Estd. 1962
NAAC 'A' Grade

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दुरध्वनी (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग– २६०९०९४)
फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३.e-mail:bos@unishivaji.ac.in

Ref../SU/BOS/Com & Mgmt./6490 **Date : 26/06/2019**

To,

The Principal
All Affiliated (Commerce & Management) Colleges/Institutions,
Shivaji University, Kolhapur

Subject : Regarding Syllabi and Equivalence of MBA Part-I (Sem-I/II) Choice Based Credit System (CBCS) degree programme under the Faculty of Commerce & Management.

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the revised syllabi and equivalence of MBA Part-I (Sem-I/II) Choice Based Credit System (CBCS) under the Faculty of Commerce & Management.

This syllabi and equivalence shall be implemented from the academic year 2019-2020 (i.e. from June, 2019) onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website www.unishivaji.ac.in (Online Syllabus).

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in October / November 2019 & March / April, 2020. These chances are available for repeater students, if any.

You are therefore, requested to bring this to the notice of all Students and Teachers concerned.

Thanking you,

Yours faithfully,

Dr. Registrar

Encl : As above

Copy to,

1. I/c Dean, Faculty of Commerce & Management
2. Chairman, BOS under Faculty of Commerce & Management

} for information

3. Director, BOEE
4. Appointment Section
5. P. G. Admission Section
6. O. E. 1 Section
7. Affiliation Section (U.G./P.G.)
8. Computer Center/I.T.
9. Eligibility Section
10. Distance Education
11. P.G. Seminer Section

} for information and necessary action.

Shivaji University, Kolhapur

NAAC "A" Grade

Revised Syllabus For

Master of Business Administration (MBA) (CBCS)

Part – I (Sem I & II)

Under the Faculty of Commerce and Management

(To be implemented from June 2019)

Syllabus For

Master of Business Administration (MBA) (CBCS)

(Subject to the modifications will be made from time to time)

Under the Faculty of Commerce and Management

Program to be implemented from June, 2019

A. Ordinance and Regulations:-(as applicable to degree/programme)

B. Shivaji University, Kolhapur, New/Revised Syllabus for Master of Business Administration Part I and II

1. Title : Master of Business Administration (CBCS)
2. Faculty of Commerce & Management
3. Year of Implementation :- MBA-I Semester I and II - Academic Year 2019-20

1. Introduction:

Considering the current requirement and present scenario of globalization and emerging trends in the Industry, Information Technology, there is need to make students aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

2. General Objectives of the Course/ Paper:

The main objective of this course is to prepare the executives and managers for top level and middle level management in public cooperative and private sector organizations. Also to prepare students for taking start ups and self employment. The emphasis will therefore, be on developing a role perception of managerial level personnel in the Indian context by exposing them to a wide range of relevant areas, sufficiently in depth so that they may gain the confidence to interact with people at all levels and develop managerial skills for translating polices into action effectively.

Program Educational Outcomes

At the end of MBA program student should take of either of following.

1. Managerial decision making through the application of knowledge of management discipline

2. Set up business enterprise and manage diversified growth of entrepreneurship.

Program Outcomes:

At the end of MBA program students should be with following abilities.

1. Recognize the functioning of business opportunities involvement of business enterprises and exploring the entrepreneurial opportunities.

2. Develop incubation center and entrepreneurship development center for students who intent to take up start up or grow existing business.

3. Develop skills on analyzing the business data application of relevant analysis and problem solving.

4. Demonstrate a global outlook with the ability to identify aspects of the global business and cross cultural understanding

5. Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.

6. Develop effective and oral communication especially in business applications, with the use of appropriate technology.

7. Collaborate and lead terms across organizational boundaries and demonstrate leadership qualities, maximize the uses of diverse skill of term members in the related context.

3. Schedule of Teaching and Examination: This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1st August to 15th November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1st January to 15th April (for 14 weeks). There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

4. Eligibility criteria for Admission: - In order to secure admission to first year of two-year full time MBA course, the candidate should fulfill the following eligibility criteria: • Passed with minimum of 50 % marks in aggregate (45% in case of candidates of backward class categories belonging to Maharashtra State only) in any Bachelor's degree of minimum of three years duration in any discipline recognized by the UGC. • Candidate should appear for the Common Entrance Test (MH-CET), conducted by the competent Authority of Maharashtra State for the MBA Admission.

5.Intake of the Course: As per AICTE approval

Present Syllabus

Present syllabus is introduced with a view to impart practical aspects of subjects offered to learn in MBA program. Efforts have been made to make learning enjoyable and even object oriented. Every unit in syllabus is supplemented with a practical to make students understand the theoretical concept under study. The practical is expected to enhance communication skills, leadership skills, interpersonal skills, professional mannerism since students are regularly in touch with business organizations and people in society for data collected, discussions, learning and seeking opinions. The practical's also aims to enhance research aptitude of student which may help to imbibe analytical skills, logical reasoning and
presentation skills. The entire effort of introducing practical's is to change thanking of students from examination oriented learning to decision making orientation learning in an effort to shape ready decision maker executive and entrepreneur. To bring in shifting in students thinking towards decision making learning the nature of question paper has also been changed and 50% weightage is given in examination for decision making oriented questions or exercise. The syllabus also introduced dynamic online multiple choice objective type examination or written multiple choice objective type examination for all courses where university examination is to be held and open book examination at the MBA-II year optional courses only. The objective type examination expected to help student imbibe in depth knowledge of subject and imbibe employability skills. The open book examination in optional papers only is an effort to put student in the role of decision maker and to foster thinking and implementation of creative and innovative solutions to the various management issues before. To expand the horizon of electives in tune with contemporary business environment in India three optional subjects have been newly introduced in present program are International Business, Entrepreneurship Development and Hospitality Management.

6.Duration: Two-Year Full Time

7.Pattern: 60:20:20 with CBCS

8. Fee Structure: As per Fee Regulating Authority, Govt. of Maharashtra

9. Medium of Instruction: English

10. Structure of MBA Course: 60:20:20 with CBCS

MBA Part -I Semester-I

Paper No.	Course Code	**Subjects**	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online /Written MCQ	
1	CC 101	Indian Ethos & Management Concepts	**4**	**20**	**60**	**20**	**100**
2	CC102	Management Accounting	**4**	**20**	**60**	**20**	**100**
3	CC 103	Managerial Economics	**4**	**20**	**60**	**20**	**100**
4	CC 104	Information Technology for Management	**4**	**20**	**60**	**20**	**100**
5	CC 105	Legal and Business Environment	**4**	**100**	**-**	**-**	**100**
6	CC 106	Organizational Behaviour	**4**	**20**	**60**	**20**	**100**
7	SECC 107	Soft Skill Development (Internal)	**4**	**20**	**60**	**20**	**100**
8	SECC 108	Optional – A* (Internal)	**2**	50	--	--	50
		Total	**30**	**280**	**300**	**120**	**700**

MBA Part-I Semester-II

Paper No.	Course Code	**Subjects**	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online/ Written MCQ	
9	CC 201	Marketing Management	4	**20**	**60**	**20**	**100**
10	CC 202	Financial Management	4	**20**	**60**	**20**	**100**
11	CC 203	Human Resource Management	4	**20**	**60**	**20**	**100**
12	CC 204	Operations Management	4	**20**	**60**	**20**	**100**
13	CC 205	Management Information System	4	**20**	**60**	**20**	**100**
14	CC 206	Research Methodology	4	**20**	**60**	**20**	**100**
15	AECC 207	Managerial Skills for Effectiveness (Internal)	**4**	**100**	**-**	**-**	**100**
16	SECC 208	Optional – B* (Internal)	**2**	50	**--**	**--**	50
		Total	**30**	**280**	**300**	**120**	**700**

MBA. Part-II Semester-III

Paper No.	Course Code	**Subjects**	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online /Written MCQ	
17	CC 301	Strategic and Change Management	**4**	**20**	**60**	**20**	**100**
18	CC 302	Business Intelligence and Analytics	**4**	**20**	**60**	**20**	**100**
19	AECC 303	Project Report & Viva-Voce	**4**	**50**	**50**	**--**	**100**
20	DSC 304	Elective I- Paper-I	**4**	**20**	**60**	**20**	**100**
21	DSC 305	Elective-I Paper-II	**4**	**20**	**60**	**20**	**100**
22	DSC 306	Elective-II Paper-I	**4**	**20**	**60**	**20**	**100**
23	DSC 307	Elective-II Paper-II	**4**	**20**	**60**	**20**	**100**
24	SECC 308	Optional – C* (Internal)	**2**	50	**--**	**--**	50
		Total	**30**	**230**	**350**	**120**	**700**

MBA. Part-II Semester-IV

Paper No.	Course Code	**Subjects**	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online /Written MCQ	
25	CC 401	Innovation and Entrepreneurship	**4**	**20**	**60**	**20**	**100**
26	CC 402	Startups and New Venture (Internal)	**4**	100	**-**	**-**	**100**
27	SECC 403	Employability Skill (Internal)	**4**	**100**	**-**	**-**	**100**
28	DSE 404	Elective I- Paper-III	**4**	**20**	**60**	**20**	**100**
29	DSE 405	Elective-I Paper-IV	**4**	**20**	**60**	**20**	**100**
30	DSE 406	Elective II- Paper-III	**4**	**20**	**60**	**20**	**100**
31	DSE 407	Elective-II Paper-IV	**4**	**20**	**60**	**20**	**100**
32	SECC 408	Optional – D* (Internal)	**2**	50	**--**	**--**	50
		Total	**30**	**280**	**300**	**120**	**700**

28 Heads, Total Marks – 2800 One theory lecture duration is 60 minutes. 112 credits program.

7 full time faculties as per revised AICTE directions

Sr.	Existing Electives**	Sr.	Additional Electives Offered**
1	Marketing Management	8	Hospitality Management
2	Human Resource Management	9	Entrepreneurship Development
3	Financial Management	10	International Business
4	Production Management		
5	IT & System Management		
6	Agriculture Business Management		
7	Textile Management		

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Sr.	**Optional A Paper - VIII**	**Sr.**	**Optional B Paper - XVI**
I	Chh. Shivaji Maharaj -The Management Guru	I	Total Quality Management
II	Computerized Accounting	II	Negotiation Skills
III	Personality Development	III	Taxation
IV	Business Models	IV	E-Business
V	Constitution of India	V	Computer Applications for Business
VI	Creativity and Innovation	VI	Behavioural Finance
Sr.	**Optional C Paper - XXIV**	**Sr.**	**Optional D Paper - XXXII**
I	Corporate Social Responsibility	I	Corporate Finance
II	ERP/SAP	II	B2B Marketing
III	Business Analytics	III	Econometrics
IV	Labour Laws	IV	Organizational Development
V	Marketing Research	V	Sports Management
VI	Customer Relationship Management	VI	Logistic and Supply Chain Management

* Optional papers are **TWO** unit credit courses which are assessed internally by respective institute. Optional courses are to be imparted by industrial experts, practitioners, consultants and professionals from business. Student has to opt for any one optional course offered per internal course and no university examination would be held for the same. **THIRTY** (30) hours of pedagogy excluding tutorials and examination would be the duration of one optional course. The evaluation of optional course is to be done by institute. Optional course is natured as internal course and no university examination would be held for the same. Institute has to design the examination of optional papers. The performance of student in optional course out of 50 marks has to be send to university with rest internal marks.

**The electives selected by minimum 15 students will be taught by a faculty in a class. Rest of the students will prepare themselves for their selected module. However faculty will counsel them and complete their internal work as per module requirement. In case of electives selected less than 15 students, it is at the discretion of Head of the Institution to decide on the teaching and practical instructions.

Note: Bifurcation of 100 marks at University exam marks and Internal Marks:

Internal - Mid – term test*	10 Marks
Internal - Four (4) practical assignments given in syllabus (2.5 Marks to each practical assignment) It is the discretion to respective faculty regarding nature of submission of practical assignments. Submission of practical assignments is mandatory.	10 Marks
University Objective type examination:	20 Marks
University Theory Examination (2 hours duration)	60 marks
Total	100 Marks

Faculty should motivate students for Seminars/Group Discussion/Mini Projects/Research work/Consultation along with Faculty.

Conduct of Mid-term test:

1. Midterm test is to be conducted at the end of every semester by institute.
2. For midterm test OPEN BOOK examination is proposed.
3. The examination would be of three hours for every course.
4. Decision making oriented questions, case lets, exercise questions, practical problems would only be asked to solve.
5. Students are allowed to refer the books which are mentioned in the reference section of syllabus only of respective course. No other text material or book than mentioned in reference section is allowed.
6. Use of internet is strictly prohibited.
7. Use of any other resources apart from books mentioned in the reference section is strictly not allowed.

Open book examination is expected to foster reference taking, reasoning, thinking, decision making, problem solving, creativity and innovation. Applications of concepts in to problem solving, develop models, develop solutions, critical thinking, evaluate the situation, compute and interpret, plan for decisions and the like.
The records of internal practical assignments and midterm test of every student should be maintained at institute which is subject to verify by university authority.

11. Scheme of Teaching and Examination:

a) Scheme of Teaching

This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1st August to 15 th November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1st January to15th April (for 14 weeks).

There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

b) Scheme of Examination and Evaluation Proposed from Academic Year 2019-2020

University written examination: 6**0 Marks**
University Objective type examination: **20 Marks**
Concurrent Institutional Evaluation: **20 Marks**

a. Practical: 10 marks
b. Midterm open book examination: 10 marks

Question papers and answer papers should be only in English language.

1. University examination shall be of 60 marks written and 20 marks online/written examination multiple choice objective type, for each subject.

