



**Navsahyadri Education Society's Group of Institutions  
Faculty of Engineering**

Sr. No 69, 70, 71, Naigaon [Nasrapur], Bhor, Pune - 412213

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**Criterion 1: Circular Aspects**

**Key Indicator: 1.3: Curriculum Enrichment**

**1.3.1 Institution integrates cross-cutting issues relevant to Gender, Environment and Sustainability, Human Values and Professional Ethics into the Curriculum**

Sr.No.	Contents
1	List of the courses offered by the SPPU relevant to these topics
2	Reports of the program / short term courses / webinar, etc. relevant to these topics

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**PRINCIPAL  
Dr. M. V. Dalvi**



**List and Description of Courses in the curriculum related to Cross- Cutting issues like  
Environment and Sustainability, Human Values and Professional Ethics**

**CIVIL ENGINEERING**

SR NO	COURSE CODE	Name of the subject	Cross cutting issues covered
1	301011	Professional Ethics and Etiquettes	Professional Ethics
2	301002	Water Supply Engineering	Environment and Sustainability
3	301001	Hydrology and Water Resources Engineering	Environment and Sustainability
4	301021	Leadership and Personality Development	Human Values
5	301012	Waste Water Engineering	Environment and Sustainability
6	401010	Stress Management by Yoga	
7	401003 c	Integrated Water Resources Planning & Management	Environment and Sustainability
8	401004 a	Air Pollution and Control	Environment and Sustainability
9	401019	Human Rights	Human Values

HOD  
Prof A.R.Kalyane



*M. V. Dalvi*

**Dr. M. V. Dalvi**  
**Principal**  
NESGI, Faculty of Engineering  
Cat No.89,70,71, Nalgaoon, Tal. Bhor, Dist. Pune



**Navsahyadri Education Society's Group of Institutions  
Faculty of Engineering**

Sr. No 69, 70, 71, Naigaon [Nasrapur], Bhor, Pune - 412213

**First Year Engineering Department**

**Academic Year: 2023-2024**

**List of the courses offered in the academic syllabus that includes experiential learning through project work / field work / internship during the year.**

Sr. No	Course Code	Name of Subject
1	110013	Project Based Learning
2	101014	Environmental Studies II
3	107015	Physical Education – Exercise and Field Activities

**FE HOD  
Prof. S. S. Raut**

**PRINCIPAL  
Dr. M. V. Dalvi**





Navsahyadri Group of Institutes,  
Faculty of Management-MBA

**CRITERION- 1.3.1**

**INSTITUTION INTEGRATES CROSS CUTTING ISSUES  
RELEVANT TO PROFESSIONAL ETHICS, GENDER,  
HUMAN VALUES, ENVIRONMENT AND SUSTAINABILITY  
IN TRANSACTING THE CURRICULUM**



Navsahyadri Group of Institutions, Pune  
Faculty of Management  
Approved by AICTE, DTE, Recognized by Govt. of Maharashtra,  
Affiliated to Savitribai Phule Pune University

### LIST OF COURSES THAT ADDRESS CROSS CUTTING ISSUES

The list of courses in Programme which address the Professional Ethics, Gender, Human Values, Environment and sustainability into the curriculum is as given below:

Sr.No	Syllabus Pattern	Course Code	Course Title
113	2019 Revised	GE - IL - 01	Verbal Communication Lab
109	2019 Revised	GE - UL - 03	Entrepreneurship Development
208	2019 Revised	GE - UL - 08	Geopolitics & World Economic Systems
209	2019 Revised	GE - UL - 09	Start Up and New Venture Management
408	2019 Revised	GE - UL - 22	Corporate Social Responsibility & Sustainability
102	2019 Revised	GC - 02	Organizational Behaviour
105	2019 Revised	GC - 05	Basics of Marketing
402	2019 Revised	GC - 15	Indian Ethos & Business Ethics
414 HR	2019 Revised	SE - IL - IIRM	Leadership and Succession Planning
1 IB	2019 Revised	SE - IB - 03	Cross Cultural Management and Global Leadership
207	2019 Revised	GE-IL	Emotional Intelligence and Managerial Effectiveness Lab
401	2019 Revised	Generic Core	Managing for Sustainability
191	2019 Revised	NA	Introduction to Human Rights and Duties
291	2019 Revised	NA	Human rights of vulnerable and disadvantaged groups
394	2019 Revised	NA	Soft Skills
192	2019 Revised	NA	Introduction to Cyber Security



