theories (05)

- 8.1 Decision making problem-Introduction
- 8.2 Decision making under Certainty, Under Risk
- 8.3 Expected monetary value criteria, EVP
- 8.4 Utility theory – utility as basis for decision making.
- 8.5 Decision making under uncertainty- Maximax criteria, maximin criteria, minimax

criteria, laplace criteria.

References

1. Quantitative techniques in management –N.D.Vohra- Tata McGrawHill
2. Quantitative Techniques- L.C.Jhamb-Everest PublishingHouse.
3. Quantitative techniques for decision making-Anand Sharma-Himalaya Publishing House
4. Business Statistics-S.P.Gupta-Sultan Chand &Sons.
Textbook of Managerial Statistics –B.R. DEY- Macmillan Indiapt.
5. Quantitative analysis for management-Barry Render,Ralph M. Stair.Pearson Education,
prentice hall ,9th edition.

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 106 Computer Applications in Business

(60 + 40 Pattern: External Marks 60+Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- To provide opportunity for the study of modern methods of information processing and its applications;
- To acquaint students with knowledge of the computer systems with emphasis on their uses and limitation;
- To foster among students an interest and confidence in using computers;
- To encourage an understanding of the implications of computers in the modern world;

Unit: 1 Computer Fundamentals (08)

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

Unit: 2 Introduction to software (06)

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

Unit: 3 Introduction to Database Management system (08)

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

Unit: 4 Computer Communications (08)

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

Unit: 5 Introductions to Internet and Electronic Payment System (04)

Internet-Introduction, history, features, Internet software, Applications of internet and WWW, Extranet and E-mail, Introduction to web Browsers, Intranet, internet, extranet Search Engines; Understanding URL; Domain name; IP Address; Using e-governance website. Electronic Payment System.(E-wallets, Debit card, Credit card, Smart card, Electronic Banking, Electronic Fund Transfers.)

Unit: 6 Introductions to Cyber Crime and Cyber Law (04)

Cyber Crime: meaning, measures for prevention, cyber laws, cyber warfare Information Security: concept, meaning, goals for security, security threats, computer viruses, security procedures, computer and cyber forensic, Introduction to Indian Cyber Law:

Information Technology Act 2000, Main features of the IT Act2000

Unit: 7 Microsoft Office-2007-I (04)

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

MS- Excel-Analyzing data using Excel, Editing and formatting worksheets, using functions, Charts (including Pivot chart)

Unit: 8 Microsoft Office-2007-II (03)

MS-Power Point-Preparing a presentation, editing and enhancing slides, customizing a presentation, Animation , Audio and Video Content.

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

Reference Books:

1. Computer Application in business-S. Sudalaimuthu, S. Anthony Raj-Himalaya Publishing House
2. Fundamentals of Computers-C.S.V. Murthy- Himalaya PublishingHouse
3. Ms-Word 2007-A visual approach to learning computer skills-BPBpublication
4. Ms-EXCEL 2007-A visual approach to learning computer skills-BPBpublication
5. Ms-Power Point 2007-A visual approach to learning computer skills-BPBpublication
6. Ms-ACCESS 2007-A visual approach to learning computer skills-BPBpublication
7. Computer Applications for management-Vishal Soni- Himalaya PublishingHouse
8. Fundamentals of Computers, V.Rajaraman,Prentice-Hall.
9. Cyber Security in the 21st Century, Nina Verma, Global Vision PublishingHouse
10. Inside Cyber warfare, Carr, Kitab Mahal, NewDelhi
11. Information Security: Principles and Practices, Pearsonpublisher
12. Cybre Security: Understanding cyber-crimes, computer forensic and legal practices, Wiley India Pvt.Ltd.
13. Furnell, "Computer Insecurity", Springer 7. IT Act 2000

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 107 Communication Skills

(60 + 40 Pattern: External Marks 60+Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. To understand the role of communication in personal and professional success.
 2. To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.
 3. Participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.
 4. To prepare and deliver short individual and group presentations in English on business related topics
 5. To perform a range official support through formal and informal writings, preparing reports, business letters, memorandum, notices, agenda, minutes of the meeting etc.
-

Unit 1 Understanding business Communication (07)

- 1.1 Communicating successfully in an organisation
- 1.2 Characteristics of Effective organisational communication
- 1.3 Model/Process of Communication Process
- 1.4 Basic forms of communication: Verbal and Non-Verbal
- 1.5 Formal and Informal Communication
- 1.6 Communication barriers & breakdowns