2. The nature of university examination question paper shall be as follows.

Nature of Question paper and Scheme of marking

Nature of Question Paper: 60 Marks (For MBA-I and MBA II for compulsory papers only)
(Note- Question No. 1 and 4 are compulsory. Attempt any one from Question No 2 and 3)

Q.1 Case Study 20 marks
Case Study, Exercise example, quantitative problems.
Q.2 Decision making related Question/exercise/problem/case let/ etc. 20 marks
Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus. This question is based on the practical's given in the syllabus under respective modules.
Q.3 a) }Descriptive answer question
b) } Descriptive answer question 20 marks
Q.4 Short notes (any four out of six) 20 marks

Online/written Objective type examination: 20 Marks

20 objective type multiple answer would be asked to students online/written. Every question would have four multiple choice answers of which one answer is to be marked.

In the paper of Managerial Economics, Financial Management, Operations Management, Management Accounting, Research Methodology, Business Intelligence and Analytics, exercise example will also be asked. Besides this the specialization area viz. Financial Management, IT & System Management, exercise example will also be asked.

AND

OPEN BOOK Examination from Academic Year 2020-2021
Nature of Question Paper: 60 Marks (Only For MBA-II Sem –III and MBA-II Sem-IV Elective papers.)

(Note- Question number one is compulsory and Attempt any two questions from Q.No. 2 to Q.No. 4)

Q.1 Case Study 20 marks

Case Study, Exercise example, quantitative problems.

Q.2 Decision making related Question/exercise/problem/case let/ etc. 20 marks
Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus. This question is based on the practical's given in the syllabus under respective modules.

Q.3 Decision making related Question/exercise/problem/case let/ etc. 20 marks

Q.4 Decision making related Question/exercise/problem/case let/ etc. 20 marks

The objective type multiple choice online/written examinations of courses and the project Viva-Voce would be undertaken before the written final examination of Shivaji University, Kolhapur.

12. Standard of Passing:

There would be single head of passing. For university written examination, university online /written objective type examination and institution internal evaluation 50% of total marks have to be secured by student per course.

b. No class will be awarded to any part of examination.

13. Passing Rules:

1. For admission to M.B.A. Part-II, a candidate must have cleared all papers of Sem-I and Sem-II or atleast 12 papers of Sem-I and Sem-II combine.
2. The students who have completed first semester are allowed to continue for second Semester and students who have completed 3rd Semester are allowed to continue for IV Semester as per above rule.
3. Students have to complete MBA program within 2+4 years from the date of admission.

14. Project Report:

Every student should go for in-plant training after the Semester- II examination. In -Plant training duration is of 50 days. The detailed description to undergo the project report is given in syllabus.

15. Credit system implementation: As per the University norms

Credit Grade Points:

SR.No.	Marks Obtained out of 100	Numerical Grade (grade Point)	CGPA	Letter Grade
1	Absent	0 (Zero)	------	-----
2	0-49	0 (Zero)	0.0 - 4.99	F(Fail)
3	50-55	5	5.00-5.49	C
4	56-60	6	5.50-6.49	B
5	61-70	7	6.50-7.49	B+
6	71-80	8	7.50-8.49	A
7	81-90	9	8.50-9.49	A+
8	91-100	10	9.50-10.00	O (Outstanding)

1. Marks obtained > = 0.5 shall be rounded off to next higher digit.
2. The SGPA & CGPA shall be rounded off to 2 decimal points.

16. Teacher Qualification: As per AICTE norms prescribed time to time.

1. **Equivalence in Accordance with Titles and contents of papers**

	Existing Subject	Equivalent Subjects
	MBA. Part-I Semester-I	MBA. Part-I Semester-I

1	Principles & Practices of Management	Indian Ethos & Management Concepts
2	Management Accounting	----------
3	Quantitative Techniques for Management	Business Intelligence and Analytics
4	Managerial Economics	Managerial Economics
5	Information Technology for Management	Information Technology for Management
6	Business Communication	------
7	Organizational Behaviour	Organizational Behaviour
8	Legal Framework of Business	Legal and Business Environment
9		Optional – A*
	MBA. Part-I Semester-II	MBA. Part-I Semester-II
10	Marketing Management	----------
11	Financial Management	Financial Management
12	Human Resource Management	Human Resource Management
13	Operations Management	Operations Management
14	Management Information System	Management Information System
15	Operation Research Techniques	Business Intelligence and Analytics
16	Research Methodology	Research Methodology
17	Business Environment	Legal and Business Environment
18		Optional – B*

w.e.f. Academic Year 2020-21 and onwards.

	Existing Subject	Equivalent Subjects
	MBA. Part-II Semester-III.	MBA. Part-II Semester-III.
19	Corporate Planning & Strategic Management	Strategic and Change Management
20	Project Report & Viva-Voce	Project Report & Viva-Voce
21	Elective I- Paper-I	
22	Elective-I Paper-II	Elective I- Paper-I
23	Elective-I Paper-III	Elective-I Paper-II
24	Elective-II Paper-I	Elective-II Paper-I
25	Elective-II Paper-II	Elective-II Paper-II
26	Elective-II Paper-III	----------
27		Optional – C*
	MBA. Part-II Semester-IV	MBA. Part-II Semester-III.
28	Entrepreneurship Development	Innovation and Entrepreneurship
29	Management Control System	Startups and New Venture
30	Global Quality System	----------
31	International Business	Elective I- Paper-IV
32	Elective I- Paper-IV	Elective-I Paper-V
33	Elective-I Paper-V	Elective II- Paper-IV
34	Elective II- Paper-IV	Elective-II Paper-V
35	Elective-II Paper-V	----------
36		Optional – D*
	Total	

18. Staffing Pattern*:

Staff Pattern:

Sr.	Posts	Subject Designated In	Number of Posts 60 Intake	Number of Posts 120 Intake	Number of Posts 180 Intake
1	Director	General Management	1	1	1
2	Professor	General Management	1	1	1
3	Associate Professor	Any Subject/Elective/Specialization	1	3	4
4	Assistant Professor	Any Subject/Elective/Specialization	4	8	12
	Totals Posts		7	13	18

Recommended Cadre Ratio shall be 1:2:6 or better.
(AICTE Approval Process Handbook 2018-2019 Page no. 112)

* Staffing patter is as per AICTE norms. Refer AICTE approval process handbook.

Note:

1. Senior faculty of Professor Grade should be appointed in General Management area. Post of Associate Professor and Assistant Professor should allot to any area of functional management i.e. Marketing Management, Financial Management, Production Management, Systems Management, Human Resource Management and Agriculture Business Management, Hospitality Management, Entrepreneurship Development and International Business as per the requirement of institute.
2. If college/Institute wants to provide additional electives then additional faculty in respective area should be appointed for each additional elective before commencement of academic year, on the basis of recommended Cadre ratio of AICTE i.e. 1:2:6 or better. The university approval of appointment of such additional faculty should be taken.
3. The local enquiry committee has to examine the number of electives offered by the institute and the availability of approved teaching staff with respect to electives offered.
4. For fulfilling the workload as per norms of a faculty; concerned head of the institute is at discretion to allot workload of other subjects than of the core area looking towards the competency of faculty.

Division of Workload as per the revised syllabus of MBA

Sr.	Subjects	Workload
01	General Management	
	Indian Ethos & Management Concepts	4
	Managerial Economics	4
	Soft Skill Development (Internal)	4
	Legal and Business Environment	4
	Workload for Sem I	16
	Research Methodology	4
	Managerial Skills for Effectiveness (Internal	4
	Workload for Sem II	8

	Strategic and Change Management	4
	Business Intelligence and Analytics	4
	Workload for Sem III	8
	Employability Skill (Internal)	4
	Workload for Sem IV	12
02	Marketing Management	
	Marketing Management	4
	Workload for Sem I	4
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
03	Human Resource Management	
	Organizational Behaviour	4
	Workload for Sem I	4
	Human Resource Management	4
	Workload for Sem II	4
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
04	Financial Management	
	Financial Management	
	Management Accounting	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
05	Production Management	
	Operations Management	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
06	IT & System Management	
	Information Technology for Management	
	Management Information System	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4

	Elective-I Paper-V	4
	Workload for Sem IV	8
07	Agriculture Business Management	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
08	Textile Management	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
09	Hospitality Management	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
10	Entrepreneurship Development	
	Innovation and Entrepreneurship	4
	Startups and New Venture	4
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
11	International Business	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8

19. Special Instructions, if any.

Additional Electives: Additional Electives may be offered to the student successfully completed the MBA program of Shivaji University, Kolhapur only. The single additional elective or dual additional electives may be offered. Student has to appear only for offered elective papers and be exempted from the compulsory papers to take the instructions and for examination. Student has to attend regular classes to take instructions of additional offered elective by taking formal

admission to the institute paying prescribed tuition fees. Institute has to comply the formal eligibility process of the University. Attendance of student has to be observed as per university norms. Student has to submit the assignments and appear for midterm test as per university norms to secure internal credits and has to appear for university examination.
The mark sheet of examination is to be offered by the university.

C. Other Features:

Teacher's Training Program (MBA)
The faculty dealing with MBA program is from either of following,

1. Fresh MBA graduates from recognized management institute and continuing teaching to MBA program.
2. Senior faculty having some industrial background (presently not concerned with industry since last five years)
3. Senior faculty without any industrial exposure (faculty started their academic career and continuing till time.)
4. Person from industry joined academics after a break in carrier owing to personal issues.
5. Person from industry worked at senior level joined academics.

In aforementioned scenario only the last scenario has relatively good knowledge of contemporary industry otherwise rest first three categories presently does not have any industrial relevance. Scenario first and third creates worried picture.
Why the students of MBA does not imbibed with required skills which hinders employability, amongst many; one reason is their mentors lagging in skills. Why mentors lagging in skills, amongst many; one reason is they do not have industrial exposure.
The worried part of management education is; the person without business exposure teaches as to how to manage business.
Teachers' training is an effort to bridge this gap.
Every faculty dealing with MBA in Shivaji University, Kolhapur jurisdiction is appointed to teach for a specific functional area of management though it is general management, marketing management, financial management, human resource management, production management and the like.
Faculty irrespective of experience and educational qualification expected to undergo the teachers' training program of 10 days duration. Once in every two years the training has to be taken in respective field of functional area of management in an industry especially the unit where educational institution has signed a MoU. The unit where the training is to be imparted must be a medium scale unit (medium scale unit defined by Ministry of Industry, Government of India). The report appending certificate from the unit is to be submitted to the Director of the institute and the said would be forwarded to the university with due attestations of Director of the Institute.
Institute has to extent the duty leave for teacher's training and help teacher to find an organization to undergo training.
How teacher's training would help:

1. Helps to find the gaps between what one teaches and what industry expects.
2. Hands on experience in the field – it would help to relate theoretical concepts to observed phenomenon.
3. ASK – helps to build attitude, skills and enhances knowledge since theory fuses with practice.
4. Case study – faculty gets an opportunity to conduct a case study research and expected to publish a case study of the concern unit. (With prior permission of authorities of unit).

5. Wisdom – it would help to transform knowledge easily to the students.
6. Update with recent trends in respective functional area of management.

1. Library and Laboratory equipments

   As per AICTE norms prescribed time to time.

D. General Guidelines:

MOOCs and Swayam courses:

1. Any courses offered on MOOCs and Swayam of two credits are considered to be optional to two credit courses offered in the said syllabus under the heading Optional A, Optional B, Optional C and Optional D. The candidate has to intimate university through institute head regarding admission to MOOCs and or Swayam courses in the said academic year only. Candidate has to produce documents of completion of course certified by Head of the Institution to university examination and evaluation authority for credit consideration.
2. The courses notified by the Board of Studies in Management time to time, offered on MOOCs and Swayam of four credits are considered to be optional to four credit internal courses offered in the said syllabus. The candidate has to intimate university through institute head regarding admission to MOOCs and or Swayam courses in the said academic year only. Candidate has to produce documents of completion of course certified by Head of the Institution to university examination and evaluation authority for credit consideration.
3. The rules and regulations regarding Swayam and MOOCs courses extended by university authority time to time are to be applicable.

MBA -I SEM-I
Indian Ethos and Management
(Choice-Based Credit System)
Paper - I

Course Outcomes	Students of this course will able to do: • understand sources of organizational ethical culture and different behavior • Understand the way of righteousness in the Gita • Identify the features of Indian ethos • Analyze Principles of Management • Understand dynamics of ethics in management.		
Expected Skills Implementation (Through theory and Practical's)	• Philosophical approach • Recognizing and analyzing ethical issues • Understandings of Cultural Variation		
Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20

Syllabus Contents:

Unit 1: a) Theory	A) **Introduction and Evolution of Management:** Definition-Scope of management. Classical Approach-Scientific Management Approach- Behavioral Approach-Human Relations Approach-Contingency, Operational Approach, B) **Levels of Management**: Different levels of Management and skills required. Management by Objectives (MBO) – Definition, Meaning and Significance, MBO process.	10 Hours
b) Practical	Visit local organization and study different levels of management.	5 Hours
Unit 2: a) Theory	A) **Planning and Organizing:** Planning-nature, types and limitation of planning Organizing-meaning, Process, Organization structure, Types of organizational structure. B) **Staffing, Directing and Controlling:** Staffing- concept, need and importance. Directing- concept, need and principles of directing. Controlling - Steps in Control Process-Need-Types of control Method- Techniques of Controlling-Benefits.	10 Hours
b) Practical	Visit local organization and study Organization structure along with duties and responsibility.	5 Hours

Unit 3: a) Theory	**A) Indian Ethos:** Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices. **B) Management Lessons from Religion Scriptures:** Management Lessons from Vedas, Management Lessons from Mahabharata.Management Lessons from Bible, Management Lessons from Quran ManagementLessons from Kautilla'sArthashastra Indian Heritage in Business Management, Production and Consumption. Ethics v/s Ethos	10 Hours
b) Practical	a. Study awareness of Indian Ethos in local Industries. b. Study the success stories of Family business	5 Hours
Unit 4: a) Theory	**Business Ethics** **A) Business Ethics** – Definition and its relevance to Business, Historical Perspective of Ethics, Global perspectives on business ethics. Approaches to managerial ethics. **B) Trusteeship Management**-Gandhi and Philosophy of Wealth Management.G.D. Birla and J.R.D Tata policies and practices of business Ethics	10 Hours
b) Practical	a) Present seminar on best ethical practices in business. b) Prepare a report on Infosys Foundation.	5 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Reference Books:

1. Koontz and Weihrich-Essentials of Management,McGraw-Hill
2. Peter Drucker- Essentials ofmanagement
3. Robbins Stephen P. and Decenzo David- Fundamentals ofManagement
4. Sherlekar S.A.-Modern Business Administration and Management; Himalaya PublishingHouse
5. L.M. Prasad-Principles ofManagement
6. R.M. Srivastara-Principles ofManagement
7. M. K. Gandhi,Trusteeship
8. Indian Ethos in Management :TusharAgarwal and NidhiChandorkar: Himalaya PublishingHouse
9. Business Ethics and Value System: H.C.Mrutunjaya; PHL Learning.