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414 HR SE	Leadership a	Professional Ethics	Integrate discussions on the ethical dimensions of leadership and succession planning. Encourage students to analyze and propose ethical solutions to real-world scenarios in the field of human resource management.
1-IB SE-IB	Cross Culture	Professional Ethics & Human Values	Discussions on ethical dilemmas faced by international executives and ethical considerations in cross-cultural settings may highlight the importance of professional ethics in global leadership. The course may provide frameworks or models for making ethical decisions in diverse cultural contexts. Human Values
207 GE-IL	Emotional Intelligence and Managerial Effectiveness Lab	Professional Ethics & Human Values	Understanding emotions and attitudes, as mentioned in the syllabus, may involve discussions on the ethical dimensions of emotional intelligence in professional settings. Measuring emotional intelligence may include considerations of ethical standards and practices. Exploring emotional competencies and the role of emotions in attitudes inherently involves discussions related to human values. The focus on personal and managerial effectiveness may integrate discussions on values that contribute to effective leadership
GENERIC C	Managing fo	Professional Ethics & Human Values	syllabus, may involve discussions on the ethical dimensions of emotional intelligence in professional settings. Measuring emotional intelligence may include considerations of ethical standards and practices. Exploring emotional competencies and the role of emotions in attitudes inherently involves discussions related to human values. The focus on personal and managerial effectiveness may integrate discussions on values that contribute to effective leadership.
191	Introduction to Human Rights and Duties	Human Values	liberty, equality, justice, unity in diversity, ethics, and morals. Exploring human rights in the context of these values integrates the concept of human values within the discourse of rights and duties.
291	Human Rights of Vulnerable And Disadvantaged Groups	Gender	The section on the social status of women addresses gender-specific human rights issues. Discussions on women's rights and the challenges faced by women in vulnerable situations contribute to gender sensitivity.
394	Soft Skills	Professional Ethics	Emphasizing clear and effective communication is an ethical practice in business. The course may discuss the ethical considerations in communication, such as honesty, transparency, and respect. Emphasizing self-discipline, self-awareness, and responsibility in professional communication



192	Introduction	Professional Ethics	The discussion of security policies, risk management, and business continuity inherently involves ethical considerations in handling sensitive information. Understanding and abiding by security laws and standards are essential for maintaining professional ethics in the field of cyber security
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 Director  
 Nav Sahyadri Education Society's  
 Group of Institutions  
 Gat No. 69, 70, 71, Nigaoan, Tal. Bhor, Dist. Pune





Navsahyadri Group of Institutes,  
Faculty of Management-MBA

CRITERION- 1.3.1

Related Documents

Supportive Evidences

INSTITUTION INTEGRATES CROSS CUTTING ISSUES  
RELEVANT TO **GENDER** IN TRANSACTING THE  
CURRICULUM



# Syllabus



## COURSE II

### HUMAN RIGHTS OF VULNERABLE AND DISADVANTAGED GROUPS

Credit: 1

#### I) General Introduction

- a) Meaning and Concept of Vulnerable and Disadvantaged
- b) Groups, Customary, Socio-Economic and Cultural Problems of
- c) Vulnerable and Disadvantaged Groups

#### II) Social status of women and children in International and national perspective

- a) Human Rights and Women's Rights - International and National Standards
- b) Human Rights of Children-International and National Standards

#### III) Status of Social and Economically Disadvantaged people

- a) Status of Indigenous People and the Role of the UN
- b) Status of SC/ST and Other Indigenous People in the Indian Scenario
- c) Human Rights of Aged and Disabled
- d) The Minorities and Human Rights

#### IV) Human rights of vulnerable groups

- a) Stateless Persons
- b) Sex Workers
- c) Migrant Workers
- d) HIV/AIDS Victims



## SYLLABI

### Human Rights of Vulnerable and Disadvantaged Groups

**Unit No 1** General Introduction

**Unit No 2:** Social Status of Women and Children in International and National Perspective

**Unit No 3:** Status of Social and Economically Disadvantaged People

**Unit No 4:** Human Rights of Vulnerable Groups



Neta Kashiwar

46-0

MBA-I

Human Rights-II

### Assignment - I

Q.1 Explain meaning and concept of vulnerable and dis-advantaged groups.

1. Meaning:

Any group or sector of society that is at higher risk of being subjected to discriminatory practices, violence natural or environment disasters or economic hardship than other groups within the same state any group or sector of society that is at higher risk in periods of conflict and crises.

• some typical examples of this are:

→ When cultural practices restrain women from participating or speaking at community meetings often resulting in under involvement in health service literacy programs water supply systems and other interventions typically more valued by women.

→ When the needs of those with HIV/AIDS do not figure among the priorities identified by communities because of stigma, denial and social isolation.