Unit 2: Listening skills & Group communication (05)

- 2.1 Mastering Listening
- 2.2 Communicating in teams
- 2.3 Effective Negotiation Skills
- 2.4 Planning, Conducting and Recording meetings
- 2.5 Communicating inter-culturally

Unit 3 Writing Effectively (03)

- 3.1 Planning Business Messages
- 3.2 Writing Business Messages
- 3.3 Completing Business Messages

Unit 4 Writing Business messages and documents (08)

- 4.1 Writing Messages for Electronic Media
- 4.2 Writing Routine and Positive Messages
- 4.3 Writing Negative Message
- 4.4 Writing Persuasive Messages
- 4.5 Kinds of Business letters: Covering letter, routine letters, recommendations letter, acceptance and rejection letters, enquiry letter and application letter and writing memo.
- 4.6 Notices, advertisements, and leaflets.

Unit 5 Business Reports and proposals (06)

- 5.1 Elements of effective business report writing
- 5.2 Types of reports
- 5.3 Writing a Summer Project Report
- 5.4 Business Proposal: Components & Format of proposal
- 5.5 Key elements of winning business proposal.

Unit 6 Business presentation and public speaking (06)

- 6.1 Business presentation: planning, structuring & delivery
- 6.2 Introduction, main body and conclusion of presentation.
- 6.3 Effective sales presentation
- 6.4 Controlling nervousness & stage fright
- 6.5 Essentials of business conversations
- 6.6 Understanding the style of effective Public speaker

Unit 7 Building Careers & employment messages (05)

- 7.1 Career building and setting a career goal.
- 7.2 Writing Resumes: Resumes formats
- 7.3 Traditional, electronic and video Resumes.
- 7.4 Interviewing for Employment and following up
- 7.5 Group Discussion, team presentation and team briefing

Unit: 8 Modern communication media & Case study analysis (05)

- 8.1 Technology based communication tools
- 8.2 Selection of appropriate technology
- 8.3 Effectiveness of technology-based communication
- 8.4 How to do a Case analysis?
- 8.5 Process and Requirement of case analysis

Activities:

The use of group work is strongly recommended for performing different activities based on different topics of this course. Faculty/Instructor should conduct at least 10 activities in the classroom session and assess the students in internal evaluation.

Reference Books:

1. "Basic Business Communication Skill for Empowering the Internet Generation" Lesikar F Lately, Tata McGraw Hill Edition.
2. "Business Communication Today", Cortland Bovee, John V Thill, Mukesh Chaturvedi, Pearson Edition.
3. "Business Communication – Building Critical Skills", Kity O Locker, Stephen Kyo Kaczmarek, Tata McGraw Hill Edition.
4. "Business Communication – Concept, Cases and Applications", P. D Chaturvedi and MukeshChaturvedi, Pearson Edition.
5. "Contemporary Business Communication", Scot Ober AIPD (All India Publishers and Distributors Regd)
6. "Strategic Communication in Business and the Profession" Dan O'Hair, Gustar Friedrich, Lynda Dixon, Pearson Edition.
7. Technical Communication: principles and practice, Meenakshi Raman and Sangieeta Sharma, Oxford University Press
8. Business Communication, Meenakshi Raman and Prakash Sing, Oxford University Press
9. Communication for Business, Pearson Education, Fourth Edition, Shirley Taylor, V. Chandra

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 201 Management Science II

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. To understand the dynamic role of entrepreneurship and small businesses.
2. To gain knowledge of the context, concepts and process of entrepreneurship.
3. Understanding the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.
4. To infuse the entrepreneurial competencies and leadership qualities.
5. To uncover with different controlling mechanism for corporate excellence.
6. To comprehend different technique for achieving productivity.

Unit- 1: Fundamentals of Entrepreneurship Management (07)

- 1.1 Definition, Concept, Traits, Characteristics, Skills, Nature & Importance, classification of Entrepreneur, Concept & Theories of Entrepreneurship
- 1.2 Entrepreneurship Development: Training, Institutions in Aid of Entrepreneurship Development

Unit- 2: Factors affecting & EDP (05)

- 2.1 Factors affecting Entrepreneurship in India: Economic Factors, Non-Economic Factors, Government Actions
- 2.2 Entrepreneurship Cycle
- 2.3 Entrepreneurship Development Programmes: Phases, Issues, Content & Methods

Unit- 3: Project Management (05)

- 3.1 Project Management: Search & Identification of Business Idea
- 3.2 Project Identification
- 3.3 Project Formulation & Preparation of Project Report.