Suggested Research Journal :

- Vikalp-IIM Ahamdabad
- Visison-MDI,Gurgaon

MBA –I, SEM-I,
PAPER II
Management Accounting
(Choice-Based Credit System)

Course Outcomes: 1. Describe concepts in management accounting. 2. Prepare final account of a company 3. Prepare cost sheet of a company **4.** Produce CVP analysis.		
Expected Skills Implementation (Through theory and Practical's) : Reading the balance sheet of a company Analysis of accounting and cost figures.		
Marks : 80 Total Hours of Teaching: 60 Theory: 40 Practical: 20		
Unit 1:	**Financial Accounting:**	**(10 Hours)**
a) Theory	Need for Accounting, Internal and external users of accounting information, Accounting concepts and conventions, Accounting cycle and System: Nature of accounting transactions., Depreciation Methods	
b) Practical	i) Enlist internal and external users of accounting information. Visit any business organization to identify how accounting information is used at different levels of management. ii) Develop specimen vouchers iii) Identify any fixed asset and apply appropriate method of charging depreciation.	**(5 Hours)**
Unit 2:	**Final Account:**	**(10 Hours)**
a) Theory	Preparation of Final Account, Computerized Accounting - Role of computerized accounting, Tally package - features and application**.**	
b) Practical	Develop specimen vouchers, form a company in tally package and make entries for the transactions accordingly to come out with income statement and balance sheet.	**(5 Hours)**
Unit 3:	**Cost Accounting:**	**(10 Hours)**
a) Theory	Meaning, objectives, scope, importance and advantages Difference between financial and cost accounting. Cost unit and cost centre; Elements of cost:- Material, Labour and overheads; Preparation of cost sheet, Inventory valuation methods (FIFO, LIFO,Simple Average and weighted Average)	
b) Practical	i) Visit any manufacturing unit to identify elements of cost and to learn inventory valuation method what they adopted. Prepare cost sheet to calculate cost of production.	**(5 Hours)**
Unit 4:	**Management Accounting:**	**(10 Hours)**
a) Theory	Concept, meaning, Definition, Features, Functions, CVP Analysis - Contribution, PV Ratio, BEP, Margin of Safety, Angle of incidence. Decision making based on CVP analysis – Make or Buy decision- shutdown – dropping the plant – sale or process	
b) Practical	i) Visit any business enterprise, collect information regarding variable cost, fixed cost etc. and calculate Breakeven Point for a product/s. also learn how financial decisions are taken with the help of Breakeven analysis and CVP analysis.	**(5 Hours)**
Note:	Every institute must have licensed copy of Tally Package for	

	the laboratory practical. Minimum 5 hours practical on Tally Package should be conducted to teach accounting process.	
	Practical problems would be asked on Unit 2, Unit 3 and Unit 4.	
Reference Books	Advanced Accountancy- Arulnandan and Raman Advanced Accountancy- Gupta R.L. and Radhaswamy Advanced Accountancy - Shukla M.C. and Grewal T.S. Cost Accounting - Jawahar Lal Advanced Cost Accounting - Jain S.C. and Narang K.L. Cost and Management Accounting - M.E. Thukaram Rao Management Accounting- I. M. Pandey Principles and Practice of Management Accounting - Manmohan Goel Management Accounting - Sharma and Gupta Cost Accounting - Arora M.N.	
Web Sites:	1. Future Accountant www.futureaccountant.com 2. Google Scholar - https://scholar.google.co.in/	
Suggested Research Journal :	1. Chartered Accountant 2. Indian Journal of Accounting 3. Management Accountant 4. The Accounting Review	

MBA – I SEM – I
PAPER – III
Managerial Economics
(Choice-Based Credit system)

Course Objectives:

1. To introduce the students about managerial economics and its practices
2. To learn the production function and pricing practices
3. To aware about market structure and price determination under different market situations
4. To aware the students about capital budgeting and business cycles

Expected Skills Impartation (Through theory and Practical's):

1. Ability to measure and apply concept of elasticity of demand and demand forecasting
2. Ability to measure production cost and revenue of the business organization
3. Ability to explain and asses the product pricing system in different markets
4. Analytical skills about investment appraisal and capital budgeting

Marks : 80	Total Hours of Teaching :60	Theory : 40	Practical : 20

Syllabus Contents

Unit 1 : a) Theory	**Introduction to Managerial Economics** Meaning, features and Scope of Managerial Economics – types and determinants of Demand – Law of Demand –Elasticity of Demand – Price, Income and Cross elasticity of demand – Concept and methods of demand forecasting	10 Hours
b) Practical	Numerical problems on elasticity and case studies	5 Hours
Unit 2: a) Theory	**Production, Cost and Revenue Analysis** Nature and features of production function – Cobb Douglas Production function and its features – Law of variable proportion and Returns to Scale – Least cost factor combination – Cost concepts and its types – Short run and Long run cost curves – Revenue curves under different market structure	10 Hours
b)Practical	Numerical problems on production, costs and revenue. Decision making problems. Drafting costs curves under different markets and economic circumstances.	5 Hours
Unit 3 : a) Theory	**Market Structure and Pricing Practices** Classification of Market Structure – Price and Output determination under Monopolistic competition – Characteristics of Oligopoly – Kinked Demand curve – Price Leadership - Pricing Practices: Cost Plus Pricing-Multi Product Pricing - Dumping	10 Hours
b) Practical	Numerical problems on price output determinations, pricing. Diagrams of price and output determinations under different market structures. Case studies.	5 Hours
Unit 4 : a) Theory	**Capital Budgeting Business Cycles and Asymmetric Information** Concept and significance of capital budgeting – Methods of capital budgeting: NPV – IRR – ARR Concept and phrases of Business cycle: Hicks theory – Schumpeter's theory Asymmetric Information: Moral Hazards and Adverse Selection	10 Hours
b) Practical	Numerical Problems on capital budgeting. Diagrams on business cycle. Case studies	5 Hours

Reference Books:

1. Mehata P. L. (2010) Managerial Economics- Analysis and Problems, Himalaya Publishing House, Mumbai

2. Gupta G. S (2017). Managerial Economics, McGraw Hill Education , New York, NY USA
3. Paul Keat, Philip K Young, Steve Erfle ,(2014) , Managerial Economics, 7th Edition,, Pearson publication
4. Dominick Salvatore (2016) Managerial Economics Principles and Worldwide Applications Eighth Edition © Oxford University Press
5. Nick Wilkinson (2005) Managerial Economics A Problem Solving Approach, Cambridge University Press, New York
6. Varian, H.R. (1992) Microeconomic Analysis, WW Norton & Co. New York,
7. Michael R. Baye (2010) Managerial Economics and Business Strategy, McGraw-Hill Irwin, New York, NY USA
8. Varshney R. L. and Maheshwari K.L. (2005), Managerial economics text, Problem and Cases, Sultan Chand and Sons, Educational Publishers, New Delhi
9. Dwivedi D. N. (2002) Managerial Economics, 6th Edition, Vikas Publishing House Pvt. Ltd. New Delhi

Suggested Additional Readings:

National Council of Applied Economics Research

EBSCO Discovery Service

ProQuest

Suggested Research Journal :

Economic and Political Weekly

Finance and Development

IUP Journal of Managerial Economics

	Master of Business Administration **M.B.A. Part-I Semester-I** **Choice Based Credit System – (CBCS)** **Paper-IV** **Information Technology for Management**		
Course Outcome:	After completion of course students will be able to - 1. Recognize different components of Information Technology. 2. Understand E-commerce models used in a business. 3. Analyze impact of E-banking on the business. **4.** Design a database.		
Expected Skill Impartion	1. Technical Skills regarding IT infrastructure 2. Employability Skills regarding thorough knowledge of IT infrastructure		
Marks: 80	Total Hours of Teaching: 60	Theory: 40	Practical:20
Syllabus contents			
Unit 1: a) Theory	**Information Technology** Definition, Components: Hardware, Software, Network: Types, Topology, Communication media, Overview of Internet, Intranet, Extranet, Need of website for organization, Applications of Internet for Management: E-CRM, E-SCM. Introduction to search engine,		10 Hours
b) Practical	Visit any organization and study their IT infrastructure along with different applications used by organization.		5 Hours
Unit 2: a) Theory	**E-Commerce** Introduction to E-Commerce: Defining Commerce; Benefits of E-Commerce; Components of E-Commerce; Types of E-Commerce; Role		10 Hours

	of Internet and Web in E-Commerce; Technologies Used; Pre-requisites of E-Commerce; Scope of E-Commerce; Mobile Commerce: Overview of M-Commerce – Introduction to Protocol , Components of Mobile Commerce	
b) Practical	Compare different features of E-Commerce and M-Commerce applications of any popular organization (Amazon, Flipkart, Myntra etc.)	5 Hours
Unit 3: a) Theory	**E-Banking** Electronic Banking: Introduction, Traditional Banking v/s E-Banking; Models for E-banking- Core Banking Solution (CBS), Features and subsystems of CBS; Advantages of E-Banking; Delivery channels, Limitations of E-Banking; Electronic Payment Systems: Prepaid and Postpaid Payment Systems (RTGS/NEFT/BHIM/E-cash),; National Payments Corporation of India; Services of NPCI.	10 Hours
b) Practical	Identify how to send and receive money over UPI through any Mobile payment Systems like Google Pay, PayTm etc.	5 Hours
Unit 4: a) Theory	**Database Management System** Database Management Systems (DBMS): Definition, Need, Features, Components, Component Architecture of database system, Data dictionary; Database schema, Data models- Relational Model, Network Model, Hierarchical Model; Normalization; Data Warehousing: Concept, Definition, Architecture of Datawarehouse. Data Mining: Definition, Introduction to Data Mining Tools, KDD process	10 Hours
b) Practical	Design a Database for Bank Deposit System..	5 Hours

Reference Books:

1. Introduction to Information Technology Turban, Rainer and Potter John Wiley & Sons, Inc. 2005
2. Introduction to Database System by Date, Eighth Edition, Pearson Education
3. E-Commerce Fundamentals and Applications - Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, John Wiley & Sons, Inc. 2001
4. E-Commerce (concepts - Models – Strategies), C. S. V. Murthy, Himalaya Publishing House, 2002
5. Computer Fundamentals. B. Ram, New Age Publications, 2003
6. Data Mining Techniques, Arun K. Pujari, Universities Press, 2001

Suggested Additional Reading

ePGPathshala: Engineering and technology Subject: Computer Science
Paper Name: P-12 Web technology
URL: https://epgp.inflibnet.ac.in/ahl.php?csrno=7

ePGPathshala: Engineering and technology Subject: Computer Science
Paper Name: P-04Database Management System
URL: https://epgp.inflibnet.ac.in/ahl.php?csrno=7

Suggested Research Journal

Journal of Internet Banking and CommerceISSN: 1204-5357 http://www.icommercecentral.com/

Journal of Internet Banking and Commerce An open access Internet journal (http://www.arraydev.com/commerce/jibc/)

(Choice Based Credit System) **MBA-1 SEM-I** **PAPER V** **Legal And Business Environment**				
Course Outcome	At the end of the course student should be able to 1. Understand Legal Aspects of Business with respect to Indian economy. 2. Relate various legal provisions to relevant business aspects and situations. 3. Assess Business Environment in India. 4. Appraise Globalization trends a, challenges and environment for foreign trade and investments.			
Expected Skills Imparted through Theory and Practical	1. Skill to understand the legal existence of any business. 2. Legal skills pertaining to business decisions and situations. 3. Analytical skill for economic environment and changes occurring there in. 4. Skill of interpreting the changes in business environment through observations about daily updates on the national and world economy.			
Marks: 100	Total Hours of Teaching 60	Theory 40	Practical 20	
	Syllabus Content:			
Unit 1 a) Theory b) Practical	• Introduction to Business Law and Mercantile Law • Importance of legal knowledge to managerial personnel and Entrepreneurs. • Structure of Indian Legal system. • Fundamentals of Indian Contract Act 1872 • General rules relating to formulation of contract, Performance and discharge of contract. • Breach of contract and remedies for Breach of contract, • Quasi contracts, • Various special contracts like Bailment, agency, indemnity and guarantee • General principles of sale of goods Act			10 Hours 5 hours
Unit 2. a) Theory b) Practical	Principles of Laws relating to Business organizations. • Formation of partnership firms and company • Protecting Company/ Business Property. • Dissolution of partnership and winding up of company • Intellectual Property Rights Copy right, Trademarks, Patents etc Registration and protect of IPRs Remedies for infringement of IPRs.			10 Hours 5 hours
Unit 3. a) Theory b) Practical	• Macro and Micro Indicators of Business environment, Growth Indicators and Development Indicators. • Sectors of Indian economy and Emerging sectors during last 20 years. • Relative Size and growth of Public and Private Sectors.			10 Hours 5 hours

Unit 4. a) Theory b) Practical	• Globalization trends and challenges, • Development of Rural sector since globalization, Environment for Foreign Trade and foreign investment. Exchange rate movements and its impact on economy. • India's competitiveness in the world economy and ease of doing business in India.	10 Hours 5 hours

Reference Books:

1. Pathak, Legal Aspects Of Business, Tata Mcgraw- Hill Publishing Company Limited, New Delhi, 2010. Keith-davis & William Frederick, Business And Society, McgrawHill, Tokyo.
2. M.M. Sulphey & Az-Har Basheer, LAWS FOR BUSINESS, Phi Learning Pvt. Ltd. Delhi, 2011
3. Maheswari & Maheswari, Mercantile Law, Himalaya Publishing House. Mumbai
4. Rudder dutt & Sundaram, Indian Economy, Vikas Publishing House, New Delhi.

