



Rayat Shikshan Sanstha's,
KarmaveerBhaurao Patil Institute of Management Studies and Research, Satara.
Criterion 1- Curricular Aspect

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1.3: Curriculum Enrichment

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1.3: Curriculum Enrichment

Introduction:

Institute use to implement syllabi time to time of BBA, BCA and MBA programs introduce by Shivaji University Kolhapur. The syllabi of the above programs covered cross cutting issues relevant to ethics, gender, human values, environment and sustainability and the said issues discussed and evaluated by the faculty in their respective classes of the programs in last five years.

Sr. No	Cross Cutting Issues	Subject	Program
1.	Ethics	Indian Ethos and management concept, Innovation and Entrepreneurship	MBA I MBA II
2.	Gender	Entrepreneurship Development, Innovation and Entrepreneurship, Fundamentals of Entrepreneurship	BBA II ,MBA II
3.	Human Values	Organizational Behavior ,	MBA I
4.	Environment and sustainability	Environmental studies	BBA II ,BCA II




- Director
Karmaveer Bhaurao Patil Institute of
Management Studies & Research, Satara

**MBA -I SEM-I
PAPER-I
PRINCIPLES AND PRACTICES OF MANAGEMENT
(Choice-Based Credit System)**

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

Syllabus Contents:

Unit 1: a) Theory	Introduction and Evolution of Management: Definition-Scope of management- Functions of management-Managerial skills-Levels of Management-Roles of a manager, Functional areas of Management, Classical Approach-Scientific Management Approach-Contribution of F W Taylor, Henry Fayol, Peter Drucker, Max Weber- Behavioral Approach-Human Relations Approach-Contingency, Operational Approach, Management by Objectives (MBO) – Definition, Meaning and Significance, MBO process.	10 Hours
b) Practical	Visit any organization and study the different functional areas of Management. Submit a report.	5 Hours
Unit 2: a) Theory	Planning and Organizing: Planning-nature, types, steps in planning, process and limitation of planning Organizing-meaning, Process, Organization structure, Types of organizational structure, Centralization and Decentralization, Departmentalization, Span of management, Concept of Authority, Responsibility and Accountability, Delegation.	10 Hours
b) Practical	Visit any organization and study its organization structure and its mechanism (Roles, responsibilities, decision making authority and reporting system)	5 Hours
Unit 3: a) Theory	Staffing, Directing and Controlling: Staffing- concept, need, human resource planning, recruitment and selection. 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 any organization and study its types and techniques of control	5 Hours
Unit 4: a) Theory	<u>Corporate Governance and Business Ethics</u> Corporate Governance – Concept, importance and role of board of directors, auditors and stakeholders in corporate governance – Characteristics of good corporate governance, measures to improve corporate governance. Benefits of corporate governance. <u>Business Ethics</u> – Definition and its relevance to Business, Historical Perspective of Ethics, Trusteeship Management- Gandhian Philosophy of Wealth Management. Management in 21 st Century-Challenges and Opportunities	10 Hours
b) Practical	a) Study online, different MNC's to understand their corporate governance. b) Present seminar on best ethical practices in business.	5 Hours

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

Reference Books:

1. Koontz and Wehrich-Essentials of Management, McGraw-Hill
2. Daft Richard L. – Management – Thomson.
3. Certo-Modern Management prentice hall
4. L.M. Prasad-Principles of Management
5. R.M. Srivastara-Principles of Management
6. Peter Drucker- Essentials of management
7. Stephen P. Robbins-Management; Prentices Hall
8. Sierickar S.A.-Modern Business Administration and Management; Himataya Publishing House
9. J.S.Chundra- Management Concept and Strategies
10. Das Gupta A-Business Management in India, Vikas Publishing
11. Mc Farland Dallion- Management Principles and Practices, Macmillan
12. Terry Georgy R- Principles of Management, III inions
13. Robbins Stephen P. and Decenzo David- Fundamentals of Management
14. Kazmi Azhar- Business Policy and Strategic Management
15. Choudhari Subir- The power of six sigma
16. Ross Joel- Total Quality Management
17. R. P. Banerjee Ethics in Business and Management
18. M. K. Gandhi, Trusteeship
19. William Shaw, Business Ethics
20. Manuel G. Velasquez, Business Ethics

Unit 4. a) Theory b) Practical	<ul style="list-style-type: none"> • 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: <ol style="list-style-type: none"> 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. <p>Economic Environment of Business by Veena Keshav Pailwar Publisher: PHI learning Pvt. Ltd. New Delhi.</p>		
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: <ol style="list-style-type: none"> 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, <u>Values- concept, types of values, sources of values.</u>	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, laissez-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
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Reference Books:

Organizational behaviour - Fred Luthans; Organizational Behaviour - Stephen Robbins; Organizational Behaviour - K. Aswathappa (8th 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:		
	<ol style="list-style-type: none"> 1. understand the soft skills 2. Develop professional etiquettes and manners 3. Develop effective communication skills 		
Expected Skills Impartation	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

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

Course Outcomes	Students of this course will able to do: <ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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	<p>A) Indian Ethos: Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices.</p> <p>B) Management Lessons from Religion Scriptures: Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran Management Lessons from Kautilla's Arthashastra Indian Heritage in Business Management, Production and Consumption. <u>Ethics v/s Ethos</u></p>	10 Hours
b) Practical	<p>a. Study awareness of Indian Ethos in local Industries. b. Study the success stories of Family business</p>	5 Hours
Unit 4: a) Theory	<p>Business Ethics</p> <p>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</p>	10 Hours
b) Practical	<p>a) Present seminar on best ethical practices in business. b) Prepare a report on Infosys Foundation.</p>	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 of management
3. Robbins Stephen P. and Decenzo David- Fundamentals of Management
4. Sherlekar S.A.-Modern Business Administration and Management; Himalaya Publishing House
5. L.M. Prasad-Principles of Management
6. R.M. Srivastara-Principles of Management
7. M. K. Gandhi, Trusteeship
8. Indian Ethos in Management :Tushar Agarwal and Nidhi Chandorkar: Himalaya Publishing House
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)

<ol style="list-style-type: none"> 2. Entrepreneurship Development; Dr. S. S. Khanka; S. Chand 3. The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH 4. Theories of Entrepreneurship; Vasant Desai; HPH 5. Managing the Family Business Theory and Practice Thomas Zellweger, Professor of Management, University of St. Gallen, Switzerland 6. Firms within Families Edited by Jennifer E. Jennings, Kimberly A. Eddleston, P. Devereaux Jennings, Ravi Sarathy 7. Governance in Family Enterprises: Maximizing Economic and Emotional Success 2014 Edition by A. Koeberle-Schmid, D. Kenyon-Rouvinez, E. Poza, INOBUCHI
Suggested Additional Readings: (if web source then provide url) <ol style="list-style-type: none"> 1. Family Business Review : sage publication 2. www.entrepreneur.com 3. Internet search: Look at the top 10 families in India today, what is the reason for their success or failure? Consider family tree, businesses, and family members in FBs. What are the implications for your family and business?
Suggested Research Journals : <ol style="list-style-type: none"> 1. Journals of Family business management ISSN 2043:6238 2. Journals of Family Business Strategy ISSN: 1877-8585
Suggested Case Studies: Case: Ratan Tata and Cyrus Mistry, Narayan Murthy at Infosys ,Ambani brothers

CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -IV ELECTIVE – IX- ENTREPRENEURSHIP DEVELOPMENT PAPER- IV ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP			
Course Outcomes	Students of this course will be able to: <ol style="list-style-type: none"> 1. <u>To understand the need and importance of Economic development.</u> 2. To study the role of entrepreneurship in the context of economic development. 3. This course prepares participants for a future career as entrepreneurs. 		
Expected Skills Impartation(Through theory and Practical's)	Analyzing entrepreneurial environment.		
Marks : 100	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents			
Unit 1: a) Theory	Economic Growth and Development: Common Characteristics of Developing Countries • Perpetuation of Underdevelopment and Obstacles to Economic Development Problem of Poverty in India • Disguised Unemployment and Capital Formation in Developing Countries • Employment, Unemployment and Economic Growth Monetary Policy in Developing Countries • Role of Fiscal Policy and Taxation in Economic Development • Role of Fiscal Policy: Government Borrowing for Financing Development.		10 Hours
b) Practical	Group discussion on the steps taken by the government to bring about Economic Development in India. Group Discussion on steps taken by neighbouring countries like Bangladesh for Economic Development of the nation		5 Hours

Unit 2: a) Theory	Factors in economic development Technological Progress and Economic Development • • Human Resource Development: Education, Skill development and Economic Growth •: Health and Nutrition Environment, Economy and Economic Development • Population and Economic Development: Theory of Population Growth: How it affects Economic Development, c. Poverty and Environment • Demographic Transition in India.	10 Hours
b) Practical	Study the latest census survey and give your opinion on any of the above factors with reference to Economic Development.	5 Hours
Unit 3: a) Theory	Entrepreneurship: a.-Concept of entrepreneurship -Role of entrepreneurship in economic development, - Start up India, digital India, Make in India B.-Factors influencing Entrepreneurship development such as individual, social-cultural, environmental etc. C.-link between innovation and entrepreneurship. Theories of entrepreneurship- McClelland's Theory of Need for achievement- Max Weber's Theory of social belief- Hagen's Theory of social change	10 Hours
b) Practical	Interview an entrepreneur and understand his/her motivations, and the reasons for his/her decision to be an entrepreneur. Case studies/ articles on successful entrepreneurs can be discussed in class.	5 Hours
Unit 4: a) Theory	Scope, Problems and Prospects with respect to: a. <u>Women Entrepreneurship</u> b. Entrepreneurship in Rural and agricultural sector c. Entrepreneurship in Industry and service sector	10 Hours
b) Practical	Field visit to any of the above forms of enterprise and study in detail the scope, problems and prospects of the unit.	5 Hours
Note:		
Reference Books:		
<ol style="list-style-type: none"> 1. H.L. Ahuja Development Economics S.Chand Publication. 2. Michel P. Todaro, Stephen C. Smith Economic Development Pearson Publication 3. Vasant Desai, Entrepreneurial Development Himalaya Publishing House. 4. Dr, S.S. Khanka Entrepreneurial Development S. Chand Publication 5. Misra, Puri Indian Economy 27th Revised Edition Himalaya Publishing House 		
Suggested Additional Readings: (if web source then provide url)		
<ol style="list-style-type: none"> 1. http://shodhganga.inflibnet.ac.in/bitstream/10603/64016/12/12_chapter%204.pdf 2. Institutional support for small-scale rural processing enterprises: the case of India.- http://www.fao.org/docrep/s8380e/s8380e0d.htm 3. http://www.ifciventre.com/ 4. http://tdb.gov.in/venture-capital-funds/ 5. http://sfacindia.com/VCA_Scheme.aspx 		
Suggested Research Journals		
<ol style="list-style-type: none"> 1. SEDME Journals, ni-msme. Hyderabad 2. The Journals of Entrepreneurship- Sage Journals 		
Suggested Case Studies: http://www.nimsme.org/ranzo/uploads/articles/case%20study-25_1035.pdf		

	practices they have for winning customer Loyalty	
Note:	Case study methodology recommended for teaching core concepts of CRM including 'success' & 'failures' of CRM in India & abroad.	
Reference Books:		
1. V. Kumar, Werner Reinartz, Customer Relationship Management: Concept, Strategy and Tools 3/e Springer, 2018		
2. Valarie A Zeitaml, Services Marketing, 4/e, Tata McGraw Hill 2012		
Suggested Additional Readings: (if web source then provide url)		
1. Origin of CRM/ Relationship marketing.		
2. Why study CRM?		
3. 'Zero customer defection' is a myth.		
Suggested Research Journal :		
1. Indian Journal of Marketing		
2. Journal of Marketing Research.		
Suggested Case Studies: Mahindra and Mahindra, Ford Motors, Hindustan Petroleum		

CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -IV PAPER-XXV INNOVATION AND ENTREPRENEURSHIP			
Course Outcomes	1. Understand the concept of entrepreneurship and related theories 2. Evaluate the profile of successful entrepreneur 3. Analyze entrepreneurial opportunities		
Expected Skills Impartation(Through theory and Practical's)	1. Entrepreneurial Skills 2. Leadership Skills 3. Organizational Skills		
Marks : 100	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents			
Unit 1: a) Theory	A. Innovation- Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation. B. Theories of Innovation- Peter Drucker, Schumpeter, X-Efficiency Theory. C. Creative Thinking, Barriers to creativity, Techniques for improving creativity process. D. Entrepreneurial Profile: Sanjeev Bikhchandani (Naukri.com).		10 Hours
b) Practical	Exercise on idea generation using brain storming exercise within the class room. Problem Solving exercise using Why- Why Analysis.		5 Hours
Unit 2: a) Theory	A. Entrepreneurship- Concept of entrepreneurship, Evolution of the concept, characteristics of successful entrepreneur. B. Theories of entrepreneurship- McClelland's Theory of Need for achievement- Max Weber's Theory of social belief- Hagen's Theory of social change C. Link between Entrepreneurship and economic development D. Entrepreneurial Profile: Narayan Murthy (Infosys)		10 Hours
b) Practical	Visit local enterprising unit		5 Hours