Unit -4: Forms of Entrepreneurship (08)

- 4.1 Rural Entrepreneurship: Meaning, Need, Concept of Rural Industrialization, Problems of Rural Entrepreneurship
- 4.2 Women Entrepreneurship: Concept of Women Entrepreneurship, Challenges & Problems of Women Entrepreneurs in India, Factors Responsible for growth of Women Entrepreneurs
- 4.3 Social Entrepreneurship: Need, Characteristics of Social Entrepreneur
- 4.4 E- Entrepreneur: Meaning & Concept

Unit -5: Leadership (05)

- 5.1 Defining Leadership & Ingredients of leadership
- 5.2 Leadership behaviour & styles, Trait theories of leadership, Personal behaviour theories, Situational theories of leadership
- 5.3 Transactional & transformational leadership, factors influencing leadership effectiveness, Multicultural leadership

Unit - 6: Committee, teams and Group decision Making (05)

- 6.1 Nature of committee and groups
- 6.2 Reasons of using committee and groups
- 6.3 Successful operations of committee and groups
- 6.4 Conflicts in committee, Group and teams

Unit -7: The System & process of controlling (05)

- 7.1 The basic control process
- 7.2 Critical control points, standards & benchmarking
- 7.3 Control as a feedback system
- 7.4 Real time information & control
- 7.5 Control of overall performance
- 7.6 Profit & loss control
- 7.7 Control through return on investment
- 7.8 Management audits & accounting, firms.
- 7.9 Bureaucratic & clan control
- 7.10 Requirements for effective control

Unit -8: Productivity, operations management & total quality management (05)

- 8.1 Productivity problems & measurement
- 8.2 Production & operations management: manufacturing & service
- 8.3 Quality measurement in the information age
- 8.4 The operations management system
- 8.5 Tools & techniques for improving productivity
- 8.6 Supply chain & value chain management
- 8.7 Integration of the value chain with the managerial action

Unit -8: Case Studies (Cases based on all units of M.S. 101 & M.S,201)**Additional Readings books**

- 1) Stay hungry stay foolish – Rashmi Bansal
- 2) The Goal – Eliyahu M. Goldratt
- 3) Business Maharaja-Gita Piramal

Activities:

Faculty/Instructor should conduct presentations based on the additional books reading during the classroom session and assess the students' performance for continues internal evaluation.

Books:

- 1. Management – A global and entrepreneurial perspective- Heinz Weuhrich, Mark Cannice, Harold Koontz, MC Graw Hill Education 14 edition
- 2. Fundamental of Management – Donnelly, Gibson, Lvancevich, IrwinMC Graw Hill
- 3. Management – Kathryn Bartol, David Martin MC Graw Hill
- 4. Essentials of Management –Andrew I DubrinThomsib (Indian Edition)
- 5. Contemporary Management- Goreth R Jones, Jennifer M. George MC Graw Hill (International Edition)
- 6. The Dynamics Of Entrepreneurial Development & Management- Himalaya Publishing House 5th Edition , Vasant Desai
- 7. Entrepreneurship- Robert D. Hisrich, Michael P. Peters,Tata Mc Graw Hill Pub.
- 8. Entrepreneurship Development in India-Gupta, Srivivasan- Sultan Chand & Sons
- 9. Entrepreneurship Development -Cynthia L. Greene, CenageLerning

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 202 Financial Management & Management Accounting

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- 1) Understanding the traditional and modern approaches of financial management along with its broad objectives and function, so as student can be able to develop the knack to handle problems in managing the financial activities of businesses operating in current environment
- 2) Making student responsive toward project planning and awaking them for cost benefit analysis so that, they can able to instil technicalities in formulating the projects
- 3) Understanding of marginal and standard costing for preparing the student in taking decision in corporate financial planning.