Economic Environment of Business by Veena Keshav Pailwar Publisher: PHI learning Pvt. Ltd. New Delhi.

Additional reading website URL

http://www.icmrindia.org/casestudies/Case_Studies.asp?cat=Economics
https://www.focus-economics.com/countries/india
https://www.indiastat.com/economy-data/8/stats.aspx
https://www.scribd.com/doc/38327363/Business-Law-Contracts-Notes
http://www.nishithdesai.com/fileadmin/user_upload/pdfs/Research%20Papers/Intellectual_Property_Law_in_India.pdf

Suggested Journals:

1. The Indian economic journal - https://journals.sagepub.com/home/iej
http://indianjournalofeconomicsandresearch.com/

MBA -I SEM-I
Organizational Behaviour
(Choice-Based Credit System)
PAPER-VI

Course Outcomes**:**

CO1 Relate with the historical growth, factors and model of Organizational Behavior.
CO2 Understand the determinants and various theories of personality development.
CO3 Understand the concept of perception and the process.
CO4 Understand the concept of attitude and values. Elaborate the sources and types of values.
CO5 Relate different theories of motivation and Leadership with current situation and know the roles and activities of leadership
CO6 Understand the various strategies for managing conflicts in organization .
CO7 Understand the concept of organizational culture, organizational change and Development.

Expected Skills Implementation (Through theory and Practical's) :
Reading, Understanding, predicting individual behavior.
Predicting behavior of individual in the group.

Marks : 100	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Introduction to OB : Definition, Nature, : Evolution of Organizational Behaviour Approach – Historical perspective – from Robert Owen(1825) to Elton Mayo(1925), Disciplines contributing to OB – Psychology, Sociology, Anthropology, Social Psychology, Economics & political Science; Approaches to the study of OB -Human Resource Approach, Contingency Approach, Productivity Approach, and System Approach.		10 Hours
b) Practical	Identify the factors influencing individual desirable and undesirable behavior (individual behavior is influenced by number of factors viz. working conditions, leadership, colleagues, social factors and the like) and present them before class for its validity.		5 Hours
Unit 2: a) Theory	Micro Perspectives of OB : Individual behaviour: Personal factors- Biographical characteristics & Learned characteristics, Environmental factor & Organizational factors. Personality- concept, determinants of personality Personality theories – Sigmund Freud, Erikson, Chris Argyris, Types of Personality – Type A & type B Learning & Perception- meaning, nature & process. Learning- meaning, theories & principles; Attitude-concept, components of attitude, formation of attitude, Values- concept, types of values, sources of values.		10 Hours
b) Practical	Individual introspection to know personality traits negative – positive, study its consequences. Suggest remedial measures to transform negative traits to positive. Present the same before class for its validity.		5 Hours
Unit 3: a) Theory	Micro & Macro Dynamics of OB: Motivation-concept, types of motives, theories of motivation A. H. Maslow, Herzberg, Elderfer, McClelland, Vroom, Theory Z ; Individual conflict &group interpersonal conflict, conflict resolution. Group - Definition, Importance, Types of groups. Stages of group formation. Group dynamics – factors affecting group dynamics. Behavioural Problems in group communication process. Stress–Causes effect & coping strategy, Leadership styles – Autocratic, Democratic, lassez-fair; theories of leadership- Behavioural- Managerial Grid , Situational- Harsey Blanchard, Fiedler's LPC contingency theory , Contemporary issues in leadership- Transactional and transformational , Roles & activities of leadership		10 Hours
b) Practical	Visit an organization to know motivational technique so as to find out its correlation with individual productivity. Discuss theoretical motivational techniques with decision maker in respective unit for its Possible consequences on individual behavior and productivity.		5 Hours
Unit 4: a) Theory	Macro Perspective of OB: Organizational Culture- meaning, impact of organizational culture, Organizational Change- process, resistance to change, how to overcome resistance to change. Organizational Development- OD techniques- sensitivity training, Survey feedback, process consultation, team building.		10 Hours

b) Practical	Visit an organization to study its vision, mission and objective to crystallize organizational culture. Study organizational development techniques implemented in the same organization.	5 Hours

Reference Books:
Organizational behaviour - Fred Luthans; Organizational Behaviour - Stephen Robbins; Organizational Behaviour - K. Aswathappa (8^{th} revised edition);
Business, Psychology and Organizational Behaviour – Eugene McKenna.
Understanding Organizational behaviour - Udai Pareek,
Theories of Personality – Calvin Hall, Gardner Lindzey and John Campbell;
Personality and Motivation – A.H.Maslow.
Organizational Behaviour – Dr. C.B.Gupta
Organizational Behaviour A Strategic Approach – Hitt, Miller, Colella

	(Choice Based Credit System) MBA-I SEM-I (Internal) Soft Skills Development Paper - VII		
Course outcomes	After the completion of the course, students will be able to: 1. understand the soft skills 2. Develop professional etiquettes and manners 3. Develop effective communication skills		
Expected Skills Impartation	1. Decision making 2. Effective presentations 3. Time and emotion management 4. Effective communication skills		
Marks : 80	Total Hours of teaching:60	Theory: 40	Practical:20
Syllabus Contents:			
Unit 1: a)Theory	**Basics of soft skills:** Introduction to soft skills, importance , understanding oneself, innovative thinking, problem management, stress and emotional management, leadership, team work		10 Hours
b) Practical	• Ice breaking activities • Role play activities • Team work activities		05 Hours
Unit 2: a)Theory	**Critical thinking Skills** Introduction, Definition, importance of critical thinking, Critical thinking process- identification, research, identifying biases, inference, determining relevance, curiosity, Critical thinking habits, How to improve critical thinking skills		10 Hours
b) Practical	• Critical thinking tests • Critical thinking activities such as Jigsaw- developing community and disseminating knowledge • Videos on critical thinking skills followed by discussion on it.		05 Hours
Unit 3: a)Theory	**Effective Communication Skills** Introduction, understanding communication, the Communication process, Types of communication, Barriers to effective		10 Hours

	communication, 7 C's of communication, A. **Listening Skills:** Listening, Active listening and Passive listening, Blocks to effective listening, Guidelines for Effective listening, importance of silence in communication **B. Speaking Skills** Process of speaking-Pronunciation, Speech mechanism ,aspects of effective speaking- accents, intonation, pitch, etc. Greetings, Apology, Permission, C. **Reading Skills**: Introduction, what is reading? Types of reading- slow, fast, silent, SQ3R technique of reading. **Reading skills in business**- diagrams, directories, correspondence, manuals, records, charts, graphs and tables. D. **Writing Effective English** Word formulations- Prefixes , suffixes, , vocabulary development, basic sentence patterns, types of sentences- Simple, complex, compound	
b) Practical	One minute speech, Role play Poetry recitation Seminar presentation • **Reading comprehension:** 1. On the education of a Man of Business- Arthur Helps 2. Good Manners –J.G. Hill • **Listening activities:** Listen to the audios and script down the audio.	05 Hours
Unit 4: a)Theory	**A) Problem Management:** Process activities, methods and techniques, Reactive problem management , proactive problem management Identification and classification of problems, problem resolution	10 Hours
b) Practical	• Problem management activities • Videos on problems followed by discussion on how to solve them. • Problem management exercises	05 Hours
Suggested Activity	• Students should take critical thinking, creative thinking, and Communication Skills tests.	
Reference Books : 1 Communication :Skills and Soft Skills Avani Sharma, Yking Books, Jaipur2017 2 Linguistics and the process of communication, , Dr. Vipul V. Makodia 3 Communicative Spoken English , Rajneesh Nayar, Mark Publishers, Jaipur 4 Enriching your competence in English, A. R. Thorat, B. S. Valke, S. B. Gokhale, Orient Longman, Hyderabad 5 Essential Communication Skills, Shalini Aggarwal , Ane Books Pvt. Ltd., New Delhi 6 Business Communication, Urmila Rai, S. M. Rai, Himalaya Publishing House , Mumbai.		
Suggested additional reading:		
Suggested Research journal:		

1. European Journal of Personality,
   https://onlinelibrary.wiley.com/journal/10990984
2. Journal of Personality and Individual Differences
   https://www.journals.elsevier.com/personality-and-individual-differences
3. Personality and Social Psychology Bulletin
   https://journals.sagepub.com/home/psp
4. Journal of Personality Assessment
http://www.personality.org/publications/journal-of-personality-assessment/
5. Journal of Management Development
   https://www.emeraldinsight.com/loi/jmd

MBA-I Sem-I (CBCS)
Optional Group A
Paper - VIII (I)
Chh. Shivaji Maharaj – The Management Guru

Course Outcomes:

Describe functions of management.
Relate contemporary management with the management by Chh. Shivaji Maharaj.
Evaluate the planning and strategic options.
Design the planning and strategic options.

Course Objectives:

1. To expose students towards different perspectives and concepts of Swarajya in the field of strategic Management.
2. To understand different strategies followed by Chatrapati *Shivaji Maharaj* in corporate world.
3. To equip the students with requisite Administration system knowledge, skills &right attitude necessary to provide effective leadership in a global environment.

Expected Skills Implementation (Through theory and Practical's) :

1. Strategic Analysis
2. Establishing relations of modern management with historical events.

Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10

Unit 1: a) Theory	**Administration and Management of Chhatrapati Shivaji Maharaj:** a. Concept of Swarajya, Administration of Civil Department, Revenue and Finance, Custom and Taxes, Trade and Commerce, Banking, Total Revenue b. Administration of Military Department - Infantry, Cavalry, Navy, Intelligence Department, Fort Management c. Ashta Pradhan Mandal Administration, Secretariat and Judicial Machinery **Leadership Traits.** Chatrapati *Shivaji Maharaj* and Henry *Fayol's* 14 *principles*	**10**
b) Practical	Compare the HR skills of Chatrapati *Shivaji Maharaj* with those of today's local companies; for following traits. 1. Leadership 2. Flawless planning 3. Policy making 4. Training & Development 5. Retention 6. Rewards & Punishments.	**5**
Unit 2: a) Theory	**Administration system and Strategies of Chhatrapati Shivaji Maharaj relevance in modern management practices.** • Economic policy, Revenue system and welfare policy of Chhatrapati Shivaji Maharaj • Strategies used by Chhatrapati Shivaji Maharaj implemented in today's corporate world: Guerrilla technique. • Planning and Decision Making, Organization, Human Resource Development, Co-ordination, Motivation, Leadership, Communication, Control • Management of Change	**10**

	• Timeless Techniques, Relevance to Modern Management	
b) Practical	Visit any organization and study Strategies used by Chhatrapati Shivaji Maharaj Guerrilla technique adopted by organization and submit the report.	**5**
	Reference Books: 1. Administrative System of Chhatrapati Shivaji: Relevance to Modern Management – Dr. Kedar Phlke, Publisher; Shri Shivaji Raigad Smarak Mandal, Pune. 2. Raja Shiv Chatrapati - B. M. Purandare 3. Shrimanyogi - by Ranjeet Desai 4. Chhatrapati Shivaji Maharaj memorial book by Dr. Jaysingrao Pawar	

	MBA I Sem I, **Optional A** **Computerized Accounting** **Paper – VIII (II)**	
	Course Outcomes: 1. Create an Account of Unit **2.** Prepare financial statements with the help of computerized accounting system.	
	Expected Skills Implementation (Through theory and Practical's): 1. Perform accounting with the help of computer system. 2. System generated report taking.	
Unit-1.	**NON TRADING and trading ORGANIZATION**	
	Business Organization: Service organization, Trading organization and Manufacturing organization **Accounting on Computers:** Basic of accounting concept, Rules of Accounts, Basic Journal Entries, Benefit on A/C of Computer Transaction in Tally ERP 9 **Tally Fundamentals:** Features of Tally ERP 9, Configuration of Tally ERP 9, Creation/Setting up Company, Use of vouchers, Ledgers & Groups **Service Organization:** Structure of Service Organization, GST for services, GST for Expenses, GST Adjustment & Payment, GST Report **Inward & Outward Supply with GST:** Cash & Credit Purchase, Cash & Credit Sales, Invoicing, Inventory creation with HSN, Inventory Transaction with GST **Overview of Tally ERP 9:** Features of Tally ERP 9, Advanced Accounting & Inventory Features, F11 Features, F 12 Features, GST Activation. **Advanced GST Features:** Bill wise Details with GST, Voucher Class for GST, Cost Center for GST, Purchase from URD, Bank Reconciliation, Zero Valued Entries, Backup & Restore, Additional cost on Purchases, E-way Bill, Interest Calculation	15 Hours