	Guest Lecture of a Successful entrepreneur	
Unit 3: a) Theory	A. Growth of entrepreneurship in India- Pre Independence and Post-independence growth pattern. B. Factors Affecting Entrepreneurship Growth- Economic factors, non- economic factor Government Actions C. <u>Ethics and Entrepreneurship</u> : Concept of Business Ethics, Importance of <u>business ethics</u> , Causes and issues of unethical behaviour D. <u>Entrepreneurial Profile</u> - Hanmant Gaikwad (BVG)	10 Hours
b) Practical	Audio- Visual session on eminent entrepreneurs in pre independence era like G D Birla, Jamsetji Tata	5 Hours
Unit 4: a) Theory	A. <u>Intrapreneur</u> - concept, importance, intrapreneurial culture Case study of Shivkumar, ITC e-choupal, SundarPichai (Google) B. <u>Women Entrepreneur</u> :Concept, Functions and Problems; Case Study of KiranMujamdar Shaw (Biocon), VandanaLuthara (VLCC) C. <u>Rural Entrepreneurship</u> : Meaning, Need and Problems; Case study ofMansukhbhaiPrajapati (Matti Cool), Varghese Kurien (AMUL). D. <u>Social Entrepreneurship</u> : Meaning, Difference between Business and social Entrepreneurship, Case Study of Dr. Yunus Khan (Grameen Bank), Ela Bhatt (SEWA).	10 Hours
b) Practical	Library Exercise and book reading session on books like Business Maharajas Stay hungry and Stay foolish, Connecting dots, Leading Women.	5 Hours
Note:	Profile of successful entrepreneurs can be studied using online material.	
Reference Books: <ol style="list-style-type: none"> Essentials of Entrepreneurship and Small Business Management; Thomas W. Zimmerer, Norman Scarborough; PHI Entrepreneurship- New Venture Creation; David H. Holt; PHI Entrepreneurship Development; Dr. S. S. Khanka; S. Chand The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH Entrepreneurship; R.V. Badi and N. V. Badi; Vrinda Publications Theories of Entrepreneurship; Vasant Desai; HPH 		
Suggested Additional Readings: (if web source then provide url) <ol style="list-style-type: none"> Business Legends; GeetaParimal Stay Hungry Stay Foolish www.entrepreneur.com 		
Suggested Research Journal : <ol style="list-style-type: none"> Entrepreneur Journal of Entrepreneurship and innovation in emerging economics Journal of business venturing 		
Suggested Case Studies: Amazon.com, Lijjat Papa, Mc-Donald in India, Barclay		

CHOICE-BASED CREDIT SYSTEM
MBA -II SEMESTER -IV
PAPER-XXVI
STARTUPS AND NEW VENTURE

B.B.A. Part II Semester III		
Fundamentals of Entrepreneurship CC-BI		
Teaching Hours: 60 Credit points: 4		
Total Marks:100 Theory Marks: 50 Internal Marks: 50		
Objective	To make students familiar about the entrepreneurship development and small business management.	
Course outcomes	<ol style="list-style-type: none"> 1. Have a fair idea about aspects of entrepreneurship development 2. Understand the role of entrepreneurs, and the importance of entrepreneurship with the challenges and opportunities. 3. Get acquainted with different theories of entrepreneurship 4. Understand the concept and role of woman entrepreneurs 5. Understand the concept of rural and social entrepreneurship 	
Syllabus contents		
Unit – I	Entrepreneurship Meaning & concept, characteristics of entrepreneurship, role of entrepreneurship in economic development, Difference between entrepreneur and intrapreneur, Type of entrepreneurship, factors affecting entrepreneur growth	15Hrs
Unit – II	Theories of Entrepreneurship Schumpeter's theory of innovation, McClland's theory of achievement, Max Weber's theory of social change, Hagen's theory of status withdrawal, Entrepreneurial Supply theory – John Kunkle	15Hrs
Unit – III	Woman Entrepreneurship Concept of woman entrepreneurship, Functions & problems of woman entrepreneur, remedial measures, success story of any women entrepreneurs.	15Hrs
Unit – IV	Rural, Social, Digital and Technological Entrepreneurship Concept and Meaning of rural entrepreneurship, Need of rural entrepreneurship, problems of rural entrepreneurship, Meaning and concept of social entrepreneurship, Difference between Business entrepreneur and social entrepreneur, Case – The Grameen Bank, Success story of Mansukhbhai Prajapati – Mitticool. Digital and Technological Entrepreneurship – Introduction, concept, scope, practical examples. Start-Ups and eco system. Introduction to Unicorn.	15Hrs
Reference Books:		
<ol style="list-style-type: none"> 1. Vasant Desai, Entrepreneurship Development, Himalaya Publishing House 2. S.S.Khanka, Entrepreneurship Development, S.Chand Publication 3. Prasanna Chandra, Project Prepration, appraisal, implementation, Tata McGraw Hill 4. Gordon and Natrajan, Entrepreneurship Development 		

Shivaji University, Kolhapur*
Syllabus of Environmental Studies
as a Compulsory Paper for all Undergraduate Courses
2019-20

Unit 1. Nature of Environmental Studies : (3 lectures)
 Definition, scope and importance.
 Multidisciplinary nature of environmental studies
 Need for public awareness.
 Concept of sustainability. Sustainable development and it's goals with Indian context.

Unit 2. Ecosystems : (9 lectures)
 Concept of an ecosystem.
 Structure and function of an ecosystem.
 Producers, consumers and decomposers.
 Energy flow in the ecosystem.
 Ecological succession.
 Food chains, food webs and ecological pyramids.
 Introduction, types, characteristics features, structure and function of the following ecosystem :-
 a) Forest ecosystem, b) Grassland ecosystem, c) Desert ecosystem,
 d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)
 Degradation of the ecosystems and it's impacts.

Unit 3. Natural Resources and Associated Problems : (8 lectures)
 a) Forest resources: Use and over-exploitation, deforestation, dams and their effects on forests and tribal people.
 b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
 c) Mineral resources: Usage and exploitation. Environmental effects of extracting and using mineral resources.
 d) Food resources: World food problem, changes caused by agriculture ,effect of modern agriculture, fertilizer-pesticide problems.
 e) Energy resources: Growing energy needs, renewable and non- renewable energy resources, use of alternate energy sources. Solar energy , Biomass energy, Nuclear energy,
 f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification. Consumerism ,ecological foot prints, carbon foot prints, carbon credits.
 Role of an individuals in conservation of natural resources. Equitable use of resources for sustainable lifestyles.



Unit 4. Biodiversity and its conservation : (8 lectures)

Introduction- Definition: genetic, species and ecosystem diversity.
 Bio-geographical classification of India.
 Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values.
 India as a mega- diversity nation.
 Western Ghat as a biodiversity region. Hot-spots of biodiversity.
 Threats to biodiversity: habitat loss, poaching of wildlife, man- wildlife conflicts,
 Endangered and endemic species of India, Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity. Convention on Biological Diversity.

Unit 5. Environmental Pollution : (8 lectures)

• Definition: Causes, effects and control measures of: Air pollution,
 • Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards.
 Global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust.
 Solid waste Management: Causes, effects and control measures of urban and industrial wastes. Solid waste management control rules.
 Role of an individual in prevention of pollution.

Unit 6. Social Issues and the Environment : (9 lectures)

Human population growth, impact on environment. Human Health and welfare.
 Environmental ethics: Role of Indian religious traditions and culture in conservation of the environment.
 Environmental movements- Chipko Movement, Appiko Movement, Silent Valley.
 Resettlement and rehabilitation of people; its problems and concerns.
 Water conservation, rain water harvesting, watershed management. water conservation by Dr.Rajendra Singh, Anna Hazare etc.
 Disaster management: floods, earthquake, cyclone, tsunami and landslides.
 Wasteland reclamation.
 Environmental communication and public awareness, case studies.

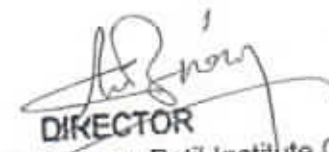
Unit 7. Environmental Protection- Policies and practises : (5 lectures)

Environmental Protection Act.
 Air (Prevention and Control of Pollution) Act.
 Water (Prevention and control of Pollution) Act
 Wildlife Protection Act
 Forest Conservation Act
 National and International conventions and agreements on environment.

Description of Courses addressing Professional Ethics, Gender, Human Values, Environment and Sustainability

Sr	Course Description	Subject	Issues addressed
1	MBA I Sem-I	Indian Ethos and Management Concept	Business Ethics
2	MBA I Sem I	Organizational Behaviour	Values
3	MBA II Sem IV	Entrepreneurship Development	Women Entrepreneurship
4	MBA II Sem IV	Innovation and Entrepreneurship	Ethics and Entrepreneurship
5	BBA II Semester III	Fundamentals of Entrepreneurship	Women Entrepreneurship
6	BBA II, BCA II	Environmental Studies	Environmental sustainability




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 Management Studies & Research Satara

Unit 4. a) Theory b) Practical	<ul style="list-style-type: none"> • 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: <ol style="list-style-type: none"> 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. Sulphay & 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. <p>Economic Environment of Business by Veena Keshav Pailwar Publisher: PHI learning Pvt. Ltd. New Delhi.</p>		
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: <ol style="list-style-type: none"> 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, <u>Values- concept, types of values, sources of values.</u>	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, laissez-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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

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

Course Outcomes	Students of this course will able to do: <ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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	<p>A) Indian Ethos: Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices.</p> <p>B) Management Lessons from Religion Scriptures: Management Lessons from Vedas, Management Lessons from Mahabharata. Management Lessons from Bible, Management Lessons from Quran Management Lessons from Kautilla's Arthashastra Indian Heritage in Business Management, Production and Consumption. <u>Ethics v/s Ethos</u></p>	10 Hours
b) Practical	<p>a. Study awareness of Indian Ethos in local Industries. b. Study the success stories of Family business</p>	5 Hours
Unit 4: a) Theory	<p>Business Ethics</p> <p>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</p>	10 Hours
b) Practical	<p>a) Present seminar on best ethical practices in business. b) Prepare a report on Infosys Foundation.</p>	5 Hours

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

Reference Books:

1. Koontz and Wehrich-Essentials of Management, McGraw-Hill
2. Peter Drucker- Essentials of management
3. Robbins Stephen P. and Decenzo David- Fundamentals of Management
4. Sherlekar S.A.-Modern Business Administration and Management; Himalaya Publishing House
5. L.M. Prasad-Principles of Management
6. R.M. Srivastara-Principles of Management
7. M. K. Gandhi, Trusteeship
8. Indian Ethos in Management :Tushar Agarwal and Nidhi Chandorkar: Himalaya Publishing House
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)

<ol style="list-style-type: none"> 2. Entrepreneurship Development; Dr. S. S. Khunka; S. Chand 3. The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH 4. Theories of Entrepreneurship; Vasant Desai; HPH 5. Managing the Family Business Theory and Practice Thomas Zellweger, Professor of Management, University of St. Gallen, Switzerland 6. Firms within Families Edited by Jennifer E. Jennings, Kimberly A. Eddleston, P. Devereaux Jennings, Ravi Sarathy 7. Governance in Family Enterprises: Maximizing Economic and Emotional Success 2014 Edition by A. Koerberle-Schmid, D. Kenyon-Rouvinez, E. Poza, INOBUCHI
Suggested Additional Readings: (if web source then provide url) <ol style="list-style-type: none"> 1. Family Business Review : sage publication 2. www.entrepreneur.com 3. Internet search: Look at the top 10 families in India today, what is the reason for their success or failure? Consider family tree, businesses, and family members in FBs. What are the implications for your family and business?
Suggested Research Journals : <ol style="list-style-type: none"> 1. Journals of Family business management ISSN 2043:6238 2. Journals of Family Business Strategy ISSN: 1877-8585
Suggested Case Studies: Case: Ratan Tata and Cyrus Mistry, Narayan Murthy at Infosys ,Ambani brothers

CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -IV ELECTIVE – IX- ENTREPRENEURSHIP DEVELOPMENT PAPER- IV ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP			
Course Outcomes	Students of this course will be able to: <ol style="list-style-type: none"> 1. To understand the need and importance of Economic development. 2. To study the role of entrepreneurship in the context of economic development. 3. This course prepares participants for a future career as entrepreneurs. 		
Expected Skills Impartation(Through theory and Practical's)	Analyzing entrepreneurial environment.		
Marks : 100	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents			
Unit 1: a) Theory	Economic Growth and Development: Common Characteristics of Developing Countries • Perpetuation of Underdevelopment and Obstacles to Economic Development Problem of Poverty in India • Disguised Unemployment and Capital Formation in Developing Countries • Employment, Unemployment and Economic Growth Monetary Policy in Developing Countries • Role of Fiscal Policy and Taxation in Economic Development • Role of Fiscal Policy: Government Borrowing for Financing Development.		10 Hours
b) Practical	Group discussion on the steps taken by the government to bring about Economic Development in India. Group Discussion on steps taken by neighbouring countries like Bangladesh for Economic Development of the nation		5 Hours

Unit 2: a) Theory	Factors in economic development Technological Progress and Economic Development • • Human Resource Development: Education, Skill development and Economic Growth • • Health and Nutrition Environment, Economy and Economic Development • Population and Economic Development: Theory of Population Growth: How it affects Economic Development, c. Poverty and Environment • Demographic Transition in India.	10 Hours
b) Practical	Study the latest census survey and give your opinion on any of the above factors with reference to Economic Development.	5 Hours
Unit 3: a) Theory	Entrepreneurship: a.-Concept of entrepreneurship -Role of entrepreneurship in economic development, - Start up India, digital India, Make in India B.-Factors influencing Entrepreneurship development such as individual, social-cultural, environmental etc. C.-link between innovation and entrepreneurship. Theories of entrepreneurship- McClelland's Theory of Need for achievement- Max Weber's Theory of social belief- Hagen's Theory of social change	10 Hours
b) Practical	Interview an entrepreneur and understand his/her motivations, and the reasons for his/her decision to be an entrepreneur. Case studies/ articles on successful entrepreneurs can be discussed in class.	5 Hours
Unit 4: a) Theory	Scope, Problems and Prospects with respect to: a. <u>Women Entrepreneurship</u> b. Entrepreneurship in Rural and agricultural sector c. Entrepreneurship in Industry and service sector	10 Hours
b) Practical	Field visit to any of the above forms of enterprise and study in detail the scope, problems and prospects of the unit.	5 Hours
Note:		
Reference Books:		
<ol style="list-style-type: none"> 1. H.L. Ahuja Development Economics S.Chand Publication. 2. Michel P. Todaro, Stephen C. Smith Economic Development Pearson Publication 3. Vasant Desai, Entrepreneurial Development Himalaya Publishing House. 4. Dr, S.S. Khanka Entrepreneurial Development S. Chand Publication 5. Misra, Puri Indian Economy 27th Revised Edition Himalaya Publishing House 		
Suggested Additional Readings: (if web source then provide url)		
<ol style="list-style-type: none"> 1. http://shodhganga.inflibnet.ac.in/bitstream/10603/64016/12/12_chapter%204.pdf 2. Institutional support for small-scale rural processing enterprises: the case of India.- http://www.fao.org/docrep/s8380e/s8380e0d.htm 3. http://www.ifciventre.com/ 4. http://tdb.gov.in/venture-capital-funds/ 5. http://sfacindia.com/VCA_Scheme.aspx 		
Suggested Research Journals		
<ol style="list-style-type: none"> 1. SEDME Journals, ni-msme. Hyderabad 2. The Journals of Entrepreneurship- Sage Journals 		
Suggested Case Studies: http://www.nimsme.org/ranzo/uploads/articles/case%20study-25_1035.pdf		

	practices they have for winning customer Loyalty	
Note:	Case study methodology recommended for teaching core concepts of CRM including 'success' & 'failures' of CRM in India & abroad.	
Reference Books:		
1. V. Kumar, Werner Reinartz, Customer Relationship Management: Concept, Strategy and Tools 3/e Springer, 2018		
2. Valarie A Zeitaml, Services Marketing, 4/e, Tata McGraw Hill 2012		
Suggested Additional Readings: (if web source then provide url)		
1. Origin of CRM/ Relationship marketing.		
2. Why study CRM?		
3. 'Zero customer defection' is a myth.		
Suggested Research Journal :		
1. Indian Journal of Marketing		
2. Journal of Marketing Research.		
Suggested Case Studies: Mahindra and Mahindra, Ford Motors, Hindustan Petroleum		

CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -IV PAPER-XXV INNOVATION AND ENTREPRENEURSHIP			
Course Outcomes	1. Understand the concept of entrepreneurship and related theories 2. Evaluate the profile of successful entrepreneur 3. Analyze entrepreneurial opportunities		
Expected Skills Impartation(Through theory and Practical's)	1. Entrepreneurial Skills 2. Leadership Skills 3. Organizational Skills		
Marks : 100	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents			
Unit 1: a) Theory	A. Innovation- Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation. B. Theories of Innovation- Peter Drucker, Schumpeter, X-Efficiency Theory. C. Creative Thinking, Barriers to creativity, Techniques for improving creativity process. D. Entrepreneurial Profile: Sanjeev Bikhchandani (Naukri.com).		10 Hours
b) Practical	Exercise on idea generation using brain storming exercise within the class room. Problem Solving exercise using Why- Why Analysis.		5 Hours
Unit 2: a) Theory	A. Entrepreneurship- Concept of entrepreneurship, Evolution of the concept, characteristics of successful entrepreneur. B. Theories of entrepreneurship- McClelland's Theory of Need for achievement- Max Weber's Theory of social belief-Hagen's Theory of social change C. Link between Entrepreneurship and economic development D. Entrepreneurial Profile: Narayan Murthy (Infosys)		10 Hours
b) Practical	Visit local enterprising unit		5 Hours

	Guest Lecture of a Successful entrepreneur	
Unit 3: a) Theory	A. Growth of entrepreneurship in India- Pre Independence and Post-independence growth pattern. B. Factors Affecting Entrepreneurship Growth- Economic factors, non- economic factor Government Actions C. <u>Ethics and Entrepreneurship</u> : Concept of Business Ethics, Importance of <u>business ethics</u> , Causes and issues of unethical behaviour D. <u>Entrepreneurial Profile</u> - Hanmant Gaikwad (BVG)	10 Hours
b) Practical	Audio- Visual session on eminent entrepreneurs in pre independence era like G D Birla, Jamsetji Tata	5 Hours
Unit 4: a) Theory	A. <u>Intrapreneur</u> - concept, importance, intrapreneurial culture Case study of Shivkumar, ITC e-choupal, SundarPichai (Google) B. <u>Women Entrepreneur</u> :Concept, Functions and Problems; Case Study of KiranMujamdar Shaw (Biocon), VandanaLuthara (VLCC) C. <u>Rural Entrepreneurship</u> : Meaning, Need and Problems; Case study ofMansukhbhaiPrajapati (Matti Cool), Varghese Kurien (AMUL). D. <u>Social Entrepreneurship</u> : Meaning, Difference between Business and social Entrepreneurship, Case Study of Dr. Yunus Khan (Grameen Bank), Ela Bhatt (SEWA).	10 Hours
b) Practical	Library Exercise and book reading session on books like Business Maharajas Stay hungry and Stay foolish, Connecting dots, Leading Women.	5 Hours
Note:	Profile of successful entrepreneurs can be studied using online material.	
Reference Books:		
<ol style="list-style-type: none"> Essentials of Entrepreneurship and Small Business Management; Thomas W. Zimmerer, Norman Scarborough; PHI Entrepreneurship- New Venture Creation; David H. Holt; PHI Entrepreneurship Development; Dr. S. S. Khanka; S. Chand The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH Entrepreneurship; R.V. Badi and N. V. Badi; Vrinda Publications Theories of Entrepreneurship; Vasant Desai; HPH 		
Suggested Additional Readings: (if web source then provide url)		
<ol style="list-style-type: none"> Business Legends; GeetaParimal Stay Hungry Stay Foolish www.entrepreneur.com 		
Suggested Research Journal :		
<ol style="list-style-type: none"> Entrepreneur Journal of Entrepreneurship and innovation in emerging economics Journal of business venturing 		
Suggested Case Studies: Amazon.com, Lijjat Papa, Mc-Donald in India, Barelay		

**CHOICE-BASED CREDIT SYSTEM
MBA -II SEMESTER -IV
PAPER-XXVI
STARTUPS AND NEW VENTURE**

B.B.A. Part II Semester III		
Fundamentals of Entrepreneurship CC –BI		
Teaching Hours: 60 Credit points: 4		
Total Marks:100 Theory Marks: 50 Internal Marks: 50		
Objective	To make students familiar about the entrepreneurship development and small business management.	
Course outcomes	<ol style="list-style-type: none"> 1. Have a fair idea about aspects of entrepreneurship development 2. Understand the role of entrepreneurs, and the importance of entrepreneurship with the challenges and opportunities. 3. Get acquainted with different theories of entrepreneurship 4. Understand the concept and role of woman entrepreneurs 5. Understand the concept of rural and social entrepreneurship 	
Syllabus contents		
Unit – I	Entrepreneurship Meaning & concept, characteristics of entrepreneurship, role of entrepreneurship in economic development, Difference between entrepreneur and intrapreneur, Type of entrepreneurship, factors affecting entrepreneur growth	15Hrs
Unit – II	Theories of Entrepreneurship Schumpeter's theory of innovation, McClelland's theory of achievement, Max Weber's theory of social change, Hagen's theory of status withdrawal, Entrepreneurial Supply theory – John Kunkle	15Hrs
Unit – III	Woman Entrepreneurship Concept of woman entrepreneurship, Functions & problems of woman entrepreneur, remedial measures, success story of any women entrepreneurs.	15Hrs
Unit – IV	Rural, Social, Digital and Technological Entrepreneurship Concept and Meaning of rural entrepreneurship, Need of rural entrepreneurship, problems of rural entrepreneurship, Meaning and concept of social entrepreneurship, Difference between Business entrepreneur and social entrepreneur, Case – The Grameen Bank, Success story of Mansukhbhai Prajapati – Mitticool. Digital and Technological Entrepreneurship – Introduction, concept, scope, practical examples. Start-Ups and eco system. Introduction to Unicorn.	15Hrs
Reference Books:		
<ol style="list-style-type: none"> 1. Vasant Desai, Entrepreneurship Development, Himalaya Publishing House 2. S.S.Khanka, Entrepreneurship Development, S.Chand Publication 3. Prasanna Chandra, Project Preparation, appraisal, implementation, Tata McGraw Hill 4. Gordon and Natrajan, Entrepreneurship Development 		

Shivaji University, Kolhapur*
 Syllabus of Environmental Studies
 as a Compulsory Paper for all Undergraduate Courses
 2019-20

Unit 1. Nature of Environmental Studies : (3 lectures)
 Definition, scope and importance.
 Multidisciplinary nature of environmental studies
 Need for public awareness.
 Concept of sustainability. Sustainable development and it's goals with Indian context.

Unit 2. Ecosystems : (9 lectures)
 Concept of an ecosystem.
 Structure and function of an ecosystem.
 Producers, consumers and decomposers.
 Energy flow in the ecosystem.
 Ecological succession.
 Food chains, food webs and ecological pyramids.
 Introduction, types, characteristics features, structure and function of the following ecosystem :-
 a) Forest ecosystem, b) Grassland ecosystem, c) Desert ecosystem,
 d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)
 Degradation of the ecosystems and it's impacts.

Unit 3. Natural Resources and Associated Problems : (8 lectures)
 a) Forest resources: Use and over-exploitation, deforestation, dams and their effects on forests and tribal people.
 b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
 c) Mineral resources: Usage and exploitation. Environmental effects of extracting and using mineral resources.
 d) Food resources: World food problem, changes caused by agriculture ,effect of modern agriculture, fertilizer-pesticide problems.
 e) Energy resources: Growing energy needs, renewable and non- renewable energy resources, use of alternate energy sources. Solar energy , Biomass energy, Nuclear energy,
 f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification. Consumerism ,ecological foot prints, carbon foot prints, carbon credits.
 Role of an individuals in conservation of natural resources. Equitable use of resources for sustainable lifestyles.



Unit 4. Biodiversity and its conservation :

(8 lectures)

Introduction- Definition: genetic, species and ecosystem diversity.
Bio-geographical classification of India.
Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values.
India as a mega- diversity nation.
Western Ghat as a biodiversity region. Hot-spots of biodiversity.
Threats to biodiversity: habitat loss, poaching of wildlife, man- wildlife conflicts,
Endangered and endemic species of India, Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity. Convention on Biological Diversity.

Unit 5. Environmental Pollution :

(8 lectures)

• Definition: Causes, effects and control measures of: Air pollution,
• Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards.
Global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust.
Solid waste Management: Causes, effects and control measures of urban and industrial wastes. Solid waste management control rules.
Role of an individual in prevention of pollution.