Unit-1: Scope and Objectives of Financial Management (08)

- 1.1 Approaches to Financial Management: Traditional View-Modern View-Investment Decisions-Dividend Decisions-Liquidity and Profitability
- 1.2 Comparison with Accounting and Economics: Financial Management and accounting - Financial Management and Economics-Financial Management-Science or Art
- 1.3 Financial Management's Importance in Business: Significance of Financial Controller-Finance Manager as a Facilitator- Organization Chart of Finance Function- Reason for Centralizing Finance Function
- 1.4 Financial Objectives of Business Firm: Profit Maximization, Wealth Maximization, Value Maximization, Other Maximization Objectives.
- 1.5 Agency theory of Firm

Unit-2: Project Planning and Control (08)

- 2.1 Capital Investment Process and Kinds of Project: Meaning of Capital Budgeting-Capital Investment Process- Kinds of Projects, Classification of Projects, Forward and Backward Integration, Rationale for Diversification, New Concepts in Financing and Execution of Projects
- 2.2 Project Organization Structure and Management Systems: Project Organization Structure, Benefits of Project Management, Project Management Information System,
- 2.3 Stages in Setting up of a Project: Initial Selection of Project Ideas, Selection of Project Location, Selection of Project Site, SWOT Analysis, Reasons of Project Failure, Techniques for Project Control
- 2.4 Cost Benefits Analysis: CBA and Investment Decisions, CBA Procedure Techniques of CBA, Benefits and Limitations of CBA, Social Cost and Benefit Analysis, Indicators of Social Desirability of a Project

Unit-3: Sources of Finance (07)

- 3.1 Need for long term finance
- 3.2 Sources of long term financing and short term financing
- 3.3 Financial Implications of long term financing

- 3.4 Long term financing and debt equity ratio
- 3.5 Short term V/s long term financing
- 3.6 Venture capital

Unit-4: Marginal Costing & Cost Volume Profit Analysis (08)

- 4.1 Absorption Costing & Marginal Costing
- 4.2 Similarities and Dissimilarities between Absorption and Marginal Costing
- 4.3 Cost Behaviour and Its Impact over Marginal Costing, Marginal Cost Equation, Marginal Costing and Valuation of Finished Stock
- 4.4 Utility-Advantages and Limitations of Marginal Costing, Precautions to Be Taken While Adopting Marginal Costing, Applications of Marginal Costing
- 4.5 Objectives of CVP Analysis, Assumptions of CVP Analysis, Limitations of CVP Analysis
- 4.6 Algebraic Method of Presenting CVP Analysis, Profit Volume Ratio or Contribution, Sales Percentage, Graphic Method of Presenting CVP Analysis

Unit-5: Standard Costing (07)

- 5.1 Historical Costing, Standard Cost and Standard Costing
- 5.2 Standard Costing and Standardized Costing, Advantages and Limitations Of Standard Costing, Preliminaries in Establishing A System of Standard Costing, Standard Hour, Standard Cost Card, Procedure for Introducing Standard Costing, Variance Analysis- Material -Labour-Overhead

Unit-6: Budget and Budgetary Control (07)

- 6.1 Budget and Budgetary Control, Objectives of Budgetary Control
- 6.2 Essential Requirements of Budgetary Control, Advantages and Limitations of Budgetary Control
- 6.3 Organization for Budgetary Control, Rolling Budget, Types Of Budget, Zero Base Budgeting, Budget Report

References

1. Cost and Management Accounting –M. E. Thukaram Rao, New Age International publisher
2. Cost Accounting-M. N. Arora, Himalaya Publishing House
3. Practical Costing-B. S. Khanna, I. M. Pandey, G.K.Ahuja, S. C. L.Batra, S. Chand
4. Cost Accounting-M. C.Shukla,T.S.Grewal,M.P.Gupta, S. Chand
5. Cost Accounting- Jawahar Lal, Srivastava, Tata McGraw Hill
6. A Textbook of Financial, Cost and Management Accounting-Dr.P.Periasamy, Himalaya Pub. House.
7. Management Accounting-I.M.Pandey

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New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 203: Marketing Management

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 60 hours

Course Objectives:

- Understand the concept of marketing in today's context.
 - Explain why Marketing Management can help an organization gain a competitive advantage.
 - Understand Marketing strategies that managers can use for augmentation of organizational effectively and growth.
 - To discuss the impact of marketing on customers and society as a whole.
-

1. Prerequisites of Marketing

- 1.1 Marketing: Meaning, Definition, Nature, Scope & Importance of Marketing
- 1.2 Evolution of Marketing, Understanding the Market Place & Customer Needs
- 1.3 The Marketing Concept: Selling Vs Marketing.
- 1.4 The Changing Marketing Landscape.
- 1.5 Market: Meaning, Definition & Types of market & Marketing Process.
- 1.6 Marketing approach: Production, Product, Selling, Marketing & Societal marketing.
- 1.7 Marketing Management: New Concept of marketing, Marketing Plans and Planning Process.
- 1.8 Marketing Mix, Marketing organisation, Responsibilities of Marketing Manager.
- 1.9 Niche Marketing, Strategic Marketing.
- 1.10 Marketing Environment: Nature & Importance, Marketing Management and its environment.