## Disadvantages of group :-

The disadvantage is a generic term for individuals or group of people who

- face special problems such as physical or mental disability.
- Lack of money or economic support :-

social protection system using a rights based framework should mainstream inclusion in their design implementation and evaluation to ensure that they are accessible by all those who suffer from structural discrimination.

Due to various factors, geographic location, sex, age, ability and citizenship for instance - some groups find themselves facing distinct disadvantages. These conditions may be life long.



Q3 Describe socio-economic and cultural problem of vulnerable and disadvantaged groups!

→ 1) Religion affiliation:

In many societies, members of religion minorities have a heightened vulnerability to minorities have a trafficking have been known to target women and girls from religion conversion and subsequent marriage. This makes them more susceptible to trafficking, frequent fraudulent employment offers or other forms of abuse.

2) Sexual orientation and gender identity:-

In 2015 UNHCR reported that 76 countries criminalize consensual same sex sexual conduct. With seven countries offenders, these laws prosecute and stigmatize LGBT persons even when not enforced. The violence, discrimination and can lead to an increase in violence and harassment. This is particularly true when authorities do not act to protect all of their citizens and when they fail to investigate and prosecute crimes committed against members of particular groups. In several recent cases in countries that criminalize same sex conduct vigilante groups have carried out violent acts against LGBT persons.

### 3) migrant fleeing crisis :-

The under reported flow of migrants including refugees to Europe since the beginning of 2015 has shed light on the challenge of identifying human trafficking victims among migrant people. Some trafficking victims have been identified among those fleeing civil war and unrest and many migrants remain vulnerable to trafficking enroute to or after arriving in Europe. The limited number of confirmed trafficking cases may not be indicative of the size of the problem given the reluctance of victims to seek out authorities or a self-identify.

### 4) Disability :-

Owing to cultural and societal stigmas people with disability including individuals with physical, sensory mental cognitive behavioural or other visible and invisible disabilities often lack access to social support networks pre judice contribute to bias in law enforcement or judicial system and often to unequal treatment by employer and government services against a gender. Social support network can serve as a means by which person with disability can pursue social and economic inclusion.



## *Definition by United Nations*

- A dowry is a transfer of parental property, gifts or money at the marriage of a daughter.
- Dowry Prohibition Act, 1961 is an act to prohibit the giving or taking of dowry. It came into force on 20<sup>th</sup> May, 1961
- It extends to the whole of India except the State of Jammu and Kashmir.
- In this act, 'dowry' means any property or valuable security given or agreed to be given either directly or indirectly: by one party to a marriage to the other party to the marriage;



## *PENALTIES*

- **Penalty for giving or taking dowry:** If any person, after the commencement of this Act, gives or takes or abets the giving or taking of dowry, he shall be punishable with imprisonment for a term which shall not be less than five years, and with the fine which shall not be less than fifteen thousand rupees or the amount of the value of such dowry, whichever is more.
- **Penalty for demanding dowry:** If any person demands directly or indirectly, from the parents or other relatives or guardian of a bride or bridegroom as the case may be, any dowry, he shall be punishable with imprisonment for a term which shall not be less than six months but which may extend to two years and with fine which may extend to ten thousand rupees



## RECENT CASE

- **Woman Allegedly Burnt For Dowry In Greater Noida (NDTV, December 28, 2018 05:31 IST)**
- **Noida:** A 30-year-old woman received severe burn injuries after she was allegedly set on fire by her in-laws over dowry in Greater Noida, police said on Thursday.
- The incident took place on Wednesday at Kalupura village under Rabupura police station limits, a police official said.
- "A complaint was made by the woman's brother, who has alleged that her in-laws tried to kill her for dowry," the official said.
- The woman, who was married for around six years, was referred to the Safdarjung Hospital in Delhi where her condition was stated to be critical, Station House Officer Rabupura police station Sunil Kumar Singh said.
- The woman's husband, father and mother along with another person have been booked for attempt to murder and cruelty over dowry, police said.
- SHO Singh said a case has been registered under the Indian Penal Code Sections 307 (attempt to murder), and under relevant sections if the Dowry Prohibition Act.
- "The accused in-laws of the woman and her husband are absconding and searches were being made to arrest them," he said.