Unit 6. Social Issues and the Environment :

(9 lectures)

Human population growth, impact on environment. Human Health and welfare.
Environmental ethics: Role of Indian religious traditions and culture in conservation of the environment.
Environmental movements- Chipko Movement, Appiko Movement, Silent Valley.
Resettlement and rehabilitation of people; its problems and concerns.
Water conservation, rain water harvesting, watershed management. water conservation by Dr.Rajendra Singh, Anna Hazare etc.
Disaster management: floods, earthquake, cyclone, tsunami and landslides.
Wasteland reclamation.
Environmental communication and public awareness, case studies.

Unit 7. Environmental Protection- Policies and practises :

(5 lectures)

Environmental Protection Act.
Air (Prevention and Control of Pollution) Act.
Water (Prevention and control of Pollution) Act
Wildlife Protection Act
Forest Conservation Act
National and International conventions and agreements on environment.

Unit 8. Field Work :

(10 lectures)

Visit to a local area to document environmental assets-

River/forest/grassland/hill/mountain.

or

Visit to a local polluted site – Urban/Rural/Industrial/Agricultural

or

Study of common plants, insects, birds.

or

Study of simple ecosystems - ponds, river, hill slopes, etc.

(Field work is equal to 10 lecture hours)

References :

- 1) Agarwal, K.C.2001, Environmental Biology, Nidi Pubi. Ltd., Bikaner.
- 2) Bharucha Erach, The Biodiversity of India, Mapin Publishing pvt. Ltd.,Ahmedabad 380013, India, Email:mapin@icenet.net (R)
- 3) Brunner R.C.,1989, Hazardous Waste Incineration, McGraw Hill Inc., 480p
- 4) Clank R.S. Marine Pollution, Clanderson Press Oxford (TB)
- 5) Cunningham, W.P. Cooper, T.H.Gorhani, E. & Hepworth, M.T.2001,
- 6) Environmental Encyclopedia, Jaico Publ. Hpise, Mumbai, 1196p
- 7) De A.K., Environmental Chemistry, Wiley Western Ltd.
- 8) Down to Earth , Cebtre fir Scuebce and Environment (R)
- 9) Gleick, H.,1993, Water in crisis, Pacific Institute for studies in Dev.,Environment & Security. Stockholm Env. Institute. Oxford Univ. Press 473p
- 10) Hawkins R.e., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)
- 11) Heywood, V.H.& Watson, R.T.1995, Global Biodiversity Assessment,Cambridge Univ. Press 1140p.
- 12) Jadhav, H.& Bhosale, V.M.1995, Environmental Protection and Laws, Himalaya Pub. Hcuse, Delhi 284p.
- 13) Mickinney, M.L.& School. R.M.1196, Environmental Science Systems & Solutions, Web enhanced edition, 639p.
- 14) Mhaskar A.K., Mastter Hazardous, Techno-Science Publications (TB)
- 15) Miller T.G.Jr., Environmental Science. Wadsworth Publications Co. (TB)
- 16) Odum, E.P.1971, Fundamentals of Ecology, W.B.Saunders Co. USA, 574p.
- 17) Rao M.N.& Datta, A.K.1987, Waste Water Treatment, Oxford & IBH Publ. Co. Pvt. Ltd., 345p
- 18) Sharma B.K., 2001, Environmental Chemistry, Gokel Publ. Hkouse, Meerut
- 19) Survey of the Environment, The Hindu (M)
- 20) Townsend C., Harper, J. and Michael Begon, Essentials of Ecology, Blackwell Science (TB)
- 21) Trivedi R.K. Handbook of Environmental Laws, Rules, Guidelines, Compliances and Standards, vol. I and II, Environmental Media (R)
- 22) Trivedi R.K. and P.K. Gokel, Intriduction to air pollution, Tecgbi-Science Publications (TB)
- 23) Wagner K.D.,1998, Environmental management, W.B. Saunders Co.Philadelphia, USA 499p.
- 24) Paryavaran shastra – Gholap T.N.
- 25) Paryavaran Sahastra – Gharapure
M) Magazine (R) Reference (TB) Textbook

Unit 4. a) Theory b) Practical	<ul style="list-style-type: none"> • 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: <ol style="list-style-type: none"> 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. Sulphay & 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. <p>Economic Environment of Business by Veena Keshav Pailwar Publisher: PHI learning Pvt. Ltd. New Delhi.</p>		
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: <ol style="list-style-type: none"> 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, <u>Values-</u> 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, laissez-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	

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

Course Outcomes	Students of this course will able to do: <ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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	<p>A) Indian Ethos: Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices.</p> <p>B) Management Lessons from Religion Scriptures: Management Lessons from Vedas, Management Lessons from Mahabharata. Management Lessons from Bible, Management Lessons from Quran Management Lessons from Kautilla's Arthashastra Indian Heritage in Business Management, Production and Consumption. Ethics v/s Ethos</p>	10 Hours
b) Practical	<p>a. Study awareness of Indian Ethos in local Industries. b. Study the success stories of Family business</p>	5 Hours
Unit 4: a) Theory	<p>Business Ethics</p> <p>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</p>	10 Hours
b) Practical	<p>a) Present seminar on best ethical practices in business. b) Prepare a report on Infosys Foundation.</p>	5 Hours

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

Reference Books:

1. Koontz and Wehrich-Essentials of Management, McGraw-Hill
2. Peter Drucker- Essentials of management
3. Robbins Stephen P. and Decenzo David- Fundamentals of Management
4. Sherlekar S.A.-Modern Business Administration and Management; Himalaya Publishing House
5. L.M. Prasad-Principles of Management
6. R.M. Srivastara-Principles of Management
7. M. K. Gandhi, Trusteeship
8. Indian Ethos in Management : Tushar Agarwal and Nidhi Chandorkar: Himalaya Publishing House
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)**

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
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Reference Books:
 Organizational behaviour - Fred Luthans; Organizational Behaviour - Stephen Robbins; Organizational Behaviour - K. Aswathappa (8th 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	



<ol style="list-style-type: none"> 2. Entrepreneurship Development; Dr. S. S. Khanka; S. Chand 3. The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH 4. Theories of Entrepreneurship; Vasant Desai; HPH 5. Managing the Family Business Theory and Practice Thomas Zellweger, Professor of Management, University of St. Gallen, Switzerland 6. Firms within Families Edited by Jennifer E. Jennings, Kimberly A. Eddleston, P. Devereaux Jennings, Ravi Sarathy 7. Governance in Family Enterprises: Maximizing Economic and Emotional Success 2014 Edition by A. Koeberle-Schmid, D. Kenyon-Rouvinez, E. Poza, INOBUCHI
Suggested Additional Readings: (if web source then provide url) <ol style="list-style-type: none"> 1. Family Business Review : sage publication 2. www.entrepreneur.com 3. Internet search: Look at the top 10 families in India today, what is the reason for their success or failure? Consider family tree, businesses, and family members in FBs. What are the implications for your family and business?
Suggested Research Journals : <ol style="list-style-type: none"> 1. Journals of Family business management ISSN 2043:6238 2. Journals of Family Business Strategy ISSN: 1877-8585
Suggested Case Studies: Case: Ratan Tata and Cyrus Mistry, Narayan Murthy at Infosys ,Ambani brothers

CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -IV ELECTIVE – IX- ENTREPRENEURSHIP DEVELOPMENT PAPER- IV ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP			
Course Outcomes	Students of this course will be able to: <ol style="list-style-type: none"> 1. To understand the need and importance of Economic development. 2. To study the role of entrepreneurship in the context of economic development. 3. This course prepares participants for a future career as entrepreneurs. 		
Expected Skills Impartation(Through theory and Practical's)	Analyzing entrepreneurial environment.		
Marks : 100	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents			
Unit 1: a) Theory	Economic Growth and Development: Common Characteristics of Developing Countries • Perpetuation of Underdevelopment and Obstacles to Economic Development Problem of Poverty in India • Disguised Unemployment and Capital Formation in Developing Countries • Employment, Unemployment and Economic Growth Monetary Policy in Developing Countries • Role of Fiscal Policy and Taxation in Economic Development • Role of Fiscal Policy: Government Borrowing for Financing Development.		10 Hours
b) Practical	Group discussion on the steps taken by the government to bring about Economic Development in India. Group Discussion on steps taken by neighbouring countries like Bangladesh for Economic Development of the nation		5 Hours



Unit 2: a) Theory	Factors in economic development Technological Progress and Economic Development • • Human Resource Development: Education, Skill development and Economic Growth • • Health and Nutrition Environment, Economy and Economic Development • Population and Economic Development: Theory of Population Growth: How it affects Economic Development, e. Poverty and Environment • Demographic Transition in India.	10 Hours
b) Practical	Study the latest census survey and give your opinion on any of the above factors with reference to Economic Development.	5 Hours
Unit 3: a) Theory	Entrepreneurship: a.-Concept of entrepreneurship -Role of entrepreneurship in economic development, - Start up India, digital India, Make in India B.-Factors influencing Entrepreneurship development such as individual, social-cultural, environmental etc. C.-link between innovation and entrepreneurship. Theories of entrepreneurship- McClelland's Theory of Need for achievement- Max Weber's Theory of social belief- Hagen's Theory of social change	10 Hours
b) Practical	Interview an entrepreneur and understand his/her motivations, and the reasons for his/her decision to be an entrepreneur. Case studies/ articles on successful entrepreneurs can be discussed in class.	5 Hours
Unit 4: a) Theory	Scope, Problems and Prospects with respect to: a. Women Entrepreneurship b. Entrepreneurship in Rural and agricultural sector c. Entrepreneurship in Industry and service sector	10 Hours
b) Practical	Field visit to any of the above forms of enterprise and study in detail the scope, problems and prospects of the unit.	5 Hours
Note:		
Reference Books:		
<ol style="list-style-type: none"> 1. H.L. Ahuja Development Economics S.Chand Publication. 2. Michel P. Todaro, Stephen C. Smith Economic Development Pearson Publication 3. Vasant Desai, Entrepreneurial Development Himalaya Publishing House. 4. Dr, S.S. Khanka Entrepreneurial Development S. Chand Publication 5. Misra, Puri Indian Economy 27th Revised Edition Himalaya Publishing House 		
Suggested Additional Readings: (if web source then provide url)		
<ol style="list-style-type: none"> 1. http://shodhganga.inflibnet.ac.in/bitstream/10603/64016/12/12_chapter%204.pdf 2. Institutional support for small-scale rural processing enterprises: the case of India.- http://www.fao.org/docrep/s8380e/s8380e0d.htm 3. http://www.ifcventure.com/ 4. http://tdb.gov.in/venture-capital-funds/ 5. http://sfacindia.com/VCA_Scheme.aspx 		
Suggested Research Journals		
<ol style="list-style-type: none"> 1. SEDME Journals, ni-msme. Hyderabad 2. The Journals of Entrepreneurship- Sage Journals 		
Suggested Case Studies: http://www.nimsme.org/ranzo/uploads/articles/case%20study-25_1035.pdf		

	practices they have for winning customer Loyalty	
Note:	Case study methodology recommended for teaching core concepts of CRM including 'success' & 'failures' of CRM in India & abroad.	
Reference Books:		
1. V. Kumar, Werner Reinartz, Customer Relationship Management: Concept, Strategy and Tools 3/e Springer, 2018		
2. Valarie A Zeitaml, Services Marketing, 4/e, Tata McGraw Hill 2012		
Suggested Additional Readings: (if web source then provide url)		
1. Origin of CRM/ Relationship marketing.		
2. Why study CRM ?		
3. 'Zero customer defection 'is a myth.		
Suggested Research Journal :		
1. Indian Journal of Marketing		
2. Journal of Marketing Research.		
Suggested Case Studies: Mahindra and Mahindra, Ford Motors, Hindustan Petroleum		

CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -IV PAPER-XXV INNOVATION AND ENTREPRENEURSHIP			
Course Outcomes	1. Understand the concept of entrepreneurship and related theories 2. Evaluate the profile of successful entrepreneur 3. Analyze entrepreneurial opportunities		
Expected Skills Impartation(Through theory and Practical's)	1. Entrepreneurial Skills 2. Leadership Skills 3. Organizational Skills		
Marks : 100	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents			
Unit 1: a) Theory	A. Innovation- Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation. B. Theories of Innovation- Peter Drucker, Schumpeter, X-Efficiency Theory. C. Creative Thinking, Barriers to creativity, Techniques for improving creativity process. D. Entrepreneurial Profile: Sanjeev Bikhchandani (Naukri.com).		10 Hours
b) Practical	Exercise on idea generation using brain storming exercise within the class room. Problem Solving exercise using Why- Why Analysis.		5 Hours
Unit 2: a) Theory	A. Entrepreneurship- Concept of entrepreneurship, Evolution of the concept, characteristics of successful entrepreneur. B. Theories of entrepreneurship- McClelland's Theory of Need for achievement- Max Weber's Theory of social belief-Hagen's Theory of social change C. Link between Entrepreneurship and economic development D. Entrepreneurial Profile: Narayan Murthy (Infosys)		10 Hours
b) Practical	Visit local enterprising unit		5 Hours