2. Segmenting & Targeting the Market (05)

- 2.1 Market Segmentation:
- 2.2 Segmenting Consumer Market.
 - 2.2.1 Levels of Segmentation
 - 2.2.2 Bases for Segmenting Consumer Market and Industrial Market
- 2.3 Market Targeting: Target Market Strategies.
- 2.4 Differentiation & Positioning.
- 2.5 Concept of Product Positioning, Process of Determining the Positioning Strategy, Positioning Errors and Approaches to Positioning.
- 2.6. Concepts of Differentiation and USP.

4. Consumer Behaviour & Marketing Research (12)

- 4.1 Consumer behaviour: Determinants of consumer behavior
- 4.2 Consumer decision making process/ Buying Process: For Normal products: Need recognition, Information search, Evaluation of alternatives, Purchasing decision & post-purchase behaviour for New products: Awareness, Interest, Evaluation, Trial & Adoption

4.3 Organizational buyer decision process: Problem recognition, Product specification, Product & Vendor search, Product & Vendor evaluation, Product & Vendor selection & performance evaluation.

4.4 Product Mix Strategies

4.4.1 Logistics Management- Physical Distribution, Warehousing and Transportation

4.4.2 Retailing- Types of Retail Formats

5. Global Marketing (06)

5.1. Need, Importance & Problems in International Marketing

5.2. Levels of Involvement

5.3. Modes of Entry & Entry Strategies

5.4 Global Marketing Environment.

5.5 Market segmentation of Global scale

5.6 Standardisation vs Adaptation.

5.7 Major Global Marketing Decisions.

6. Marketing of Services

6.1 Nature and scope of Services, Characteristics of Service Marketing

6.2 Classification of Services, Problems of a service organisation, Determinants of services Quality, 6.3 Marketing mix for Marketing of Services

6.4 Marketing of Health care services

6.5 Bank Marketing

6.6 Marketing of Express Courier Services

Reference Books:

1. Principles of Marketing: A South Asian Perspective, 13e – Kotler - Pearson
2. Marketing –Asian Edition by inha, Bines, Fill & Page – Oxford University Press
3. Marketing Management – Rajan Saxena – Tata McGraw Hill
4. Marketing Management – Iacobucci, Kapoor - Cengage
5. Marketing Management: South Asian Perspective, 14e - Kotler/ Koshy - Pearson
6. Marketing : A South Asian Perspective – Lamb, Hair, Sharma - Cengage
7. Marketing Management – Ramaswamy, Namakumari 4th edition - Macmillan
8. Marketing Management – Arunkumar N. Meenakshi – Vikas Publishing
9. Marketing Management – Stanton – McGraw Hill
10. Marketing Management by Kotler, Keller &Koshti - Pearson/ Prantice Hall
11. Marketing –Varma & Duggal – Oxford University Press
12. Basics of Marketing Management – R.B. Rudani - S. Chand & Company Ltd.

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 204 Human Resource Management

(60 + 40 Pattern: External Marks 60+Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- Describe the evolution and development of Human resource Management as a vital function of management in today's competitive business world.
- Scan the business environment in general and HRM environment in particular.
- Understand the need for control and review mechanism through manpower planning and development.
- Analyze the total Procurement process and Administering the competitive advantage through managing the Human relations in business.
- Study overall functions and scope of HRM.

Unit -1: Human Resources Administration and Management (06)

1. Personnel Management, HR Management and HR development: Definition & meaning, Importance, Problems and Scope. Personnel Management in India.
2. Role of HR Manager – Structure and functions of HR Department – Qualification, Duties and responsibilities of HR Manager.
3. Role of HRD in developing Industrial Relations - Concept - Industrial Democracy - Industrial Peace.

Unit- 2: Manpower Planning (07)

1. Objectives - Estimating manpower requirement,
2. Recruitment and selection process - Main resources of recruitment - Assessment Devices, Selection, Placement & induction.
3. Retention of manpower - Succession Planning, Promotions - Transfers , Retirement, Layoff, Golden handshake,
4. Retirement / Separation - Kinds of Retirement - Resignation, Discharge, Dismissal, Suspension, retrenchment, downsizing.