	Advanced Inventory Features: Actual & Billed Quantity, Separate Discount Column, Multiple Price Levels, Point of Sale (POS). **GSTR, Accounting & Inventory Reports:** Accounting Reports, GSTR 1 Report, Inventory Report, GSTR 2 Report, GSTR 3B Report, B2B Invoice Report, B2C (Large) Invoice Report.	
Unit-2	**MANUFACTURING ORGANIZATION**	
	Purchase & Sales with GST: Purchase of Raw Material, Storage of Goods, Production Process, Processing in Manufacturing, Maintenance of Locations **Functions with Tally ERP 9:** Recording Transactions, Adv. Accounting Vouchers, Adv. Inventory Vouchers, Manufacturing Voucher **Adv. Stock Transactions:** Order Processing, Tracking numbers, Rejection Notes, Invoicing & Billing, Cost Categories **Statutory Features:** TDS, TCS, Payroll **Technical Features:** Multi-Currency, Predefined Cost Centres, Batch Wise Details, Consolidation of Accounts, Bill of Material **DISPLAY & REPORTING** **Management & Control System:** Budget & Control, Scenario Management, Variances Analysis **Report Generation:** Sales Register, Purchase Register, Re-Order Levels, Optional Voucher, Credit Limits **System Administration:** Consolidation of Accounts, Split Company Data, Export & Import of Data, ODBC Compliance **Technical Advantages:** Multi Lingual, Security Control, Audit in Tally ERP 9, Key points of Display. **Printing in Tally ERP 9:** Cheque Printing, Voucher Printing, Company Logo Printing, Receipt Printing **Finalization of Accounts:** Closing Entries, Adjustment Entries, Profit Screening.	15 Hrs.
	Reference Books Recommended: Tally Education (2018). Official Guide to Financial Accounting Using Tally. ERP 9 with GST (Release 6.4), Bengaluru: Tally Education Pvt. Ltd. Tally Education (2017). GST Using Tally.ERP9, Bengaluru: Tally Education Pvt. Ltd. Tally Education (2018). Tally Guru Vol. 1, Bengaluru: Tally Education Pvt. Ltd. Tally Education (2018). Tally Guru Vol. 1, Bengaluru: Tally Education Pvt. Ltd. Singh, Shraddha and Mehra, Navneet (2014). Tally ERP 9 (Power of Simplilcity), New Delhi: V & S Publishers. Nadhani, Ashok K. (2018). GST Accounting with Tally ERP 9, New Delhi: BPB Publications. Chedha, Rajesh (2018). Learn Tally.ERP 9 with GST and E-Way Bill	

	Chougule,Rajan (2018). Computerized Accounting, Kolhapur.	
	Note – Entire Syllabus should be taught with pragmatic approach. Questions should be asked both on theory and practical.	

MBA I Sem I, Optional A Personality Development Paper – VIII (III)		
Course Outcomes	1. Students will be able to develop professional personality, positive attitude towards everything. 2. Students will be able to develop good interpersonal relations with other individuals at work place. 3. Students will learn the time management and professional manners and etiquettes.	
Expected Skills Impartation	1. Self management skills 2. Interpersonal skills 3. Etiquette and Manners	
Marks 50	**Total Hours of Teaching : 30 Theory:20 Practical :10**	
Unit 1 : a)Theory	a)Introduction to different personality traits. b)Self Management --- Self Evaluation, Self discipline, Self criticism, Recognition of one's own strengths and weaknesses, Self-Discovery and Goal Setting d)Positive Thinking and Attitude- Development of Positive thinking and attitude. e)Interpersonal Relations- Sensitivity Training.	**10 Hrs**
b)Practical	a)Meditation session(Students should write their experience about meditation and submit it.) b)Sessions on interpersonal relations, e.g. How to introduce oneself, style of greeting, introducing others to third parties. (Videos of students during practical session to be recorded and preserved for evaluation)	**5 Hrs.**
Unit 2 : a)Theory	a)Etiquette and Manners----Professional Etiquette---Technology Etiquette--Table Manners b)Time Management c)Grooming-Dressing, Postures, Gestures, e)email and telephone communication f)Physical Fitness- Importance and ways of achieving it., Healthy eating habits.	**10 Hrs**
b)Practical	a) Practical session on table manners. b) Practical session on Dressing, Postures, Gestures	**5 Hrs.**
(All the practicals to be conducted by experts) (Videos of students during practical session to be recorded and preserved for evaluation)		
Reference Books: a) Managing Soft Skills For Personality Development---B.N. Ghosh---- McGraw Hill Education b) Personality Development, Interpersonal Skills and Career Management---**Dr. C.S.G. Krishnamacharyulu** and **Dr. Lalitha Ramakrishnan ---- Himalaya Publishing House Pvt.Ltd.** c) **Personality Development –R.C. Bhatia--- Ane Books Pvt.Ltd.** d) Soft Skills: An Integrated Approach to Maximise Personality ---Gajendra Singh Chauhan---Wiley Publisher		

Suggested Additional Readings: (Web source URL)
Suggested Research Journal:
• **Suggested Case studies:** Caselet 1: Harsha Real Estates--- Soft Skills: Caselet 2: TSMPL Steel, Caselet 3: IBM India Pvt. Limited ------An Integrated Approach to Maximise Personality ---Gajendra Singh Chauhan---Wiley Publisher

(Choice-Based Credit System) **MBA -I SEM-I** **Optional Group A** **Paper – VIII (IV)** **Business Models**			
Course Outcomes	1. The students learn how innovative business models of companies in diverse industries operate. 2. The students understand the components of the business model through various conceptual frameworks. 3. The students apply these frameworks in the analysis of specific company business model cases.		
Expected Skills Impartation(Through theory and Practical's)	1. To develop the business model. 2. Understand the business model and operate it effectively. 3. Innovate and redesign new business models.		
Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10
Syllabus Contents:			
Unit 1: a) Theory	Concept of Business, Definition, Meaning, Evolution of business, Role of business in economic development, Development of business Idea, sources of business ideas, Factors affecting on business, Business Sickness, causes of sickness, remedies for sickness, Financial institutions for business development support.		10 Hours
b) Practical	Visit any business unit and study the sources of idea. Find out the most affecting factors to the business.		5 Hours
Unit 2: a) Theory	Business Model, concept, meaning, History of models of business, Framework of business model, Types of business models, Elements of Business Model, Designing business model, Selection of business Model, Business model cycle, redesigning business model, Sustainable Business Model Innovation. Success stories of business models.		10 Hours
b) Practical	Study the types of business models and give the examples of existing businesses by online search.		5 Hours
Note:	Discuss on the current successful business models. Take brainstorming session on changing trends of business.		

Reference Books:

- Entrepreneurial Development by S.S. Khanka. Published by S. Chand and Company Ltd. New Delhi
- Innovations and Entrepreneurship By Peter Drucker Pub: UBS publishers and Distributors Ltd. New Delhi
- The Origin and Evolution of New Businesses by Amar V. Bhide, published by oxford university press New York.
- The Business Model Book: Design, build and adapt business ideas that drive By Adam J. Bock, Gerard George, Published by Pearson Education Ltd.UK
- Business Model Design and Learning: A Strategic Guide, by Barbara Spencer Business Expert Press
- Business Model Design Compass By JinHyo Joseph Yun Published by Springer, Daegu, Korea

• RESTART Sustainable Business Model Innovation By Sveinung Jørgensen, Lars Jacob Tynes Pedersen, Published by Springer, Lillchammer, Norway
Suggested Additional Readings: (if web source then provide url) Read the biography of successful businessmen.
Suggested Research Journal :
Suggested Case Studies: Case studies must be discussed and solved in classroom. NPTL Videos can be displayed on related topics.

(Choice-Based Credit System)
MBA -I SEM-I
Optional Group A
Paper – VIII (V)
Constitution of India

Course Outcomes	1. Memorize and describe the articles in constitution. 2. Explain the meaning of different articles in constitution. 3. Summarize the different article in constitution.
Expected Skills Impartation	1. Understanding and elaborations 2. Synthesis and summarize.

Objectives of the course:

India is a democracy and its Constitution embodies the main principles of the democratic government-how it comes into being. What are its powers, functions, responsibilities and obligations-how power is limited and distributed. Whatever might have been the original power base of the Constitution, today it seems to have acquired legitimacy as a highest norm of public law.

A good understanding of the Constitution and the law, which has developed through constitutional amendments, judicial decisions, constitutional practice and conventions is therefore, absolutely necessary for a student of law. He must also know the genesis, nature and special features and be aware of the social, political and economic influence on the Constitution.

The purpose of teaching constitutional law is to highlight its never-ending growth. Constitutional interpretation is bound to be influenced by one's social, economic or political predilections. A student must, therefore, learn how various interpretations of the constitution are possible and why a significant interpretation was adopted in a particular situation. Such a critical approach is necessary requirement in the study of constitutional law. Law is important to maintain peace, order and justice in society.

Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10

Syllabus Contents:

Unit 1: a) Theory	**1. General** The Nature of the Constitution, Salient features of the Constitution, Preamble of the Constitution, Citizenship (Articles 5-11) **2. Definitions** **a**. General - Article 12- Definition of State, Article 13 law **3. Right to Equality - Articles 14-18** i. Equality before Law - Article 14 ii. Prohibition of Discrimination on Grounds of Religion, Race, Caste, Sex	10 Hours

	or Place of Birth - Article 15 iii. Equality of Opportunity in matters of Public Employment - Article 16 iv. Abolition of Untouchability - Article 17 v. Abolition of Titles - Article 18 **4. Right to Freedom - Articles 19-22** i. Protection of Certain Rights regarding Freedom of Speech, etc. - Article 19 ii. Protection in respect of Conviction for Offences - Article 20 iii. Protection in Life and Personal Liberty - Article 21 iv. Protection against Arrest and Definition in certain cases - Article 22 **5. Right against Exploitation - Article 23-24** i. Prohibition of Traffic in Human Beings and Forced Labour - Article 23 ii. Prohibition of Employment of Children in Factories etc. - Article 24	
b) Practical	PPT presentations and group discussions.	5 Hours
Unit 2: a) Theory	**6. Right to Freedom of Religion - Articles 25-28** Cultural and Educational Rights - Articles 29-30 **7. Right to Constitutional Remedies - Articles 32 and 226** **8. Fundamental Rights , Directive Principles of State Policy and Fundamental Duties –** 1. Articles 36-51 Relation between Directive Principles of State Policy and Fundamental Rights. 2. Fundamental Duties - Article 51-A **10. The Union Executive –** The President, Vice President, Council of Ministers 52-78 & 129 The Parliament – Articles 79-122 The Union Judiciary –Articles 124-147 **11. Introduction and concept of Federalism, Developments of Federation** **5. The Panchayats- Articles 243, The Municipalities - Articles 243 P-243 ZG** **6. Relations between the Union and State Articles 245- 293** a. Legislative Relations b. Administrative Relations c. Financial Relations **9. Freedom of Trade, Commerce and Intercourse - Articles 301-307** **10. Services under the Union and States - Articles 308-323** **11. Emergency (352,256,360),** **12. Amendment article 368 of the Indian constitution and basic structure**	10 Hours
b) Practical	PPT presentations and group discussions.	5 Hours
Note:	Constitution day should be celebrated in the institute.	
Suggested Additional Readings: (if web source then provide url) 1. Basu Durga Das, Introduction to the Constitution of India 2. Basu Durga Das, Shorter Constitution of India 3. Dr. Pandey J.N., Constitutional Law of India 36 4. Jain M.P., Indian Constitutional Law 5. Seervai H.M., Constitutional Law of India 6. Dr. Shukla V.N., The Constitution of India 7. Tope T.K., Constitutional Law of India 8. S.R.Menany constitutional law I,II		

(Choice-Based Credit System)
MBA -I SEM-I
Optional Group A
PAPER- **VIII** (VI)

Creativity and Innovation

Course Outcomes	1. Understand building blocks of innovation. 2. Be familiar with processes and methods of creative problem solving. 3. Enhance their creative and innovative thinking skills 4. Be familiar with creative and innovative thinking styles		
Expected Skills Impartation(Through theory and Practical's)	1. Entrepreneurial Skills 2. Leadership Skills 3. Organizational Skills		
Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10

Syllabus Contents:

Unit 1: a) Theory	• **Innovation** Innovation- Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation. Differences between invention and innovation, Innovation and entrepreneurship, Sustainability and Innovation, Innovation Management Strategies.	10 Hours
b) Practical	1. Exercise on idea generation using brain storming exercise within the class room. 2. To visit any organization and study their innovative business practices.	5 Hours
Unit 2: a) Theory	• **Creativity** What is Creativity, Components of Creativity, Creativity Process and Techniques for improving creativity process, Mechanism of Thinking. Barriers to creativity, Organization and personal factors to promote creativity. Principles and Techniques for Creative Ideas, Six Hat Thinking Exercises and Lateral Thinking Exercises. Methods and Tools for Creative Problem Solving.	10 Hours
b) Practical	Visit to any creative entrepreneur and understand his/her creativity and also study the impact of his/her creativity on his/her business.	5 Hours

Reference Books:

1. Khandwalla, N. Pradip (2009). Lifelong Creativity – An Unending Quest, New Delhi: Tata McGraw-Hill
2. Drucker, F. Peter (2015). Innovation and Entrepreneurship, UK: Elsevier, John Wiley
3. Christensen, M. Clayton, Raynor, E. Michael (2003). The Innovators Solution, Harvard Business School Press Boston
4. De Bono, Edward (2008). Creativity Workout: 62 Exercises to unlock Your Most Creative Ideas, 2/e; Amorata Press
5. De Bono, Edward (2015). Lateral Thinking: Creativity Step by Step, International Edition; Harper Perennial Publishers
6. Business Innovation in the 21st Century, Praveen Gupta, S Chand.
7. Entrepreneurship & Innovation Management (An Industry Perspective) by R. Gopal and Pradip Manjrekar, Excel Books.
8. Creativity, Innovation and Entrepreneurship by U. Jerinabi and P. Santhi Allied Publishers Pvt. Ltd.