	Guest Lecture of a Successful entrepreneur	
Unit 3: a) Theory	A. Growth of entrepreneurship in India- Pre Independence and Post-independence growth pattern. B. Factors Affecting Entrepreneurship Growth- Economic factors, non- economic factor Government Actions C. Ethics and Entrepreneurship: Concept of Business Ethics, Importance of <u>business ethics</u> , Causes and issues of unethical behaviour D. Entrepreneurial Profile- Hanmant Gaikwad (BVG)	10 Hours
b) Practical	Audio- Visual session on eminent entrepreneurs in pre independence era like G D Birla, Jamsetji Tata	5 Hours
Unit 4: a) Theory	A. Intrapreneur- concept, importance, intrapreneurial culture Case study of Shivkumar, ITC e-choupal, SundarPichai (Google) B. Women Entrepreneur: Concept, Functions and Problems; Case Study of KiranMujamdar Shaw (Biocon), VandanaLuthara (VLCC) C. Rural Entrepreneurship: Meaning, Need and Problems; Case study ofMansukhbhaiPrajapati (Matti Cool), Varghese Kurien (AMUL). D. Social Entrepreneurship: Meaning, Difference between Business and social Entrepreneurship, Case Study of Dr. Yunus Khan (Grameen Bank), Ela Bhatt (SEWA).	10 Hours
b) Practical	Library Exercise and book reading session on books like Business Maharajas Stay hungry and Stay foolish, Connecting dots, Leading Women.	5 Hours
Note:	Profile of successful entrepreneurs can be studied using online material.	
Reference Books:		
<ol style="list-style-type: none"> Essentials of Entrepreneurship and Small Business Management; Thomas W. Zimmerer, Norman Scarborough; PHI Entrepreneurship- New Venture Creation; David H. Holt; PHI Entrepreneurship Development; Dr. S. S. Khanka; S. Chand The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH Entrepreneurship; R.V. Badi and N. V. Badi; Vrinda Publications Theories of Entrepreneurship; Vasant Desai; HPH 		
Suggested Additional Readings: (if web source then provide url)		
<ol style="list-style-type: none"> Business Legends; GeetaParimal Stay Hungry Stay Foolish www.entrepreneur.com 		
Suggested Research Journal :		
<ol style="list-style-type: none"> Entrepreneur Journal of Entrepreneurship and innovation in emerging economics Journal of business venturing 		
Suggested Case Studies: Amazon.com, Lijjat Papa, Mc-Donald in India, Barclay		

**CHOICE-BASED CREDIT SYSTEM
MBA -II SEMESTER -IV
PAPER-XXVI
STARTUPS AND NEW VENTURE**

B.B.A. Part II Semester III		
Fundamentals of Entrepreneurship		
CC –B1		
Teaching Hours: 60 Credit points: 4		
Total Marks:100 Theory Marks: 50 Internal Marks: 50		
Objective	To make students familiar about the entrepreneurship development and small business management.	
Course outcomes	<ol style="list-style-type: none"> 1. Have a fair idea about aspects of entrepreneurship development 2. Understand the role of entrepreneurs, and the importance of entrepreneurship with the challenges and opportunities. 3. Get acquainted with different theories of entrepreneurship 4. Understand the concept and role of woman entrepreneurs 5. Understand the concept of rural and social entrepreneurship 	
Syllabus contents		
Unit – I	Entrepreneurship Meaning & concept, characteristics of entrepreneurship, role of entrepreneurship in economic development, Difference between entrepreneur and intrapreneur, Type of entrepreneurship, factors affecting entrepreneur growth	15Hrs
Unit – II	Theories of Entrepreneurship Schumpeter's theory of innovation, McClelland's theory of achievement, Max Weber's theory of social change, Hagen's theory of status withdrawal, Entrepreneurial Supply theory – John Kunkle	15Hrs
Unit – III	Woman Entrepreneurship Concept of woman entrepreneurship, Functions & problems of woman entrepreneur, remedial measures, success story of any women entrepreneurs.	15Hrs
Unit – IV	Rural, Social, Digital and Technological Entrepreneurship Concept and Meaning of rural entrepreneurship, Need of rural entrepreneurship, problems of rural entrepreneurship, Meaning and concept of social entrepreneurship, Difference between Business entrepreneur and social entrepreneur, Case – The Grameen Bank, Success story of Mansukhbhai Prajapati – Mitticool. Digital and Technological Entrepreneurship – Introduction, concept, scope, practical examples. Start-Ups and eco system. Introduction to Unicorn.	15Hrs
Reference Books:		
<ol style="list-style-type: none"> 1. Vasant Desai, Entrepreneurship Development, Himalaya Publishing House 2. S.S.Khanka, Entrepreneurship Development, S.Chand Publication 3. Prasanna Chandra, Project Preparation, appraisal, implementation, Tata McGraw Hill 4. Gordon and Natrajan, Entrepreneurship Development 		



Shivaji University, Kolhapur
Syllabus of Environmental Studies
 as a Compulsory Paper for all Undergraduate Courses
 2019-20

- Unit 1. Nature of Environmental Studies :** (3 lectures)
 Definition, scope and importance.
 Multidisciplinary nature of environmental studies
 Need for public awareness.
 Concept of sustainability. Sustainable development and it's goals with Indian context.
- Unit 2. Ecosystems :** (9 lectures)
 Concept of an ecosystem.
 Structure and function of an ecosystem.
 Producers, consumers and decomposers.
 Energy flow in the ecosystem.
 Ecological succession.
 Food chains, food webs and ecological pyramids.
 Introduction, types, characteristics features, structure and function of the following ecosystem :-
 a) Forest ecosystem, b) Grassland ecosystem, c) Desert ecosystem,
 d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)
 Degradation of the ecosystems and it's impacts.
- Unit 3. Natural Resources and Associated Problems :** (8 lectures)
 a) Forest resources: Use and over-exploitation, deforestation, dams and their effects on forests and tribal people.
 b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
 c) Mineral resources: Usage and exploitation. Environmental effects of extracting and using mineral resources.
 d) Food resources: World food problem, changes caused by agriculture ,effect of modern agriculture, fertilizer-pesticide problems.
 e) Energy resources: Growing energy needs, renewable and non- renewable energy resources, use of alternate energy sources. Solar energy , Biomass energy, Nuclear energy,
 f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification. Consumerism ,ecological foot prints, carbon foot prints, carbon credits.
 Role of an individuals in conservation of natural resources. Equitable use of resources for sustainable lifestyles.



Unit 4. Biodiversity and its conservation :**(8 lectures)**

Introduction- Definition: genetic, species and ecosystem diversity.

Bio-geographical classification of India.

Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values.

India as a mega- diversity nation.

Western Ghat as a biodiversity region. Hot-spots of biodiversity.

Threats to biodiversity: habitat loss, poaching of wildlife, man- wildlife conflicts,

Endangered and endemic species of India, Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity. Convention on Biological Diversity.

Unit 5. Environmental Pollution :**(8 lectures)**

Definition: Causes, effects and control measures of: Air pollution,

Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards.

Global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust.

Solid waste Management: Causes, effects and control measures of urban and industrial wastes. Solid waste management control rules.

Role of an individual in prevention of pollution.

Unit 6. Social Issues and the Environment :**(9 lectures)**

Human population growth, impact on environment. Human Health and welfare.

Environmental ethics: Role of Indian religious traditions and culture in conservation of the environment.

Environmental movements- Chipko Movement, Appiko Movement, Silent Valley.

Resettlement and rehabilitation of people; its problems and concerns.

Water conservation, rain water harvesting, watershed management. water conservation by Dr.Rajendra Singh, Anna Hazare etc.

Disaster management: floods, earthquake, cyclone, tsunami and landslides.

Wasteland reclamation.

Environmental communication and public awareness, case studies.

Unit 7. Environmental Protection- Policies and practises :**(5 lectures)**

Environmental Protection Act.

Air (Prevention and Control of Pollution) Act.

Water (Prevention and control of Pollution) Act

Wildlife Protection Act

Forest Conservation Act

National and International conventions and agreements on environment.

Unit 8. Field Work :**(10 lectures)**

Visit to a local area to document environmental assets-

River/forest/grassland/hill/mountain.

or

Visit to a local polluted site – Urban/Rural/Industrial/Agricultural

or

Study of common plants, insects, birds.

or

Study of simple ecosystems - ponds, river, hill slopes, etc.

(Field work is equal to 10 lecture hours)

References :

- 1) Agarwal, K.C.2001, Environmental Biology, Nidi Publ. Ltd., Bikaner.
- 2) Bharucha Erach, The Biodiversity of India, Mapin Publishing pvt. Ltd.,Ahmedabad 380013, India, Email:mapin@icenet.net (R)
- 3) Brunner R.C.,1989, Hazardous Waste Incineration, McGraw Hill Inc., 480p
- 4) Clank R.S. Marine Pollution, Clanderson Press Oxford (TB)
- 5) Cunningham, W.P. Cooper, T.H.Gorhani, E. & Hepworth, M.T.2001,
- 6) Environmental Encyclopedia, Jaico Publ. Hpise, Mumbai, 1196p
- 7) De A.K., Environmental Chemistry, Wiley Western Ltd.
- 8) Down to Earth , Cebtre fir Scuebce and Environment (R)
- 9) Gleick, H.,1993, Water in crisis, Pacific Institute for studies in Dev.,Environment & Security. Stockholm Env. Institute. Oxford Univ. Press 473p
- 10)Hawkins R.e., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)
- 11)Heywood, V.H.& Watson, R.T.1995, Global Biodiversity Assessment,Cambridge Univ. Press 1140p.
- 12)Jadhav, H.& Bhosale, V.M.1995, Environmental Protection and Laws, Himalaya Pub. Hcuse, Delhi 284p.
- 13)Mickinney, M.L.& School. R.M.1196, Environmental Science Systems & Solutions, Web enhanced edition, 639p.
- 14)Mhaskar A.K., Mastter Hazardous, Techno-Science Publications (TB)
- 15)Miller T.G.Jr., Environmental Science. Wadsworth Publications Co. (TB)
- 16)Odum, E.P.1971, Fundamentals of Ecology, W.B.Saunders Co. USA, 574p.
- 17)Rao M.N.& Datta, A.K.1987, Waste Water Treatment, Oxford & IBH Publ. Co. Pvt. Ltd., 345p
- 18)Sharma B.K., 2001, Environmental Chemistry, Gokel Publ. Hkouse, Meerut
- 19)Survey of the Environment, The Hindu (M)
- 20)Townsend C., Harper, J. and Michael Begon, Essentials of Ecology, Blackwell Science (TB)
- 21)Trivedi R.K. Handbook of Environmental Laws, Rules, Guidelines, Compliances and Standards, vol. I anfd II, Environmental Media (R)
- 22)Trivedi R.K. and P.K. Gokel, Intriduction to air pollution, Tecgbi-Science Publications (TB)
- 23)Wagner K.D.,1998, Environmental management, W.B. Saunders Co.Philadelphia, USA 499p.
- 24)Paryavaran shastra – Gholap T.N.
- 25) Paryavaran Sahastra – Gharapure
M) Magazine (R) Reference (TB) Textbook



Unit 4. a) Theory b) Practical	<ul style="list-style-type: none"> • 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: <ol style="list-style-type: none"> 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. Sulphery & 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. <p>Economic Environment of Business by Veena Keshav Pailwar Publisher: PHI learning Pvt. Ltd. New Delhi.</p>		
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: <ol style="list-style-type: none"> 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, <u>Values</u> - 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, laissez-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

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

Course Outcomes	Students of this course will able to do: <ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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	<p>A) Indian Ethos: Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices.</p> <p>B) Management Lessons from Religion Scriptures: Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran Management Lessons from Kautilla's Arthashastra Indian Heritage in Business Management, Production and Consumption. <u>Ethics v/s Ethos</u></p>	10 Hours
b) Practical	<p>a. Study awareness of Indian Ethos in local Industries. b. Study the success stories of Family business</p>	5 Hours
Unit 4: a) Theory	<p>Business Ethics</p> <p>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</p>	10 Hours
b) Practical	<p>a) Present seminar on best ethical practices in business. b) Prepare a report on Infosys Foundation.</p>	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 of management
3. Robbins Stephen P. and Decenzo David- Fundamentals of Management
4. Sherlekar S.A.-Modern Business Administration and Management; Himalaya Publishing House
5. L.M. Prasad-Principles of Management
6. R.M. Srivastara-Principles of Management
7. M. K. Gandhi, Trusteeship
8. Indian Ethos in Management : Tushar Agarwal and Nidhi Chandorkar: Himalaya Publishing House
9. Business Ethics and Value System: H.C. Mrutunjaya; PHL Learning.