Unit-3: HR strategies and Job analysis (05)

1. Evolution - Goals - Elements and their interrelationship,
2. HR Strategies - HR Strategies and Organizational Strategies, HRIS.
3. Job Description - Job Evaluation - Job Enlargement - Job Enrichment - Job Rotation.

Unit -4: Training and Development (08)

1. Training Process and Methodology - Need and objectives - Training Procedure - Methods of Training - Tools and Aids - Evaluation of Training Programmers

2. EDP- types & importance
3. Leadership – Skill development & Theories.
4. Tools to improve managerial effectiveness - Kaizen - Quality Circles - Time Management.

Unit -5: Performance Appraisal Management System (09)

1. Definition, Ethics and Concepts of Performance Management
2. Different methods of Performance Appraisal – a) Traditional Methods: Ranking, Paired Comparison, Grading, Critical Incident, Force Choice, Checklist, Graphic Rating, Essay Evaluation, Confidential Reports b) Modern Methods: MBO, BARS, 360 Degree Appraisal System,
3. Problems with Performance Appraisal, Post Appraisal Analysis.

Unit -6: HR in competitive environment (05)

1. HR issues in Mergers & acquisitions, Line and staff strategies,
2. HR Accounting & Audit,
3. Motivation Theories, Morale Concept & types.
4. Competency mapping, E-HRM,
5. Research areas in HR importance & types

Unit -7: Labour welfare and wage/salary administration (05)

1. Meaning & types, Health & safety management measures, Internal & external relational issues,
2. Wage & salary administration, types of incentives & compensations.
3. Employee & Labour union issues, Role of ILO, Collective bargaining.
4. General Service Norms & Conditions in India (Private & Public Sector.)

Reference Books:

1. Human Resource Management, Text & Cases by Dr. V.S.P Rao - Excel Books
2. Essentials of Human Resource Management by P. Subba Rao – Himalaya Publishing House
3. Human Resource Management by S.S.Khanka – S Chand & Sons
4. Human Resource Management by Dr K. Ashwathappa – Tata McGraw Hill
5. Comprehensive Human Resource Management by P.L.Rao - Excel Books
6. Human Resource Management by A M Sharma – Himalaya Publishing
7. Managing Human Resources by Fisher- Cengage Learning
8. Human Resource Management by Gary Dessler.- Pearson/ Prentice Hall
9. Personnel Management: - C. B. Mamoria Himalaya Publishing.
10. Indian Services Guide Book. Abhinav Prakashan Pune.

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: First Year M.B.A. (W.E.F. June-2019)
Paper: 205: Operations and Materials Management
(60 + 40 Pattern: External Marks 60+Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Course Objectives:

- The course provides a managerial framework used in the management of Operations and Production functions including materials management of a manufacturing concern and is specifically aimed to achieve the following objectives: to develop an in-depth understanding of the students of the basic concepts of production management and materials management.
 - To make the students understand the theories and considerations needed to take into account plant location and plant layout decisions. To develop the knowledge and skills needed to plan and control manufacturing of goods and services in an industrial setting.
 - To understand the need and importance of Maintenance Management.
 - To know details and importance of Productivity and work study, Method and time study.
 - To understand how the knowledge of materials management can be an advantage to logistics and supply chain operations.
 - To sensitize the students on the materials management functions – Planning, Purchase, Controlling, Storing, Handling, Packaging, Shipping and Distributing, and Standardizing.
 - To realize the importance of materials both in product and service.
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Unit-1: Production and operation Management

- 1.1 History of production and operations management
- 1.2 Meaning, scope, objectives of production management
- 1.3 Difference between Productions and Operations
- 1.4 Process of Production and Automation
- 1.5 Productivity: factors and techniques
- 1.6 Measures to increase Productivity
- 1.7 Recent trends in production/operation management

Unit-2: Product Selection and Product Development

- 2.1 Product Selection Process
- 2.2 Definition & Need of Product Design and Development
- 2.3 Concepts of Product Design
- 2.4 Product Development Process
- 2.5 Techniques of Product Design & Development-QFD,DFMA,
- 2.6 Value Analysis