9. Innovation Management, Allan Afuah, Oxford Indian Edition.
10. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.

Suggested Additional Readings:
http://www.innovationmanagement.se
https://www.entrepreneur.com/topic/innovation
https://www.innovationinpractice.com/
https://keithsawyer.wordpress.com/
https://www.innov8social.com/blog

Suggested Research Journal :

1. Journal of creativity and Business Innovation
2. Journal of Knowledge, Creativity and Innovation
3. International Journal of Business Innovation and Research
4. International Journal of Entrepreneurship and Innovation
5. International Journal of Entrepreneurship and Innovation Management
6. International Journal of Innovation Management

Suggested Case Studies:
Innovative Business Idea :Amazo.com

	Master of Business Administration **M.B.A. Part-I Semester-II** **Choice Based Credit System – (CBCS)** **Paper-IX** **Marketing Management**		
Course Outcome:	1. To familiarize students with marketing, and its concepts. 2. To acquaint with new marketing trends and the marketing environment. **3.** To study the components of the marketing mix; identify how the firms marketing strategy, marketing mix evolve and adapt to match consumer behavior and perceptions of the product		
Expected Skill Impartion	1. Marketing & Selling skills 2. Segmentation, Targeting & Positioning skills **3.** Developing marketing mix for products, services.		
Marks: 100	Total Hours of Teaching: 60	Theory: 40	Practical:20
Syllabus contents			
Unit 1: a) Theory	Basics of Marketing: Introduction, Nature & scope of marketing, the core concepts of marketing, marketing in 21st century, marketing environment: Micro and Macro marketing environment, Marketing Planning and Marketing Planning process, Differentiation between Sales and Marketing. Introduction to Services marketing.		10 Hours
b) Practical	Identify different types of services available In your Area / locality and describe those services and submit a report.		5 Hours
Unit 2: a) Theory	A. Market segmentation-Meaning and concept, benefits of segmentation, Bases for market segmentation- consumer goods market segmentation; industrial goods market segmentation, Market targeting- Selection of segments, Product positioning. B. Consumer Behaviour-Meaning and definition of Consumer behaviour, importance, Different buying roles, Consumer buying decision process, factors influencing consumer behaviour.		10 Hours
b) Practical	Select any product along with its competitor and study Segmentation, Targeting, and Differentiation and Positioning. Submit a report.		5 Hours
Unit 3: a) Theory	Marketing Mix- Introduction, Meaning, Scope and importance, 4P's to 4 C's . A. Product Mix: concept of product, product characteristics, intrinsic and extrinsic, product life cycle (PLC) concept, product elimination, product diversification, new product development. B. Branding and packaging, decisions – concept of branding and packaging, advantages and disadvantages of branding and packaging, features and functions of packaging. C. Price mix: Meaning, elements, importance of price mix, Factors influencing pricing, pricing methods and recent trends, price determination policies.		10 Hours

b) Practical	Online exercise: visit any website of FMCG organization, study its marketing mix with respect to product or price and submit a report.	5 Hours
Unit 4: a) Theory	A. Place mix: meaning and concept of channel of distribution. Types of channel of distribution or intermediaries, factors influencing selection of channels, types of distribution strategies, intensive, selective and extensive, recent changes in terms of logistics and supply chain management. B. Promotion mix: meaning, elements of promotion mix, advertising: definition, importance, limitations, types of media, 5 M's of advertising. Distinction between advertising and publicity.	10 Hours
b) Practical	a. In the same organization visited online, study its marketing mix with respect to place and promotion and submit a presentation on any one mix (Place/promotion) in the class. b. Select any organization and study its supply chain management.	5 Hours

Note: Relevant audio, video CD's and case lets should be discussed. Emphasis should be given to field assignments.

Reference Books:

Marketing Management-a south asian perspective: Kotler Phillip, Keller Kevin Lane, Koshy Abrahamand Jha Mithileshwar, Pearson.

Marketing Management: A South Asian Perspective-Kotler P., Keller K.,Koshy A., Jha M., Pearson Prentice Hall.

Marketing Management-Ramswamy V. S., Namakumari S., Macmil lion Pub lishers India Ltd.

Marketing Management-Raj an Saxena, Tata McGraw-Hill.

Marketing Management: Text and Cases-Tapan Panda, Excel Books.

Marketing-Etzel, Walker B., Stanton W., Pandit A., Tata McGraw-Hill.

Marketing Management- Karunakarn K-Himalaya Publication, New Delhi.

Suggested Additional Reading

American Marketing Association: https://www.ama.org/pages/default.aspx.

Suggested Research Journal

Indian Journal of Marketing

Journal of Marketing – American Marketing Research.

Journal of Marketing Research – American Marketing Research.

M. B. A. Part-I Semester-II
Paper-X
Financial Management
(Choice-Based Credit System)

Course Outcome:

1. Describe strategic financial planning and models.
2. Describe working capital management.
3. Estimate time value of money
4. Analyze statements of accounts.

Expected Skills Implementation (Through theory and Practical's) :

1. Reading and understanding financial strategies.
2. Reading the financial statements viz. funds flow statement, cash flow.
3. Understanding capital structure formations and the logic behind the same.

Marks: 80	**Total Hours of Teaching: 60**	**Theory: 40**	**Practical: 20**

Syllabus Contents:

Unit-1:	**Financial Management:**	
a)Theory	Introduction, Meaning, Objectives- Profit Maximization and Wealth Maximization approach, Scope of financial management, Functions of Financial Management, Structure of Finance Department, Financial Planning and Strategy, Strategic Decision Making and Planning, Strategic Financial Planning-Steps in Financial Planning, Financial Planning Models– Components and Constructing of Financial Planning Models.	10 Hours
b) Practical	i) Take interview of Finance Manager of any business enterprise to understand his functions, role in the organization, Process of Financial Planning and components of Financial Planning.	5 Hours
Unit-2:a) Theory	**Time Value of Money:**	
	Time Lines and Notation, Future Value of a Single Amount, Present Value of a Single Amount, Future Value of an Annuity, Present Value of an Annuity, Term Loan, Intra-Year Compounding and Discounting, Multi period compounding,	10 Hours
b) Practical	i) Take simulation exercise of the effect of change in value of money on bank deposits.	5 Hours
Unit-3:	**Working Capital Management:**	
a) Theory	Concept of Gross and Net Working Capital, Use and Importance of Working Capital, Working Capital Cycle, Influencing Factors, Preparation of Schedule of Changes in Working Capital. Funds Flow Statement-Meaning, sources and application of fund, funds from operation, Preparation of Funds Flow Statement. Cash Flow Statement: Meaning of Cash Flow Statement, Meaning of Cash fund and Cash Flow, Classification of Cash Flow, Treatment of items, Preparation of Cash Flow Statement and its analysis, Operating, Investing and Financing Activity (As per AS-3).	10 Hours
b) Practical	i) Make group discussion on Business need of working capital and its finance. ii) Download the Cash Flow Statement (As per AS-3) of any company and make its critical analysis.	05 Hours

Unit-4:	**Financial Decision:**	10 Hours
a) Theory	Cost of Capital, Significance of Cost of Capital, Determining of Component of Cost of Capital, Cost of Debt, Cost of Preference Capital, Cost of Preference Capital, Cost of Equity Capital, Cost of Equity and the Capital Asset Pricing Model (CAPM), Weighted Average Cost of Capital. Capital Structure- Relevance of Capital Structure-Net Income and Traditional Views, Irrelevance of Capital Structure, Relevance of Capital Structure.	
b) Practical	i) Collect or Download annual report of any company to analyze its capital structure and cost of capital. ii) Group discussion on capital structure.	5 Hours

Note:

1) Minimum 5 hours practical on MS-Excel should be conducted to teach various techniques of financial management.
2) Students should be motivated to analyze financial performance and capital structure.
3) Practical Problems would be asked on Unit-1, Unit-2, Unit-3 and Unit-4.

Reference Books:

1. Pandey, I M (2018). Essentials of Financial Management, Vikas Publishing House Pvt. Ltd. Noida.
2. VanHorne, James C. (2001). Financial Management and Policy, Prentice Hall.
3. Seeba Kapil (2015). Fundamental of Financial Management, Wiley India, New Delhi.
5. Khan, M. Y. and Jain, P. K. (- Financial Management (Tata McGraw Hill)
6. Prasanna Chandra - Fundamentals of Financial Management (Tata McGraw Hill)
7. Knott G - Financial Management (Palgrave)
8. Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education)
9. R P Rustagi - Financial Management (Galgotia)

Web Sites:

1. https://education.svtuition.org/
2. https://www.scribd.com
3. https://www.freemba.in
4. http://www.docsity.com
5. Google Scholar – https://scholar.google.co.in

Suggested Research Journals

1. Indian Journal of Commerce
2. Finance India
3. The Journal of Finance
4. Indian Journal of Finance
5. International Journal of Financial Management
6. The Management Accountant

MBA - I SEM- II
PAPER- XI
Human Resource Management
(Choice-Based Credit System)

Course Outcome:

- CO1 Understand the concept, objectives and changing role of HRM
- CO2 Describe the objectives, benefits and process of HRD
- CO3 Understand procurement process that includes; HRP, factors affecting Recruitment sources, selection process and placement
- CO4 Differentiate training and development and understand methods of training
- CO5 Analyze the need and problems of performance appraisal
- CO6 Understand factors affecting wage and salary administration and principles of employee benefit programme

Expected Skills Implementation (Through theory and Practical's) :

1. Interpersonal communication.

Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Introduction to Human Resource Management - Definition, Scope, Objectives, Importance, Functions of HRM- Managerial & operative, Qualities of HR Manager. Personnel Management Vs. Human Resource Management, HRM and HRD, Traditional Vs. Strategic Human Resource; HRM in Indian context. Human Resource Development: Concept, Objectives, Significance, Benefits, Subsystems, HRD Process.	10 Hours
b) Practical	Study HRM & HRD practices in any organization and present in the class.	5 Hours
Unit 2: a) Theory	HRP- Objectives and Process, Job Analysis- Uses and Process, job description and job specification, Recruitment- sources of recruitment, Selection- Selection Process. Placement – process, Induction of new employees.	10 Hours
b) Practical	Visit any organization & study of recruitment & selection practices followed by the organization.	5 Hours
Unit 3: a) Theory	Development and Maintenance of Human Resource: Performance Appraisal: Meaning, Need, Problems of Performance Appraisal, Training and Development: Difference between training and Development, Methods of Training, Career Planning:- Meaning, use of career planning, Mobility of employees:- Internal and External, Succession Management Wage and Salary administration: Factors affecting wage/ salary, objective of wage and salary administration, Employee Benefits- Principles of employee benefit programme.	10 Hours

b) Practical	Visit any manufacturing and or service organization to study a process of Human Resource Planning, recruitment, and selection, prepare a report and submit.	5 Hours
Unit 4: a) Theory	HR in new era :-HR in Virtual organisation, HR Accounting and Auditing, HRIS, Flexi time, Dual career, Glass ceiling of employees. Moonlighting of employees, International HRM and Cross Culture. (only conceptual knowledge) Emerging concepts like Employee Engagement & Employer Branding. Green HRM, HR Capital, Talent Management, HR Metrices	10 Hours
b) Practical	Present seminars and group discussions on these concepts	5 Hours

References:-

- Edwin Flippo, Personnel Management
- Gary Dessler- Human Resource Management,
- K. Aswathappa- Human Resource Management- Text and Cases,.
- P.SubbaRao - Human Resource Management
- VSP Rao - Human Resource Management: Text and Cases
- P.Subba Rao - Personnel & Human Resource Management.

Suggested Research Journal :

ICFAI – HRM Review

(Choice-Based Credit System)
MBA -I SEM-II
PAPER-XII
Operations Management

Course Outcomes	**Course Outcomes (COs):** 1. To help student learn operations management system and issues pertaining to management of productivity, manufacturing technology and facilities. 2. To provide students with various elements underline the basic functions of operations management. 3. To familiarize the students with various techniques of inventory control. 4. To familiarize the students with various aspects of quality management.		
	Expected Skills Implementation (Through theory and Practical's) : 1. Designing systems 2. Analysis of operations related quantities.		
Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	**Introduction to Operations Management:-** Introduction to the Operations management, operations functions, operations objectives – operations management decisions, significance of operations management in manufacturing & service environment, Interface of operations function with other functional areas- Productivity, factors affecting productivity, types of		10 Hours

	productivity. Future challenges in operations management.	
b) Practical	Visit an organization and study its operations management, type of manufacturing system, types of production systems. Submit a report.	5 Hours
Unit 2: a) Theory	**Facilities & Technology Management:-** Facilities management (location of facilities, layout of facilities, maintenance of facilities) plant layout & materials handling - Manufacturing technology management emerging technology options- automation & flexible automation, CAD/CAM, Group Technology, Just–in-time, flexible Manufacturing system, lean manufacturing system.	10 Hours
b) Practical	Visit an organization and enlist various factors considered for finalizing its location and Layout. Submit a report and give presentations on the same.	5 Hours
Unit 3: a) Theory	**Production Planning and Materials Management:–**Objectives of PPC, functions of PPC, aggregate planning, planning for batch production, job production, continuous production – project scheduling- introduction to PERT/CPM -Introduction to materials management, objectives, scope and activities of materials management, procedures for inventory management, Selective Inventory Controlling techniques and Problems on basic model of EOQ and ABC Analysis. Supply chain management.	10 Hours
b) Practical	Visit an organization and study inventory management techniques used in it. And highlighting scope of implementing inventory control techniques in it with details. Submit a report.	5 Hours
Unit 4: a) Theory	**Quality Management System:** Quality concept, Introduction to Quality dimensions, Quality philosophies, Quality Assurance, Quality Control, Inspection, Cost of Quality, Quality Circle, TQM, ISO Certifications.	10 Hours
b) Practical	Visit an organization, study existing quality management initiatives, quality system. Undertake a group discussion on the same in the class room.	5 Hours

Reference Books:

Chunawala, S. A., Patel, D. R.
"Production & Operations Management", Himalaya Publishing House, Mumbai.
R. Pannerselvam.
"Production & Operations management", Eastern Economy Edition, New Delhi.
Buffa, E.S.
"Operations management", Wieley India Private Limited, New Delhi.
Aswathappa K. Bhat , K. Sridhara.
"Production & Operations Management", Himalaya Publishing House, Mumbai,
Cherry, S. M., Production and Operations Management, Tata McGraw Hill Education Pvt. Ltd., New Delhi.