Suggested Research Journal :

- Vikalp-IIM Ahemdabad
- Visison-MDI, Gurgaon

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

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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



<ol style="list-style-type: none"> 2. Entrepreneurship Development; Dr. S. S. Khanka; S. Chand 3. The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH 4. Theories of Entrepreneurship; Vasant Desai; HPH 5. Managing the Family Business Theory and Practice Thomas Zellweger, Professor of Management, University of St. Gallen, Switzerland 6. Firms within Families Edited by Jennifer E. Jennings, Kimberly A. Eddleston, P. Devereaux Jennings, Ravi Sarathy 7. Governance in Family Enterprises: Maximizing Economic and Emotional Success 2014 Edition by A. Koeberle-Schmid, D. Kenyon-Rouvinez, E. Poza, INOBUCHI
<p>Suggested Additional Readings: (if web source then provide url)</p> <ol style="list-style-type: none"> 1. Family Business Review : sage publication 2. www.entrepreneur.com 3. Internet search: Look at the top 10 families in India today, what is the reason for their success or failure? Consider family tree, businesses, and family members in FBs. What are the implications for your family and business?
<p>Suggested Research Journals :</p> <ol style="list-style-type: none"> 1. Journals of Family business management ISSN 2043:6238 2. Journals of Family Business Strategy ISSN: 1877-8585
<p>Suggested Case Studies: Case: Ratan Tata and Cyrus Mistry, Narayan Murthy at Infosys ,Ambani brothers</p>

CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -IV ELECTIVE – IX- ENTREPRENEURSHIP DEVELOPMENT PAPER- IV ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP			
Course Outcomes	Students of this course will be able to: <ol style="list-style-type: none"> 1. To understand the need and importance of Economic development. 2. To study the role of entrepreneurship in the context of economic development. 3. This course prepares participants for a future career as entrepreneurs. 		
Expected Skills Impartation(Through theory and Practical's)	Analyzing entrepreneurial environment.		
Marks : 100	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents			
Unit 1: a) Theory	Economic Growth and Development: Common Characteristics of Developing Countries • Perpetuation of Underdevelopment and Obstacles to Economic Development Problem of Poverty in India • Disguised Unemployment and Capital Formation in Developing Countries • Employment, Unemployment and Economic Growth Monetary Policy in Developing Countries • Role of Fiscal Policy and Taxation in Economic Development • Role of Fiscal Policy: Government Borrowing for Financing Development.		10 Hours
b) Practical	Group discussion on the steps taken by the government to bring about Economic Development in India. Group Discussion on steps taken by neighbouring countries like Bangladesh for Economic Development of the nation		5 Hours

Unit 2: a) Theory	Factors in economic development Technological Progress and Economic Development • • Human Resource Development: Education, Skill development and Economic Growth •: Health and Nutrition Environment, Economy and Economic Development • Population and Economic Development: Theory of Population Growth: How it affects Economic Development, e. Poverty and Environment • Demographic Transition in India.	10 Hours
b) Practical	Study the latest census survey and give your opinion on any of the above factors with reference to Economic Development.	5 Hours
Unit 3: a) Theory	Entrepreneurship: a.-Concept of entrepreneurship -Role of entrepreneurship in economic development, - Start up India, digital India, Make in India B.-Factors influencing Entrepreneurship development such as individual, social-cultural, environmental etc. C.-link between innovation and entrepreneurship. Theories of entrepreneurship- McClelland's Theory of Need for achievement- Max Weber's Theory of social belief- Hagen's Theory of social change	10 Hours
b) Practical	Interview an entrepreneur and understand his/her motivations, and the reasons for his/her decision to be an entrepreneur. Case studies/ articles on successful entrepreneurs can be discussed in class.	5 Hours
Unit 4: a) Theory	Scope, Problems and Prospects with respect to: a. Women Entrepreneurship b. Entrepreneurship in Rural and agricultural sector c. Entrepreneurship in Industry and service sector	10 Hours
b) Practical	Field visit to any of the above forms of enterprise and study in detail the scope, problems and prospects of the unit.	5 Hours
Note:		
Reference Books:		
<ol style="list-style-type: none"> 1. H.L. Ahuja Development Economics S.Chand Publication. 2. Michel P. Todaro, Stephen C. Smith Economic Development Pearson Publication 3. Vasant Desai, Entrepreneurial Development Himalaya Publishing House. 4. Dr, S.S. Khanka Entrepreneurial Development S. Chand Publication 5. Misra, Puri Indian Economy 27th Revised Edition Himalaya Publishing House 		
Suggested Additional Readings: (if web source then provide url)		
<ol style="list-style-type: none"> 1. http://shodhganga.inflibnet.ac.in/bitstream/10603/64016/12/12_chapter%204.pdf 2. Institutional support for small-scale rural processing enterprises: the case of India.- http://www.fao.org/docrep/s8380e/s8380e0d.htm 3. http://www.ifcventure.com/ 4. http://tdb.gov.in/venture-capital-funds/ 5. http://sfacindia.com/VCA_Scheme.aspx 		
Suggested Research Journals		
<ol style="list-style-type: none"> 1. SEDME Journals, ni-msme. Hyderabad 2. The Journals of Entrepreneurship- Sage Journals 		
Suggested Case Studies: http://www.nimsme.org/ranzo/uploads/articles/case%20study-25_1035.pdf		

	practices they have for winning customer Loyalty	
Note:	Case study methodology recommended for teaching core concepts of CRM including 'success' & 'failures' of CRM in India & abroad.	
Reference Books:		
1. V. Kumar, Werner Reinartz, Customer Relationship Management: Concept, Strategy and Tools 3/e Springer, 2018		
2. Valarie A Zeitaml, Services Marketing, 4/e, Tata McGraw Hill 2012		
Suggested Additional Readings: (if web source then provide url)		
1. Origin of CRM/ Relationship marketing.		
2. Why study CRM?		
3. 'Zero customer defection 'is a myth.		
Suggested Research Journal :		
1. Indian Journal of Marketing		
2. Journal of Marketing Research.		
Suggested Case Studies: Mahindra and Mahindra, Ford Motors, Hindustan Petroleum		

CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -IV PAPER-XXV INNOVATION AND ENTREPRENEURSHIP			
Course Outcomes	1. Understand the concept of entrepreneurship and related theories 2. Evaluate the profile of successful entrepreneur 3. Analyze entrepreneurial opportunities		
Expected Skills Impartation(Through theory and Practical's)	1. Entrepreneurial Skills 2. Leadership Skills 3. Organizational Skills		
Marks : 100	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents			
Unit 1: a) Theory	A. Innovation- Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation. B. Theories of Innovation- Peter Drucker, Schumpeter, X-Efficiency Theory. C. Creative Thinking , Barriers to creativity, Techniques for improving creativity process. D. Entrepreneurial Profile: Sanjeev Bikhchandani (Naukri.com).		10 Hours
b) Practical	Exercise on idea generation using brain storming exercise within the class room. Problem Solving exercise using Why- Why Analysis.		5 Hours
Unit 2: a) Theory	A. Entrepreneurship- Concept of entrepreneurship, Evolution of the concept, characteristics of successful entrepreneur. B. Theories of entrepreneurship- McClelland's Theory of Need for achievement- Max Weber's Theory of social belief-Hagen's Theory of social change C. Link between Entrepreneurship and economic development D. Entrepreneurial Profile: Narayan Murthy (Infosys)		10 Hours
b) Practical	Visit local enterprising unit		5 Hours

	Guest Lecture of a Successful entrepreneur	
Unit 3: a) Theory	A. Growth of entrepreneurship in India- Pre Independence and Post-independence growth pattern. B. Factors Affecting Entrepreneurship Growth- Economic factors, non- economic factor Government Actions C. Ethics and Entrepreneurship: Concept of Business Ethics, Importance of <u>business ethics</u> , Causes and issues of unethical behaviour D. Entrepreneurial Profile- Hanmant Gaikwad (BVG)	10 Hours
b) Practical	Audio- Visual session on eminent entrepreneurs in pre independence era like G D Birla, Jamsetji Tata	5 Hours
Unit 4: a) Theory	A. Intrapreneur- concept, importance, intrapreneurial culture Case study of Shivkumar, ITC e-choupal, SundarPichai (Google) B. Women Entrepreneur: Concept, Functions and Problems; Case Study of KiranMujamdar Shaw (Biocon), VandanaLuthara (VLCC) C. Rural Entrepreneurship: Meaning, Need and Problems; Case study of MansukhbhaiPrajapati (Matti Cool), Varghese Kurien (AMUL). D. Social Entrepreneurship: Meaning, Difference between Business and social Entrepreneurship, Case Study of Dr. Yunus Khan (Grameen Bank), Ela Bhatt (SEWA).	10 Hours
b) Practical	Library Exercise and book reading session on books like Business Maharajas Stay hungry and Stay foolish, Connecting dots, Leading Women.	5 Hours
Note:	Profile of successful entrepreneurs can be studied using online material.	
Reference Books:		
<ol style="list-style-type: none"> Essentials of Entrepreneurship and Small Business Management; Thomas W. Zimmerer, Norman Scarborough; PHI Entrepreneurship- New Venture Creation; David H. Holt; PHI Entrepreneurship Development; Dr. S. S. Khanka; S. Chand The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH Entrepreneurship; R.V. Badi and N. V. Badi; Vrinda Publications Theories of Entrepreneurship; Vasant Desai; HPH 		
Suggested Additional Readings: (if web source then provide url)		
<ol style="list-style-type: none"> Business Legends; GeetaParimal Stay Hungry Stay Foolish www.entrepreneur.com 		
Suggested Research Journal :		
<ol style="list-style-type: none"> Entrepreneur Journal of Entrepreneurship and innovation in emerging economics Journal of business venturing 		
Suggested Case Studies: Amazon.com, Lijjat Papa, Mc-Donald in India, Barclay		

**CHOICE-BASED CREDIT SYSTEM
MBA -II SEMESTER -IV
PAPER-XXVI
STARTUPS AND NEW VENTURE**

B.B.A. Part II Semester III		
Fundamentals of Entrepreneurship CC –B1		
Teaching Hours: 60 Credit points: 4		
Total Marks:100 Theory Marks: 50 Internal Marks: 50		
Objective	To make students familiar about the entrepreneurship development and small business management.	
Course outcomes	<ol style="list-style-type: none"> 1. Have a fair idea about aspects of entrepreneurship development 2. Understand the role of entrepreneurs, and the importance of entrepreneurship with the challenges and opportunities. 3. Get acquainted with different theories of entrepreneurship 4. Understand the concept and role of woman entrepreneurs 5. Understand the concept of rural and social entrepreneurship 	
Syllabus contents		
Unit – I	Entrepreneurship Meaning & concept, characteristics of entrepreneurship, role of entrepreneurship in economic development, Difference between entrepreneur and intrapreneur, Type of entrepreneurship, factors affecting entrepreneur growth	15Hrs
Unit – II	Theories of Entrepreneurship Schumpeter's theory of innovation, McClelland's theory of achievement, Max Weber's theory of social change, Hagen's theory of status withdrawal, Entrepreneurial Supply theory – John Kunkle	15Hrs
Unit – III	Woman Entrepreneurship Concept of woman entrepreneurship, Functions & problems of woman entrepreneur, remedial measures, success story of any women entrepreneurs.	15Hrs
Unit – IV	Rural, Social, Digital and Technological Entrepreneurship Concept and Meaning of rural entrepreneurship, Need of rural entrepreneurship, problems of rural entrepreneurship, Meaning and concept of social entrepreneurship, Difference between Business entrepreneur and social entrepreneur, Case – The Grameen Bank, Success story of Mansukhbhai Prajapati – Mitticool. Digital and Technological Entrepreneurship – Introduction, concept, scope, practical examples. Start-Ups and eco system. Introduction to Unicorn.	15Hrs
Reference Books:		
<ol style="list-style-type: none"> 1. Vasant Desai, Entrepreneurship Development, Himalaya Publishing House 2. S.S.Khanka, Entrepreneurship Development, S.Chand Publication 3. Prasanna Chandra, Project Preparation, appraisal, implementation, Tata McGraw Hill 4. Gordon and Natrajan, Entrepreneurship Development 		

Shivaji University, Kolhapur
Syllabus of Environmental Studies
as a Compulsory Paper for all Undergraduate Courses
2019-20

- Unit 1. Nature of Environmental Studies :** (3 lectures)
 Definition, scope and importance.
 Multidisciplinary nature of environmental studies
 Need for public awareness.
 Concept of sustainability. Sustainable development and it's goals with Indian context.
- Unit 2. Ecosystems :** (9 lectures)
 Concept of an ecosystem.
 Structure and function of an ecosystem.
 Producers, consumers and decomposers.
 Energy flow in the ecosystem.
 Ecological succession.
 Food chains, food webs and ecological pyramids.
 Introduction, types, characteristics features, structure and function of the following ecosystem :-
 a) Forest ecosystem, b) Grassland ecosystem, c) Desert ecosystem,
 d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)
 Degradation of the ecosystems and it's impacts.
- Unit 3. Natural Resources and Associated Problems :** (8 lectures)
 a) Forest resources: Use and over-exploitation, deforestation, dams and their effects on forests and tribal people.
 b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
 c) Mineral resources: Usage and exploitation. Environmental effects of extracting and using mineral resources.
 d) Food resources: World food problem, changes caused by agriculture ,effect of modern agriculture, fertilizer-pesticide problems.
 e) Energy resources: Growing energy needs, renewable and non- renewable energy resources, use of alternate energy sources. Solar energy , Biomass energy, Nuclear energy,
 f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification. Consumerism ,ecological foot prints, carbon foot prints, carbon credits.
 Role of an individuals in conservation of natural resources. Equitable use of resources for sustainable lifestyles.