Unit-3: Process Selection & Production System

- 3.1 Introduction

- 3.2 Need for Process Selection
- 3.3 Classification of Process
- 3.4 The Process Selection Process
- 3.5 Production Systems, Types of Production system

Unit-4: Location Planning & Plant Layout

- 4.1 Introduction of Facility Location
- 4.2 Importance of Facility layout
- 4.3 Factor affecting Location Decision
- 4.4 Plant Layout-Definition, Need, Objectives
- 4.5 Types of Layout
- 4.6 Layout Planning Methodology
- 4.7 Work place Design

Unit-5: Quality Control and Quality Assurance

- 5.1 Definition of Quality, Cost of Quality
- 5.2 Characteristics of Quality
- 5.3 Statistical Methods
- 5.4 Specification & Control Limits
- 5.5 Acceptance Sampling
- 5.6 The operating Characteristic Curve
- 5.7 Total Quality Management, Six Sigma

Unit-6: Maintenance –Operation Policy & Reliability

- 6.1 Definition of Maintenance Management
- 6.2 Need of Maintenance Management
- 6.3 objectives of Maintenance Management
- 6.4 Types of Maintenance Systems
- 6.5 Activities in Maintenance Management
- 6.6 Maintenance Schedule techniques
 - 6.6.1 Six sigma maintenance
 - 6.6.2 Lean maintenance
 - 6.6.3 Computer aided Maintenance
 - 6.6.4 Enterprise Assets Maintenance
- 6.7 total productive Maintenance

Unit 7: Work Study (time and Motion Study)

- 7.1 Work Study: meaning and Advantages
- 7.2 Method Study: objective, scope, steps involved in methods study
- 7.3 Motion Study:
 - 7.3.1 Principles,
 - 7.3.2 Recording techniques of motion study
- 7.4 Work Measurement: meaning and techniques
- 7.5 Time Study:
 - 7.5.1Steps in making time study
 - 7.5.2 Computation of standard time

Reference Books:

1. Supply chain Management-John T. Mentzer-A Division of sagePublications New Delhi
3. Product and Operations Management – Chary
4. Product and Operations Management, by S.A. Chunawala and D. R. Patel, Himalayapublishing house.
5. Production and material Management, Himalaya publishing house, by K. Shridhar Bhat.
6. operation Management for competitive Advantages ,published by Tata McgrawHill,byRichard B. Chase, F. Robert Jacobs and Nitin K. Agrawal.
7. Production and Operation management, NEW age International Publishers by S. AnilKumar and N .Suresh
8. Production and Operations Management by P. Ramamurthy

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 206 Advance Research Methods

(60 + 40 Pattern: External Marks 40 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- To understand some basic concepts of research and its methodologies
 - Identify appropriate research topics and select/define appropriate research problem and parameters
 - Prepare a project proposal to undertake a project
 - Organize and conduct research (advanced project) in a more appropriate manner
 - Write a research report and thesis
 - Write a research proposal for grants
-

Unit-1: Introduction (06)

Meaning, Objectives, Types, Criteria of good research, Marketing research, scientific approach to research in physical and management science, Limitations of applying scientific methods in business research problems, Ethical issues in business research

Unit-2: Business Research-An Overview (06)

Research process, problem formulation, management problem v/s. research problem, Steps involved in preparing business research plan/proposal Business Research Design: Exploratory, Descriptive, & Causal research exploratory research: Meaning, suitability, collection, and hypothesis formulation

Unit 3 Research Design (05)

Meaning and need for research design, Features of good research design, Choice of research design, Scientific method and research design, Types of research design Validity and reliability in research

Unit-4: Data collection (06)

Primary and Secondary data – Sources – advantages/disadvantages, Data collection Methods –Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection. Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale, Thurston-equal appearing interval scale, MDS – Multi Dimensional Scaling.

Unit-5: Hypothesis (06)

Meaning, Types, characteristics, sources, Formulation of Hypothesis, Errors in hypothesis testing, parametric and nonparametric test: T-test, Z-test, F-test, U-test, Rank-Sum test, K-W test. (Theory only)

Unit-6: Sampling (05)

Meaning, Steps in Sampling process, Types of Sampling - Probability and non-probability Sampling Techniques, Errors in sampling. Sampling process

Unit-7: Introduction to statistical tools of Business Research (05)

Bivariate Analysis (Chi-square only), Multivariate Analysis - Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, ANOVA – One-way & Two-way classification (Theory only)

Unit 8: Report Preparation and Presentation (05)