Master of Business Administration
M.B.A. Part-I Semester-II
Choice Based Credit System – (CBCS)
Paper-XIII
Management Information System

Course Outcome:	After completion of course students will be able to - 1. Identify the process of decision making at different management levels in an organization. 2. Understand importance and need of Management Information System in monitoring and controlling the business transactions. 3. Examine the role of different decision support systems in achieving strategic advantage. **4.** Recommend different SAP modules applicable for various types of business.		
Expected Skill Impartion	1. Technical Skills regarding Enterprise Planning and Management. 2. Decision Making Skills at different levels of Management.		
Marks: 80	Total Hours of Teaching: 60	Theory: 40	Practical:20
Syllabus contents			
Unit 1: a) Theory	**Information System** **Introduction to Information**: Types, Characteristics, Value of Information, Need of information at different management levels; **Introduction to system**: Elements, Characteristics of system, **System Development Life Cycle**: System Analysis, System Design. Introduction to Information System, **Introduction to Decision Making**- Concept, Types of decisions, Managers and decision making, phases in decision making;		10 Hours
b) Practical	Prepare report on Information System components based on Industry Visit.		5 Hours
Unit 2: a) Theory	**Types of Information System** Major types of information systems in Organization**:** **TPS**- Introduction, need and significance, **KWS**: Introduction, need and significance, **OAS**- Introduction, need and significance, **MIS** – Definition, Scope, Objectives, Characteristics, Applications of MIS in functional Areas: Financial Accounting, Human Resource, Manufacturing, Marketing; Benefits and Limitations MIS		10 Hours
b) Practical	Study implementation of different information systems in any organization		5 Hours
Unit 3: a) Theory	**Decision Support System and Executive Support System** **Decision Support System**-Definition, Characteristics, Components of DSS; **Group decision support systems** - Definition, Need, Components, Characteristics and significance; **Executive Support System**: Definition, Scope, Functions of an Executive, Significance of Executive Support System. Introduction to **GDSS**		10 Hours
b) Practical	To study any Decision Support System/ Executive Support System using internet and prepare report on it.		5 Hours
Unit 4: a) Theory	**Enterprise Resource Planning** **Introduction to ERP** - Overview of Enterprise, Integrated Management Information System, Overview of ERP, Integrating ERP into Organization, ERP Implementation, advantages and disadvantages of ERP,		10 Hours

	ERP Models, **Introduction to SAP:** SAP Modules, SAP advantages, carriers in SAP.	
b) Practical	Study of ERP implementation in any business organization and prepare a report on it.	5 Hours

References:

1. Management Information Systems – Managing the Digital Firm, 9th Edition, K C Laudon, J P Laudon, PHI / Pearson
2. Management Information System, Hitesh Gupta, International Book House PVT. LTD
3. Decision Support Systems and Data Warehouse, B. Ravinath, New Age International Publishers
4. Information systems management in practice – Ralph H. Sprague Jr. & Barbara C. McNurlin
5. Information system concepts for management – 4th edition Lucas
6. Enterprise Resource Planning, Alex Leon

Suggested Additional Reading

ePGPathshala: Engineering and technology Subject: Management
Paper Name: P-06Management Information System
URL: https://epgp.inflibnet.ac.in/ahl.php?csrno=23

ePGPathshala: Engineering and technology
Subject: Computer Science Paper Name: P-05Principles and Practices of Management.
URL: https://epgp.inflibnet.ac.in/ahl.php?csrno=7

ERP system implementation in large enterprises – a systematic literature review
https://www.emeraldinsight.com/doi/full/10.1108/JEIM-07-2014-0071

Suggested Research Journal

IBIMA publishing Journal of Enterprise Resource Planning StudiesISSN : 2155-4781
https://ibimapublishing.com/journals/journal-of-enterprise-resource-planning-studies/

Suggested Case Studies

SAPPHIRE Case Studies
https://www.sapphiresystems.com/en-in/company/resources/case-studies?gclid=EAIaIQobChMI0ouI4ODK3wIVASQrCh2mLwfoEAAYASACEgIv3_D_BwE

MBA -I SEM-II
PAPER-XIV
Research Methodology
(Choice-Based Credit System)

Course Outcomes:

CO 1: Define various terms used in research process
CO 2: Describe research design, sample design and sampling methods
CO 3: Apply appropriate methods for data collection for research work
CO4: Use appropriate statistical tools for data analysis and interpretation

Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20

Syllabus Contents:		
Unit 1: a) Theory	**Research Fundamentals: (a)** Meaning, objectives & Motivation in Research. Types of research – Research Approach. Research process (identification of research/management problem –, research question, statement of a research problem), Distinction between management problem and managerial research problems - relevance &scope of research in management.	10 Hours
b) Practical	(b) Enlist number of contemporary social and managerial problems for which research is required. Enlist questions raised out of every social and managerial problem. Discuss the research issues/problems in class for better comprehension. Prepare statement of a research problem for every social and managerial problems enlisted.	5 Hours
Unit 2: a) Theory	**Research Design- (a)** Features of good Design, Types of Research Design, Sampling Design steps in sample Design Characteristics of a good Sample Design, random samples & nonrandom sampling Design, determining size of sample. Statistical design. Measurement & scaling techniques- measurement scales, Errors in measurement. Scaling technique. Hypothesis – concept, definition, types of hypothesis, features of good hypothesis.	10 Hours
b) Practical	(b) Select any one statement of research problem out of above enlisted social or managerial problems and prepare a detailed research design. Design the research for small sample size.	5 Hours
Unit 3: a) Theory	**Data Collection and Analysis: (a)** Methods of data collection, Primary data – Schedule and questionnaire. Construction of schedule and questionnaire align with objectives framed. Collection of secondary data. Processing and analyzing data – Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis) Inferential Analysis ('t' test, Chi- Square test, F test), Testing of hypothesis – Procedure for hypothesis testing. Parametric and Non parametric test of hypothesis. Confidence level. Use of Ms-Excel and SPSS for data analysis – descriptive and inferential statistics.	10 Hours
b) Practical	(b) Design schedule align with hypothesis and objectives framed. Collect data of minimum 30 samples. Feed data into Ms-Excel import the same into SPSS. Process the data to test hypothesis and to suffice set objectives.	5 Hours
Unit 4: a) Theory	**Interpretation and Report Writing: (a)** Interpretation of data, Techniques of Interpretation, report writing, layout of a project report.	10 Hours
b) Practical	(b) Prepare a comprehensive report of research under study. Use layout of project report containing five chapters for righting a report.	5 Hours

Note: Every institute must have licensed copy of SPSS for the laboratory practical's. Minimum 5 hours
practicals on SPSS should be conducted to teach descriptive and inferential analysis and hypothesis testing. Students should be motivated to analyze project data with the help of SPSS. Practical problems would be asked on hypothesis testing, statistical analysis.

Reference Books:

1. Research Methodology – C. R. Kothari
2. Research Methodology – Saranwala
3. Research Methodology in Management – Dr. V. P. Michael
4. Methods of Social Survey Research – Bajpai
5. Research Methodology in Commerce – S. Mohan, R. Elangovan, Deep & Deep, New Delhi
6. Research Methodology – R. Panneer Selvan, PHI
7. Research Methodology The Discipline & Its Dimensions – Jai Narain Sharma, Deep & Deep
8. Research Methodology Methods, Tools & Techniques – Gopal Lal Jain, Mangal Deep Pub.Jaipur
9. Methodology of Social Sciences Research – Dr. Raj Kumar – Book Enclave, Jaipur

Web Sites:

1. National Council of Applied Economic Research (NCAER) - http://www.thinktankinitiative.org/think_tanks/NCAER
2. IMRB - International - http://www.imrbint.com/
3. Google Scholar - https://scholar.google.co.in/

Suggested Research Journal :

1. Indian Journal of Marketing
2. Finance India
3. ICFAI Journal of Organistional Behaviour
4. Vision
5. Economic and Political Weekly

MBA – 1 SEM II (Internal) PAPER – XV Managerial Skills For Effectiveness		
Course Outcomes	1. Enable the students to learn the art of getting things done in the modern business world. 2. This course will enable Students to maintain efficiency in the way how employers are performing the working tasks. 3. Will enable skills to manage people and technology with the purpose of effective and efficient fulfillment of their tasks.	
Expected Skills Impartation (Through Theory and Practical)	1. Develop lateral thinking and decision making ability 2. Strategic thinking & formulating Strategies 3. Balancing work and life 4. Develop Personal, Individual & Group Skills	
Marks 100	**Total Hours of Teaching : 60 Theory:40 Practical :20**	
Unit 1 : a)Theory	**Introduction & Personal Skills for Managers** a) Skills of effective managers – Essential management skills – what are management skills – Different methods of Improving management skills – An approach to skill development - leadership & management. b) Personal Skills (Skill Learning) Developing Self-Awareness, Managing Personal Stress, Solving Problems Analytically and Creatively	**10 Hrs**
b)Practical	Write a letter to the Institute Director suggesting the creative solutions to the given problem within or outside the organisation (Problem statement be decided by faculty members. Group of students should be formed and different problems to be distributed among the groups)	**5 Hrs.**
Unit 2 : a)Theory	**Interpersonal Skills for Managers** a) Methods of Building Relationships by Communicating Supportively- Skill Assessment; Skill learning; Skill Analysis; Skill practice and skill application. b) Gaining Power and Influence: Meaning; difference between power and influence c) Motivational tools d) Conflict Management- Meaning; style; process	**10 Hrs**
b)Practical	Case Studies on different Skill sets required for the managers should be discussed in the class including motivational and conflict management techniques.	**5 Hrs.**
Unit 3 : a)Theory	**Group Skills for Managers** a) Empowering and Delegating b) Building Effective Teams and Teamwork	**10 Hrs**

	c) Leading Positive Change	
b)Practical	Class be divided into group of 5 and be given a corporate world problem statement (Difference problems for each team) Each Team to prepare a PPT Presentation focusing on 2 points:- 1)Analysis of Problem and 2) Solution to the Problem. Analyze the outcomes.	**5 Hrs.**
Unit 4 : a)Theory	**Specific Communication Skills for Manager** a) Making Oral and Written Presentations b) Conducting Interviews c) Conducting Meetings	**10 Hrs**
b)Practical	1. Exercises for Making Effective Oral and Written Presentations – Assignment :Speaking as a Leader 2. Exercises for Conducting Special-Purpose Interviews. Evaluating the New Employee-Orientation Program (Role Play – Interviewer & Interviewee) 3. Skill Practice Exercises For Conducting Meetings Role Play - Preparing and Conducting a Team Meeting.	**5 Hrs.**
Note: Students are required to keep a separate Journal for all practical		
Reference Books: Developing Management Skills Eighth Edition, David A. Whetten, Kim S. Cameron, Prentice Hall (Pearson)		
Suggested Additional Readings: (Web source URL) Managerial Leadership :- https://www.researchgate.net/profile/Gary_Yukl/publication/237935280_Managerial_Leadership_A_Review_of_Theory_and_Research/links/56eeac3708aed17d09f8201b/ Managerial-Leadership-A-Review-of-Theory-and-Research.pdf The impact of managerial skills on employee outcomes: A cross cultural study https://www.researchgate.net/publication/233242456_The_impact_of_managerial_skills_on_employee_outcomes_A_cross_cultural_study		
Suggested Research Journal: www.researchgate.net		
Suggested Case studies: i) Skill Analysis – Cases involving self awareness Case – Decision Dilemmas i) Skill Analysis –Cases Involving Building Positive Relationships Case - Find somebody else i) Skill Analysis – Cases involving Empowerment & Delegation Case – Changing the Portfolio.		