Unit 4. Biodiversity and its conservation :**(8 lectures)**

Introduction- Definition: genetic, species and ecosystem diversity.

Bio-geographical classification of India.

Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values.

India as a mega- diversity nation.

Western Ghat as a biodiversity region. Hot-spots of biodiversity.

Threats to biodiversity: habitat loss, poaching of wildlife, man- wildlife conflicts,

Endangered and endemic species of India, Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity. Convention on Biological Diversity.

Unit 5. Environmental Pollution :**(8 lectures)**

Definition: Causes, effects and control measures of: Air pollution,

Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards.

Global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust.

Solid waste Management: Causes, effects and control measures of urban and industrial wastes. Solid waste management control rules.

Role of an individual in prevention of pollution.

Unit 6. Social Issues and the Environment :**(9 lectures)**

Human population growth, impact on environment. Human Health and welfare.

Environmental ethics: Role of Indian religious traditions and culture in conservation of the environment.

Environmental movements- Chipko Movement, Appiko Movement, Silent Valley.

Resettlement and rehabilitation of people; its problems and concerns.

Water conservation, rain water harvesting, watershed management. water conservation by Dr.Rajendra Singh, Anna Hazare etc.

Disaster management: floods, earthquake, cyclone, tsunami and landslides.

Wasteland reclamation.

Environmental communication and public awareness, case studies.

Unit 7. Environmental Protection- Policies and practises :**(5 lectures)**

Environmental Protection Act.

Air (Prevention and Control of Pollution) Act.

Water (Prevention and control of Pollution) Act

Wildlife Protection Act

Forest Conservation Act

National and International conventions and agreements on environment.

Unit 8. Field Work :**(10 lectures)**

Visit to a local area to document environmental assets-

River/forest/grassland/hill/mountain.

or

Visit to a local polluted site – Urban/Rural/Industrial/Agricultural

or

Study of common plants, insects, birds.

or

Study of simple ecosystems - ponds, river, hill slopes, etc.

(Field work is equal to 10 lecture hours)

References :

- 1) Agarwal, K.C.2001, Environmental Biology, Nidi Pubi. Ltd., Bikaner.
- 2) Bharucha Erach, The Biodiversity of India, Mapin Publishing pvt. Ltd.,Ahmedabad 380013, India, Email:mapin@icenet.net (R)
- 3) Brunner R.C.,1989, Hazardous Waste Incineration, McGraw Hill Inc., 480p
- 4) Clank R.S. Marine Pollution, Clanderson Press Oxford (TB)
- 5) Cunningham, W.P. Cooper, T.H.Gorhani, E. & Hepworth, M.T.2001,
- 6) Environmental Encyclopedia, Jaico Publ. Hpise, Mumbai, 1196p
- 7) De A.K., Environmental Chemistry, Wiley Wastern Ltd.
- 8) Down to Earth , Cebtre fir Scuebce and Environment (R)
- 9) Gleick, H.,1993, Water in crisis, Pacific Institute for studies in Dev.,Environment & Security. Stockholm Env. Institute, Oxford Univ. Press 473p
- 10)Hawkins R.e., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)
- 11)Heywood, V.H.& Watson, R.T.1995, Global Biodiversity Assessment,Cambridge Univ. Press 1140p.
- 12)Jadhav, H.& Bhosale, V.M.1995, Environmental Protection and Laws, Himalaya Pub. Huse, Delhi 284p.
- 13)Mickinney, M.L.& School. R.M.1196, Environmental Science Systems & Solutions, Web enhanced edition, 639p.
- 14)Mhaskar A.K., Mastter Hazardous, Techno-Science Publications (TB)
- 15)Miller T.G.Jr., Environmental Science. Wadsworth Publications Co. (TB)
- 16)Odum, E.P.1971, Fundamentals of Ecology, W.B.Saunders Co. USA, 574p.
- 17)Rao M.N.& Datta, A.K.1987, Waste Water Treatment, Oxford & IBH Publ. Co. Pvt. Ltd., 345p
- 18)Sharma B.K., 2001, Environmental Chemistry, Gokel Publ. Hkouse, Meerut
- 19)Survey of the Environment, The Hindu (M)
- 20)Townsend C., Harper, J. and Michael Begon, Essentials of Ecology, Blackwell Science (TB)
- 21)Trivedi R.K. Handbook of Environmental Laws, Rules, Guidelines, Compliances and Standards, vol. I anfd II, Environmental Media (R)
- 22)Trivedi R.K. and P.K. Gokel, Intriduction to air pollution, Tecgbi-Science Publications (TB)
- 23)Wagner K.D.,1998, Environmental management, W.B. Saunders Co.Philadelphia, USA 499p.
- 24)Paryavaran shastra – Gholap T.N.
- 25)Paryavaran Sahastra – Gharapure
M) Magazine (R) Reference (TB) Textbook

Unit 4. a) Theory b) Practical	<ul style="list-style-type: none"> • 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: <ol style="list-style-type: none"> 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. Sulphay & 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. <p>Economic Environment of Business by Veena Keshav Pailwar Publisher: PHI learning Pvt. Ltd. New Delhi.</p>		
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: <ol style="list-style-type: none"> 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, <u>Values</u> - 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, laissez-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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	

MBA -I SEM-I Indian Ethos and Management (Choice-Based Credit System) Paper - I			
Course Outcomes	Students of this course will able to do: <ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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	<p>A) Indian Ethos: Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices.</p> <p>B) Management Lessons from Religion Scriptures: Management Lessons from Vedas, Management Lessons from Mahabharata. Management Lessons from Bible, Management Lessons from Quran Management Lessons from Kautilla's Arthashastra Indian Heritage in Business Management, Production and Consumption. <u>Ethics v/s Ethos</u></p>	10 Hours
b) Practical	<p>a. Study awareness of Indian Ethos in local Industries. b. Study the success stories of Family business</p>	5 Hours
Unit 4: a) Theory	<p>Business Ethics</p> <p>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</p>	10 Hours
b) Practical	<p>a) Present seminar on best ethical practices in business. b) Prepare a report on Infosys Foundation.</p>	5 Hours

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

Reference Books:

1. Koontz and Wehrich-Essentials of Management, McGraw-Hill
2. Peter Drucker- Essentials of management
3. Robbins Stephen P. and Decenzo David- Fundamentals of Management
4. Sherlekar S.A.-Modern Business Administration and Management; Himalaya Publishing House
5. L.M. Prasad-Principles of Management
6. R.M. Srivastara-Principles of Management
7. M. K. Gandhi, Trusteeship
8. Indian Ethos in Management :Tushar Agarwal and Nidhi Chandorkar: Himalaya Publishing House
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)

<ol style="list-style-type: none"> 2. Entrepreneurship Development; Dr. S. S. Khanka; S. Chand 3. The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH 4. Theories of Entrepreneurship; Vasant Desai; HPH 5. Managing the Family Business Theory and Practice Thomas Zellweger, Professor of Management, University of St. Gallen, Switzerland 6. Firms within Families Edited by Jennifer E. Jennings, Kimberly A. Eddleston, P. Devereaux Jennings, Ravi Sarathy 7. Governance in Family Enterprises: Maximizing Economic and Emotional Success 2014 Edition by A. Koeberle-Schmid, D. Kenyon-Rouvinez, E. Poza, INOBUCHI
Suggested Additional Readings: (if web source then provide url) <ol style="list-style-type: none"> 1. Family Business Review : sage publication 2. www.entrepreneur.com 3. Internet search: Look at the top 10 families in India today, what is the reason for their success or failure? Consider family tree, businesses, and family members in FBs. What are the implications for your family and business?
Suggested Research Journals : <ol style="list-style-type: none"> 1. Journals of Family business management ISSN 2043:6238 2. Journals of Family Business Strategy ISSN: 1877-8585
Suggested Case Studies: Case: Ratan Tata and Cyrus Mistry, Narayan Murthy at Infosys ,Ambani brothers

CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -IV ELECTIVE – IX- ENTREPRENEURSHIP DEVELOPMENT PAPER- IV ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP			
Course Outcomes	Students of this course will be able to: <ol style="list-style-type: none"> 1. To understand the need and importance of Economic development. 2. To study the role of entrepreneurship in the context of economic development. 3. This course prepares participants for a future career as entrepreneurs. 		
Expected Skills Impartation(Through theory and Practical's)	Analyzing entrepreneurial environment.		
Marks : 100	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents			
Unit I: a) Theory	Economic Growth and Development: Common Characteristics of Developing Countries • Perpetuation of Underdevelopment and Obstacles to Economic Development Problem of Poverty in India • Disguised Unemployment and Capital Formation in Developing Countries • Employment, Unemployment and Economic Growth Monetary Policy in Developing Countries • Role of Fiscal Policy and Taxation in Economic Development • Role of Fiscal Policy: Government Borrowing for Financing Development.		10 Hours
b) Practical	Group discussion on the steps taken by the government to bring about Economic Development in India. Group Discussion on steps taken by neighbouring countries like Bangladesh for Economic Development of the nation		5 Hours

Unit 2: a) Theory	Factors in economic development Technological Progress and Economic Development • • Human Resource Development: Education, Skill development and Economic Growth • : Health and Nutrition Environment, Economy and Economic Development • Population and Economic Development: Theory of Population Growth: How it affects Economic Development, c. Poverty and Environment • Demographic Transition in India.	10 Hours
b) Practical	Study the latest census survey and give your opinion on any of the above factors with reference to Economic Development.	5 Hours
Unit 3: a) Theory	Entrepreneurship: a.-Concept of entrepreneurship -Role of entrepreneurship in economic development, - Start up India, digital India, Make in India B.-Factors influencing Entrepreneurship development such as individual, social-cultural, environmental etc. C.-link between innovation and entrepreneurship. Theories of entrepreneurship- McClelland's Theory of Need for achievement- Max Weber's Theory of social belief- Hagen's Theory of social change	10 Hours
b) Practical	Interview an entrepreneur and understand his/her motivations, and the reasons for his/her decision to be an entrepreneur. Case studies/ articles on successful entrepreneurs can be discussed in class.	5 Hours
Unit 4: a) Theory	Scope, Problems and Prospects with respect to: a. Women Entrepreneurship b. Entrepreneurship in Rural and agricultural sector c. Entrepreneurship in Industry and service sector	10 Hours
b) Practical	Field visit to any of the above forms of enterprise and study in detail the scope, problems and prospects of the unit.	5 Hours
Note:		
Reference Books: 1. H.L. Ahuja Development Economics S.Chand Publication. 2. Michel P. Todaro, Stephen C. Smith Economic Development Pearson Publication 3. Vasant Desai, Entrepreneurial Development Himalaya Publishing House. 4. Dr, S.S. Khanka Entrepreneurial Development S. Chand Publication 5. Misra, Puri Indian Economy 27 th Revised Edition Himalaya Publishing House		
Suggested Additional Readings: (if web source then provide url) 1. http://shodhganga.inflibnet.ac.in/bitstream/10603/64016/12/12_chapter%204.pdf 2. Institutional support for small-scale rural processing enterprises: the case of India.- http://www.fao.org/docrep/s8380e/s8380e0d.htm 3. http://www.ifcventure.com/ 4. http://tdb.gov.in/venture-capital-funds/ 5. http://sfacindia.com/VCA_Scheme.aspx		
Suggested Research Journals 1. SEDME Journals, ni-msme. Hyderabad 2. The Journals of Entrepreneurship- Sage Journals		
Suggested Case Studies: http://www.nimsme.org/ranzo/uploads/articles/case%20study-25_1035.pdf		

	practices they have for winning customer Loyalty	
Note:	Case study methodology recommended for teaching core concepts of CRM including 'success' & 'failures' of CRM in India & abroad.	
Reference Books:		
1. V. Kumar, Werner Reinartz, Customer Relationship Management: Concept, Strategy and Tools 3/e Springer, 2018		
2. Valarie A Zeitaml, Services Marketing, 4/e, Tata McGraw Hill 2012		
Suggested Additional Readings: (if web source then provide url)		
1. Origin of CRM/ Relationship marketing.		
2. Why study CRM ?		
3. 'Zero customer defection 'is a myth.		
Suggested Research Journal :		
1. Indian Journal of Marketing		
2. Journal of Marketing Research.		
Suggested Case Studies: Mahindra and Mahindra, Ford Motors, Hindustan Petroleum		

CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -IV PAPER-XXV INNOVATION AND ENTREPRENEURSHIP			
Course Outcomes	1. Understand the concept of entrepreneurship and related theories 2. Evaluate the profile of successful entrepreneur 3. Analyze entrepreneurial opportunities		
Expected Skills Impartation(Through theory and Practical's)	1. Entrepreneurial Skills 2. Leadership Skills 3. Organizational Skills		
Marks : 100	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents			
Unit 1: a) Theory	A. Innovation- Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation. B. Theories of Innovation- Peter Drucker, Schumpeter, X-Efficiency Theory. C. Creative Thinking, Barriers to creativity, Techniques for improving creativity process. D. Entrepreneurial Profile: Sanjeev Bikhchandani (Naukri.com).		10 Hours
b) Practical	Exercise on idea generation using brain storming exercise within the class room. Problem Solving exercise using Why- Why Analysis.		5 Hours
Unit 2: a) Theory	A. Entrepreneurship- Concept of entrepreneurship, Evolution of the concept, characteristics of successful entrepreneur. B. Theories of entrepreneurship- McClelland's Theory of Need for achievement- Max Weber's Theory of social belief-Hagen's Theory of social change C. Link between Entrepreneurship and economic development D. Entrepreneurial Profile: Narayan Murthy (Infosys)		10 Hours
b) Practical	Visit local enterprising unit		5 Hours

	Guest Lecture of a Successful entrepreneur	
Unit 3: a) Theory	A. Growth of entrepreneurship in India - Pre Independence and Post-independence growth pattern. B. Factors Affecting Entrepreneurship Growth - Economic factors, non- economic factor Government Actions C. Ethics and Entrepreneurship : Concept of Business Ethics, Importance of business ethics, Causes and issues of unethical behaviour D. Entrepreneurial Profile - Hanmant Gaikwad (BVG)	10 Hours
b) Practical	Audio- Visual session on eminent entrepreneurs in pre independence era like G D Birla, Jamsetji Tata	5 Hours
Unit 4: a) Theory	A. Intrapreneur - concept, importance, intrapreneurial culture Case study of Shivkumar, ITC e-choupal, SundarPichai (Google) B. Women Entrepreneur :Concept, Functions and Problems; Case Study of KiranMujamdar Shaw (Biocon), VandanaLuthara (VLCC) C. Rural Entrepreneurship : Meaning, Need and Problems; Case study ofMansukhbhaiPrajapati (Matti Cool), Varghese Kurien (AMUL). D. Social Entrepreneurship : Meaning, Difference between Business and social Entrepreneurship, Case Study of Dr. Yunus Khan (Grameen Bank), Ela Bhatt (SEWA).	10 Hours
b) Practical	Library Exercise and book reading session on books like Business Maharajas Stay hungry and Stay foolish, Connecting dots, Leading Women.	5 Hours
Note:	Profile of successful entrepreneurs can be studied using online material.	
Reference Books:		
<ol style="list-style-type: none"> Essentials of Entrepreneurship and Small Business Management; Thomas W. Zimmerer, Norman Scarborough; PHI Entrepreneurship- New Venture Creation; David H. Holt; PHI Entrepreneurship Development; Dr. S. S. Khanka; S. Chand The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH Entrepreneurship; R.V. Badi and N. V. Badi; Vrinda Publications Theories of Entrepreneurship; Vasant Desai; HPH 		
Suggested Additional Readings: (if web source then provide url)		
<ol style="list-style-type: none"> Business Legends; GeetaParimal Stay Hungry Stay Foolish www.entrpreneur.com 		
Suggested Research Journal :		
<ol style="list-style-type: none"> Entrepreneur Journal of Entrepreneurship and innovation in emerging economics Journal of business venturing 		
Suggested Case Studies: Amazon.com, Lijjat Papa, Mc-Donald in India, Barclay		

**CHOICE-BASED CREDIT SYSTEM
MBA -II SEMESTER -IV
PAPER-XXVI
STARTUPS AND NEW VENTURE**

B.B.A. Part II Semester III		
Fundamentals of Entrepreneurship CC –B1		
Teaching Hours: 60 Credit points: 4		
Total Marks:100 Theory Marks: 50 Internal Marks: 50		
Objective	To make students familiar about the entrepreneurship development and small business management.	
Course outcomes	<ol style="list-style-type: none"> 1. Have a fair idea about aspects of entrepreneurship development 2. Understand the role of entrepreneurs, and the importance of entrepreneurship with the challenges and opportunities. 3. Get acquainted with different theories of entrepreneurship 4. Understand the concept and role of woman entrepreneurs 5. Understand the concept of rural and social entrepreneurship 	
Syllabus contents		
Unit – I	Entrepreneurship Meaning & concept, characteristics of entrepreneurship, role of entrepreneurship in economic development, Difference between entrepreneur and intrapreneur, Type of entrepreneurship, factors affecting entrepreneur growth	15Hrs
Unit – II	Theories of Entrepreneurship Schumpeter's theory of innovation, McClland's theory of achievement, Max Weber's theory of social change, Hagen's theory of status withdrawal, Entrepreneurial Supply theory – John Kunkle	15Hrs
Unit – III	Woman Entrepreneurship Concept of woman entrepreneurship, Functions & problems of woman entrepreneur, remedial measures, success story of any women entrepreneurs.	15Hrs
Unit – IV	Rural, Social, Digital and Technological Entrepreneurship Concept and Meaning of rural entrepreneurship, Need of rural entrepreneurship, problems of rural entrepreneurship, Meaning and concept of social entrepreneurship, Difference between Business entrepreneur and social entrepreneur, Case – The Grameen Bank, Success story of Mansukhbhai Prajapati – Mitticool. Digital and Technological Entrepreneurship – Introduction, concept, scope, practical examples. Start-Ups and eco system. Introduction to Unicorn.	15Hrs
Reference Books:		
<ol style="list-style-type: none"> 1. Vasant Desai, Entrepreneurship Development, Himalaya Publishing House 2. S.S.Khanka, Entrepreneurship Development, S.Chand Publication 3. Prasanna Chandra, Project Preparation, appraisal, implementation, Tata McGraw Hill 4. Gordon and Natrajan, Entrepreneurship Development 		

Shivaji University, Kolhapur*
Syllabus of Environmental Studies
 as a Compulsory Paper for all Undergraduate Courses
 2019-20

- Unit 1. Nature of Environmental Studies :** (3 lectures)
 Definition, scope and importance.
 Multidisciplinary nature of environmental studies
 Need for public awareness.
 Concept of sustainability. Sustainable development and it's goals with Indian context.
- Unit 2. Ecosystems :** (9 lectures)
 Concept of an ecosystem.
 Structure and function of an ecosystem.
 Producers, consumers and decomposers.
 Energy flow in the ecosystem.
 Ecological succession.
 Food chains, food webs and ecological pyramids.
 Introduction, types, characteristics features, structure and function of the following ecosystem :-
 a) Forest ecosystem, b) Grassland ecosystem, c) Desert ecosystem,
 d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)
 Degradation of the ecosystems and it's impacts.
- Unit 3. Natural Resources and Associated Problems :** (8 lectures)
 a) Forest resources: Use and over-exploitation, deforestation, dams and their effects on forests and tribal people.
 b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
 c) Mineral resources: Usage and exploitation. Environmental effects of extracting and using mineral resources.
 d) Food resources: World food problem, changes caused by agriculture ,effect of modern agriculture, fertilizer-pesticide problems.
 e) Energy resources: Growing energy needs, renewable and non- renewable energy resources, use of alternate energy sources. Solar energy , Biomass energy, Nuclear energy,
 f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification. Consumerism ,ecological foot prints, carbon foot prints, carbon credits.
 Role of an individuals in conservation of natural resources. Equitable use of resources for sustainable lifestyles.



Unit 4. Biodiversity and its conservation :**(8 lectures)**

Introduction- Definition: genetic, species and ecosystem diversity.
 Bio-geographical classification of India.
 Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values.
 India as a mega- diversity nation.
 Western Ghat as a biodiversity region. Hot-spots of biodiversity.
 Threats to biodiversity: habitat loss, poaching of wildlife, man- wildlife conflicts,
 Endangered and endemic species of India, Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity. Convention on Biological Diversity.

Unit 5. Environmental Pollution :**(8 lectures)**

- Definition: Causes, effects and control measures of: Air pollution,
- Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards.
 Global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust.
 Solid waste Management: Causes, effects and control measures of urban and industrial wastes. Solid waste management control rules.
 Role of an individual in prevention of pollution.

Unit 6. Social Issues and the Environment :**(9 lectures)**

Human population growth, impact on environment. Human Health and welfare.
 Environmental ethics: Role of Indian religious traditions and culture in conservation of the environment.
 Environmental movements- Chipko Movement, Appiko Movement, Silent Valley.
 Resettlement and rehabilitation of people; its problems and concerns.
 Water conservation, rain water harvesting, watershed management. water conservation by Dr.Rajendra Singh, Anna Hazare etc.
 Disaster management: floods, earthquake, cyclone, tsunami and landslides.
 Wasteland reclamation.
 Environmental communication and public awareness, case studies.

Unit 7. Environmental Protection- Policies and practises :**(5 lectures)**

Environmental Protection Act.
 Air (Prevention and Control of Pollution) Act.
 Water (Prevention and control of Pollution) Act
 Wildlife Protection Act
 Forest Conservation Act
 National and International conventions and agreements on environment.

Unit 8. Field Work :**(10 lectures)**

Visit to a local area to document environmental assets-

River/forest/grassland/hill/mountain.

or

Visit to a local polluted site – Urban/Rural/Industrial/Agricultural

or

Study of common plants, insects, birds.

or

Study of simple ecosystems - ponds, river, hill slopes, etc.

(Field work is equal to 10 lecture hours)

References :

- 1) Agarwal, K.C.2001, Environmental Biology, Nidi Pubi. Ltd., Bikaner.
- 2) Bharucha Erach, The Biodiversity of India, Mapin Publishing pvt. Ltd.,Ahmedabad
380013, India, Email:mapin@icenet.net (R)
- 3) Brunner R.C.,1989, Hazardous Waste Incineration, McGraw Hill Inc., 480p
- 4) Clank R.S. Marine Pollution, Clanderson Press Oxford (TB)
- 5) Cunningham, W.P. Cooper, T.H.Gorhani, E. & Hepworth, M.T.2001,
- 6) Environmental Encyclopedia, Jaico Publ. Hpise, Mumbai, 1196p
- 7) De A.K., Environmental Chemistry, Wiley Wastern Ltd.
- 8) Down to Earth , Cebtre fir Scuebce and Environment (R)
- 9) Gleick, H.,1993, Water in crisis, Pacific Institute for studies in Dev.,Environment & Security. Stockholm Env. Institute. Oxford Univ. Press 473p
- 10) Hawkins R.e., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)
- 11) Heywood, V.H.& Watson, R.T.1995, Global Biodiversity Assessment,Cambridge Univ. Press 1140p.
- 12) Jadhav, H.& Bhosale, V.M.1995, Environmental Protection and Laws, Himalaya Pub. Hcuse, Delhi 284p.
- 13) Mickinney, M.L.& School. R.M.1196, Environmental Science Systems & Solutions, Web enhanced edition, 639p.
- 14) Mhaskar A.K., Mastter Hazardous, Techno-Science Publications (TB)
- 15) Miller T.G.Jr., Environmental Science. Wadsworth Publications Co. (TB)
- 16) Odum, E.P.1971, Fundamentals of Ecology, W.B.Saunders Co. USA, 574p.
- 17) Rao M.N.& Datta, A.K.1987, Waste Water Treatment, Oxford & IBH Publ. Co. Pvt. Ltd., 345p
- 18) Sharma B.K., 2001, Environmental Chemistry, Gokel Publ. Hkouse, Meerut
- 19) Survey of the Environment, The Hindu (M)
- 20) Townsend C., Harper, J. and Michael Begon, Essentials of Ecology, Blackwell Science (TB)
- 21) Trivedi R.K. Handbook of Environmental Laws, Rules, Guidelines, Compliances and Standards, vol. I anfd II, Environmental Media (R)
- 22) Trivedi R.K. and P.K. Gokel, Intriduction to air pollution, Teogbi-Science Publications (TB)
- 23) Wagner K.D.,1998, Environmental management, W.B. Saunders Co.Philadelphia, USA 499p.
- 24) Paryavaran shastra – Gholap T.N.
- 25) Paryavaran Sahastra – Gharapure
M) Magazine (R) Reference (TB) Textbook