Objective, Importance of the Report and presentation, Report preparation, Report format, Report writing, Guidelines for tables and graphs, Reading the research report

References books:

1. Research Methodology (Methods & Techniques) – C.R.Kothari - Wiley Eastern Ltd
2. Business Research Methodology – Shrivastav- Tata McGraw Hill
3. Business Research Methodology – J.K. Sachdeva- Himalaya Publishing House
4. Marketing research-An applied orientation,5th edition-Naresh K. Malohtra,Satyabhushan Dash-pearson Publication
5. Research Methodology – A.B. Rao- Excel Books
6. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan– PearsonEducation
7. Methodology and Techniques of Social Research- Wilkinson &Bhandarkar- Himalaya Publishing House
8. Business Research Methods- Murthy, Bhojanna- Excel Books

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 207: Ethical Practices In Business

External Marks 60+Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hour

Course Objectives:

This paper aims at providing the students the understanding of ethical issues related to business and good Corporate Governance Practices. Therefore, the course is designed to make student to:

- To Identify the possible ethical problems in Business contexts
 - To deliberate and discuss the practices to solve Ethical Problems
 - To Understand the issues of Ethics and Governance through Case studies.
-

Unit-1: Understanding Ethics

- 1.1 Introduction
- 1.2 What are Ethics?
- 1.3 Essence of Ethics
- 1.4 Determinants of Ethics
- 1.5 Theories of Ethics: Normative Ethics, Descriptive Ethics, Meta Ethics and Applied Ethics
- 1.6 Differentiating Between Ethics, Morals and Law

Unit-2: Values

- 2.1 Introduction to Human values
- 2.2 Defining Values
- 2.3 Types of Values
- 2.4 Morals, Values, and Ethics
- 2.5 Features of Values
- 2.6 Human Beings: Value Creating and Value Fulfilling Animals
- 2.7 Hierarchy of Values

Unit-3: Business Ethics:

- 3.1 Business ethics- Meaning, Need, Importance of ethics in business
- 3.2 Why business Ethics is vital for Managers?
- 3.3 Factors influencing Business ethics
- 3.4 Principle of Business Ethics
- 3.5 Attitude of Indian manager towards Business Ethics
- 3.6 Hofstede's cultural typology: Understanding Indian Business.
- 3.7 Ethical leadership and its Implication
- 3.8 Holistic approach for managers in decision-making

Unit-4: Ethics in Business Disciplines

- 4.1 Ethics in marketing
- 4.2 Ethical and social issues in Advertisements.
- 4.3 Ethics & HRM
- 4.4 Ethics in Accounting & Finance
- 4.5 Ethics in Information Technology

Unit-5: Corporate Governance

- 5.1 Introduction to corporate governance
- 5.2 Why do we need corporate governance?
- 5.3 Basic principles of corporate governance
- 5.4 Regulatory framework of corporate governance in India
- 5.5 Companies Act 2013
- 5.6 Business ethics in corporate governance

Unit-6: Eminent Philosophers and their contribution towards ethics

- 6.1 Socrates
- 6.2 Plato
- 6.3 Aristotle
- 6.4 John Locke Summary
- 6.5 Immanuel Kant
- 6.6 Jeremy Bentham
- 6.7 John Rawls
- 6.8 Confucius
- 6.9 Swami Vivekananda

Unit-7: Ethical Paradoxes & Cases

References book:

1. Business ethics & Professional Values by A. B. Rao, Excel Books
2. Business Ethics-Concept & Cases by Manuel G. Velasquez
3. Business Organization and Management by Neeru Vasisth, Namita Rajput, Kitab Mahal Publishing
4. Management by Ricky W.Griffin, AITBS Publishers
5. Corporate Governance by P. P. Arya, B.B. Tondon, A. K. Vashisht, Himalaya Publishing House
6. Ethical Management by Satish Modh, McMillan India Ltd.
7. Business Ethics by Dr. A.K. Gavai, Himalaya Publishing House
8. Corporate Governance & Business Ethics: Text & Cases by U.C. Mathur, McMillan India Ltd.
9. Business Ethics and Indian Value System: text and cases by Anand Singh, Himalaya Publishing House
10. Business ethics and managerial values by S. K. Bhatia, Deep & Deep Publications
11. Ethics Integrity and Aptitude for civil service examination by M. Karthikeyan, McGraw Hill Education (India) Private Limited.