MBA I Sem II **Option B** **Total Quality Management** **Paper – XVI (I)**	
Course Outcomes	1. Describe principles of business and social excellence. 2. Illustrate models and quality management methodology for the

	implementation of total quality management in any sphere of business and public sector. 3. Describe various principles and core concepts of Total Quality Management. 4. Describe principles of total quality management and peculiarities of their implementation. 5. Understand the part Total Quality Management play in management to understand the essential steps for the successful implementation of Total Quality Management. 6. Analyzing and solving problems of organization using quality management systems.	
Expected Skills Impartation	1. Analysis and synthesis.	
Marks 50	**Total Hours of Teaching : 30 Theory:20 Practical :10**	
Unit 1 : a)Theory	**Introduction to Quality Management:** Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs – Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Quality in Manufacturing and Service Systems, Economic Issues - Quality and Price – Quality and Market Share – Quality and Cost, Quality Council, Quality Statements, Barriers to TQM Implementation. Elements of Total Quality Management– A Customer Focus – Fact-Based Management – Continuous Improvement – Teamwork and Participation. Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement, Benefits of Total Quality Management. The Deming Management Philosophy – Profound Knowledge – The Impact of Profound Knowledge – Deming's 14 Points for Management- PDCA Cycle, The Juran Philosophy – The Juran Quality Trilogy. The Crosby Philosophy. The Taguchi Loss Function, 5S, Kaizen, Performance Measures	**10 Hrs**
b)Practical	Seminar presentation and group discussions on the concepts and cases referred.	**5 Hrs.**
(Videos of students during practical session to be recorded and preserved for evaluation)		
Unit 2 : a)Theory	**Total Quality Management:** Ishikawas Seven Quality Tools, Ishikawa Fish bone diagram – Nominal Group Technique – Quality Circles – Flow Charts – Pareto Analysis– Poka Yoke (Mistake Proofing), Benchmarking, Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD), House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) Concept, Improvement Needs, FMEA, Stages of FMEA, Cybernetic Analysis**.** Concept and Components – Types of failure – Reliability of system – Success and Failure models in series and parallel – Methods of achieving higher reliability – Concept of maintainability and availability –- Weibull Distribution (Bath Tub curve), Comparison with reliability ,MTBF, MTTF and FMEA**.** The ISO 9001:2000 Quality Management System Standard - The ISO 14001:2004 Environmental Management System Standard - ISO 27001:2005 Information Security Management System - ISO / TS16949:2002 for Automobile Industry - CMMI Fundamentals and Concepts	**10 Hrs**

b)Practical	Visit a mid cap organization and observe the total quality management systems implemented. Prepare a report and submit.	**5 Hrs.**
(All the practical's to be conducted under the supervision of experts)		
Reference Books: 1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.		

MBA I Sem II Option B Negotiation Skills Paper - XVI (II)		
Course Outcomes	1. Students will learn interview skill. 2. Students will be able to develop confidence in participating in group discussions. 3. Students will able to deal with problematic people. 4. Students will learn negotiation and decision making techniques.	
Expected Skills Impartation (Through Theory and Practical)	2. People Skill 3. Negotiation Skill 4. Decision Making Skill	
Marks 50	**Total Hours of Teaching : 30 Theory:20 Practical :10**	
Unit 1 : a)Theory	a)Interview Skill--Preparation for interview, how to answer the questions at interview, b)Group Discussion-- Prerequisites of a Group Discussion--Benefits of Group --Do's and Don'ts in Group Discussion----Accept criticism	**10 Hrs**
b)Practical	a)Mock interview of each student to be conducted and suggestions to be given for improvement. b)Group discussion to be conducted on relevant topic.	**5 Hrs.**
(Videos of students during practical session to be recorded and preserved for evaluation)		
Unit 2 : a)Theory	a)People Skill --- Calming angry customers ---Handling annoying subordinates, co-workers and bosses ---Dealing with sarcasm and the 'silent treatment' ---Preventing abusive language and behavior ---Recognizing and circumventing office politics b)Negotiation Skill ---Negotiation Fundamentals ---Negotiation Styles ---Major Negotiation Concepts c)Decision Making Skill ---What is Decision Making? ---Steps for Decision Making ---Decision Making Techniques.	**10 Hrs**
b)Practical	a) Role play on handling difficult people. b) Role play of negotiation at the time of interview, at the time of	**5 Hrs.**

	buying. c) Role play to check the decision making ability.	
(All the practicals to be conducted by experts) (Videos of students during practical session to be recorded and preserved for evaluation)		
Reference Books: a) How to Deal With People Problems & Problem People ----Ken Lloyd ----Jaico Publishing House b) Dealing with Difficult People ----Roberta Cava ----Jaico Publishing House e) Soft Skills: An Integrated Approach to Maximise Personality ---Gajendra Singh Chauhan---Wiley Publisher		
Suggested Additional Readings: (Web source URL)		
Suggested Research Journal:		
• **Suggested Case studies:** Caselet 1: Negotiating During Interview • Caselet 2: Decision Making at Swift Technologies------An Integrated Approach to Maximise Personality ---Gajendra Singh Chauhan---Wiley Publisher		

	MBA- I Sem-II **Option B** **Taxation** **Paper - XVI (III)**	
	Course Outcomes: 1. Explain the terms of GST **2.** Compute GST for a given case **3.** Understand the process of online submission and documentations.	
	Expected Skills Implementation (Through theory and Practical's) : Calculation of GST for given case. Online filing of GST for a given case with documentation.	
Unit-1.	**Introduction overview, evaluation and registration under GST**	
	Indirect tax structure in India, Introduction to Goods and Service Tax (GST) - Key Concepts, Phases of GST, GST Council, Taxes under GST, Cess, Registration under GST: Threshold for Registration, Regular Tax Payer, Composition Tax Payer, Casual Taxable Person, Non-Resident Taxable Person, Unique Identification Number, Registration Number Format.	15 hours
Unit-2	**GST Implementation**	
	Supply under GST and Valuation of Supply: Supply, Place of Supply, Interstate Supply, Export of Service, Export of Goods, Import of Service, Import of Goods, Valuation of Supply (Numerical on valuation and calculation of tax. Input Tax Credit under GST & Returns: Input tax credit process, Negative List for Input tax credit, Input Tax Credit Utilization and Input Tax Credit Reversal, Types of GST returns and their due dates, late filing, late fee and interest. Custom Duty and Indirect Taxation: Definitions of certain terms relating to the custom act, custom tariff act, Levy and types of custom duties, Indirect taxation applicable to few commodities levied by either Central or	15 hours

	State Government.	
Practical	Visit a GST practitioner nereby and understand the process of GST, GST calculations, Submission of GST to tax department, online process and the like.	
	References: Indirect Taxes : V. S. Datey – Taxman Publication M Vat Subramanian Snow White Publication Systematic Approach to Taxation – Dr. Girish Ahuja & Dr. Ravi Gupta	
	Websites: Website of Custom Department, Website of Excise Department, Website of Sales Tax Department	

MBA- I Sem-II
Option B
E-Business
Paper - XVI (IV)

	Journals: The Chartered Accountant The Management Accountant	

Course Outcomes: After completion of course students will be able to -

1) Understand the concept, need and e-Business components
2) Recognize different Information Technology components required for implementation of e-business.
3) Analyze impact of e-business on the performance of organization.

	Expected Skills Implementation (Through theory and Practical's) : 1. Designing prototype of e-business model.	
Unit No.	Contents	Number of Sessions
I	**e- Business** : Introduction to e-business e-business models and applications, e-business architecture. Managing Security threats in e-Business. Development and the economic influence of the e-business. Issues in e-business Impact of e- business on business organizations Basic element of e-business: ICT Infrastructure , m-Commerce	10
	Practical: Application of e-business in various sectors Case study based on practicing e-business in the organizations	05
II	**E-Business Applications** E-Products and E-Services Classification of business webs: agora, aggregation, value chain, alliance, e-SCM and e-services, e-procurement, e-contracting, e-tendering, Government Electronic Market Portal	10
	Practical : Process of e-tendering	05

References:

1. Gary Schneider, Electronic Commerce, Sixth Edition, Course Technologies, 2006, ISBN: 0-619-21704-9
2. Management Information Systems –Text and Cases- Waman Jawadekar, McGraw Hill
3. Management Information Systems-Managing a Digital Firm by Kenneth C Laudon, Jane P Laudon. PHI
4. E-Commerce by Murthy
5. Management Information System by Dr. V. D. Nandavadekar , Success Publication, Pune
6.Information Technology and E Business by Dr. S. Victor Anandkumar
7.e Commerce and e Business by Zorayda Ruth B. Andam
8. Government of India e- Market website: www.gem.gov.in

MBA Part-I Semester-II Computer Applications for Business (Choice Based Credit System) [Optional B] Paper – XVI (V)				
Course Outcomes:	Students who complete this course should be able to: 1. Make use of Ms-Office for business applications. 2. Create interactive presentations and documents. 3. Analyze and Visualize business data using Ms-Excel.			
Expected Skills Implementation	1. Business document development skill 2. Presentation Skill 3. Data Analysis Skill			
Marks:50	**Hours of Teaching:30**	**Theory:10**	**Practical:20**	**Credit Points:02**
Syllabus Contents:				
Unit I: **a] Theory**	**MS-Word and PowerPoint:** MS-Word-Word Processing: Introduction to MS Office components, Introduction and working with MS Word, Word basic commands **Formatting Documents-** Setting Font style, alignment, Indent, paragraph setting, page setting, and document style. **Tables-** Creating and formatting table, Border setting, Merging, Splitting, Sorting, Insertion and deletion of row column. **Tools:** Word completion, spell check, Mail merge, Macros, Temples, using wizards document security, **Drawing:** Inserting picture, drawing, formatting picture, grouping, ordering, and rotatating picture. --- **Ms-PowerPoint:** Creating presentation, using templates, setting presentation layout. **Formatting Presentation:** Adding style, management objet, header & footer, slide background, slide layout. **Graphics and Effects:** Inserting, drawing pictures, setting animation & transition effect, Adding multimedia files to presentation.			05
b]Practical	Creating resume using Ms-Word. Create job application and send to different companies using mail merge. Create interactive power point presentation on any topic.			10
Unit II: **a] Theory**	**Ms-Excel:** Introduction to spreadsheet, sorting, filtering of data, Relative reference, absolute reference and mixed reference formula, editing formula, Naming cell and range. **Formatting Worksheet:** Assigning and removing formats, using auto formats, custom formats, custom borders, controlling column height and width. Analyzing Data: Entering Functions in worksheet, Mathematical functions, text functions, logical functions, and financial functions. **Statistical Analysis:** Average, Median, Min, Max, Median, Mode, Standard deviation, variance, percentile function,			05

	quartile function COUNT, COUNTA, COUNTIF, COUNTBLANK , SUM, SUMIF. What-If-Analysis, Goal Seek, Solver, Scenario Manager, Pivot table, Pivot Chart. **Data Visualization:** Introduction to data visualization, Basic Charts in Excel, Creating Embedded charts, Creating charts and chart sheet. Different types of charts.	
b]Practical	Implementation of functions, charts, statistical analysis	10
Reference Books :	1. Fundamentals of Computer by P.K.Sinha 2. Computer Today – Basundara 3. Fundamentals of Computer – V.Rajaraman 4. 2 MS – OFFICE -97 By Gini Courter and Annette Marquis, BCB publication 5.Foundations of Information Technology Coursebook 9: Windows 7 and MS Office 2007 (With MS Office 2010 Updates)- SangeetaPanchal,AlkaSabharwal	
Additional Readings:	https://www.tutorialspoint.com/excel/ **How to give Citation to research Document in Ms-Word:** https://nptel.ac.in/courses/121106007/12 **Introduction to Data Analytics:** https://nptel.ac.in/courses/110106064/20	
Suggested Journals:	Microsoft-office-training-manuals Microsoft Office 2016- Joan Lambert Curtis Frye	
Suggested Case Studies:	1. Region wise product sale analysis 2. Gender-wise Comparative study of result of your college. 3. Case Study on stock market analysis.	

MBA Part-I Semester-II Behavioral Finance (Choice Based Credit System) [Optional B] Paper – XVI (VI)				
Course Outcomes:	Understand the concepts of Behavioural Finance. Construct behavioral measurement instrument. Analyze behavior with respect to financial decisions			
Expected Skills Implementation	Analytical skills			
Marks:50	**Hours of Teaching:30**	**Theory:10**	**Practical:20**	**Credit Points:02**
Syllabus Contents:				
Unit I: **a] Theory**	**Behavioral finance: introduction.** Psychology and market people. Investors, portfolio managers, analysts: are they rational? Bounded rationality in real market conditions. Decision-making process and behavioral biases. **Utility/ Preference Functions:** Expected Utility Theory [EUT] and			10

	Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept – Decision making in historical prospective - Allais and Elsberg's Paradoxes - Rationality from an economics and evolutionary prospective – Herbert Simon and bounded rationality- Investor rationality and market efficiency - Empirical data that questions market efficiency **Behavioral Factors and Financial Markets:** The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental Information, Technical Analysis, and Behavioral Factors	
b]Practical	Interview 30 samples investors on the basis of scheduled develop containing aspects of behavioral finance and analyze the data.	05
Unit II: **a] Theory**	**External Factors and Investor Behavior:** Weather, Emotions, and Financial Markets: Sunshine, Geomagnetic Activity - Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation - Misattribution as a mechanism for externals factors influence - Statistical methodology for capturing the effects of external influence onto stock market returns - Emotional content of news articles and their correlation with market dynamics - Social trends and market dynamics: music, fashion, demographics - Active portfolio management **Behavioral Corporate Finance:** The decision-making process in reality. First level: rational managers. Managerial financing and investment decisions as rational responses to securities market mispricing. Second level: less than rational managers. Behavioralbiases of managers. Capital structure choice: behavioral aspects. Investment policy: real investments and M&A deals. **Emotions and Decision** – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains - Evolutionary prospective and emotions. Proximal and ultimate mechanisms framework – Making decisions with "play" and real money.	10
b]Practical	Visit the profit making organization nearby and study their investment patters. Also discuss the impact of concept behavioral finance on the decision making of a company.	5
Reference Books :	References:- Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves. Behavioural Finance by PrasannaChandra Behavioural Finance by Shuchita Singh , ShilpaBahi Understanding Behavioral Finance by Ackert Behavioural Finance by Sulphey M.M	

	Handbook of Behavioral Finance – Brian R. Bruce Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch	
Additional Readings:	https://www.investopedia.com/university/behavioral_finance/ https://www.genesiswealthmanagement.com/behavioral-finance	
Suggested Journals:	IUP Journal of Behavioural Finance	

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