Navsahyadri Group of Institutes,  
Faculty of Management-MBA

CRITERION- 1.3.1

Related Documents

Supportive Evidences

**INSTITUTION INTEGRATES CROSS CUTTING ISSUES  
RELEVANTS TO HUMAN VALUES  
IN TRANSACTING THE CURRICULUM**



# Syllabus Courses

## THE SYLLABUS

### COURSE I

#### INTRODUCTION TO HUMAN RIGHTS AND DUTIES

**Credit: 1**

##### **I) Basic Concept**

- a) Human Values- Dignity, Liberty, Equality, Justice, Unity in Diversity, Ethics and Morals
- b) Meaning and significance of Human Rights Education

##### **II) Perspectives of Rights and Duties**

- a) Rights: Inherent-Inalienable-Universal- Individual and Groups
- b) Nature and concept of Duties
- c) Interrelationship of Rights and Duties

##### **III) Introduction to Terminology of Various Legal Instruments**

- a) Meaning of Legal Instrument- Binding Nature
- b) Types of Instruments: Covenant-Charter-Declaration-Treaty-Convention-Protocol-Executive Orders and Statutes

##### **IV) United Nations And Human Rights**

- a) Brief History of Human Rights- International and National Perspectives
- b) Provision of the charters of United Nations
- c) Universal Declaration of Human Rights- Significance-Preamble
- d) Civil and Political Rights-(Art. 1-21)
- e) Economic, Social and Cultural Rights-(Art.22-28) f) Duties and Limitations-(Art. 29)
- g) Final Provision (Art. 30)



4. **Conflict Management** – Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. **Organizational Culture:** Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity. Relevant case studies on Conflict management and organization culture. **(7+2)**

5. **Stress at workplace:** Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality. **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization. Relevant case studies on stress management and organizational change **(5+2)**

**Note:** Evolution of Management thought to OB and functions of management to be covered in brief as a background interface to the subject only

**Suggested Text Books:**

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson & Quick
3. Organizational Behaviour, Fred Luthans
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, M N Mishra



## Syllabus of 105 – Basics of Marketing

Semester I		105 – Basics of Marketing
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO105.1	REMEMBERING	REPRODUCE the key marketing concepts, components and principles of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.2	UNDERSTANDING	INTERPRET the basic concepts, principles and frameworks of marketing in the context of diverse business situations for explaining the relevant issues with regard to marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.3	APPLYING	APPLY the contemporary marketing theories, frameworks and tools to inform problem solving with respect to marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.4	ANALYSING	EXAMINE the critical marketing issues for drawing inferences about the underlying causes and relationships concerning marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.5	EVALUATING	EVALUATE the alternative courses of actions to make judgments with regard to the solution for problems involving marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.6	CREATING	GENERATE alternative approaches to the emerging business challenges in the context of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.

**1. Introduction to Marketing:** Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing. Core Concepts of Marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty. Concepts of Marketers and Prospects, Key customer Markets, Marketplaces, Marketspaces, Meta markets. Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager. Linkage of Marketing Function with All Functions in the Organization. Company Orientation Toward the Marketplace - Production, Product, Selling, Marketing. Holistic Marketing Orientation. Selling versus Marketing. Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value. (7+2)

**2. Marketing Environment:** Concept of Environment, Macro Environment & Micro Environment – Components and Characteristics, Needs & Trends, Major Forces Impacting the Macro Environment & Micro Environment, Need for Analyzing the Marketing



Environment. Analyzing the Demographic, Economic, Sociocultural, Natural, Technological, and Political-Legal Environment. **(7+2)**

**3. Segmentation, Market Targeting & Positioning:** Segmentation: Concept, Need & Benefits. Bases for Segmenting Consumer Markets - Geographic, Demographic, Psychographic, Behavioural. Bases for Segmentation for Business Markets. Levels of Segmentation, Criteria for Effective Segmentation. Market Potential & Market Share. Market Targeting - Concept of Target Markets Market Targeting and Criteria for Selection, Evaluating and Selecting the Market Segments – Full Market Coverage, Multiple Segment Specialization, Single-Segment Concentration, Individual Marketing, Long Tail Marketing. Positioning - Concept of Differentiation & Positioning, Value Proposition & Unique Selling Proposition. **(7+2)**

**4. Consumer Behavior:** Meaning & Importance of Consumer Behavior, Comparison between Organizational Buying Behavior and Consumer Buying Behavior, Buying Roles, Five-Stage Model of Buying Decision Process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase Behavior. Moment of Truth, Zero Moment of Truth, ZMOT. Moderating Effects on Consumer Decision Making. **(7+2)**

**5. Marketing Mix:** Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical Evidence. Product Life Cycle: Concept & Characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies Across Stages of the PLC. **(7+2)**

*Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.*

**Suggested Text Books:**

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson, 14<sup>th</sup> Edition
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb, Hair, Sharma, McDaniel, Cengage Learning

**Suggested Reference Books:**

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13<sup>th</sup> Edition
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook



**Semester II**  
**208 - Geopolitics & World Economic Systems**  
**2 Credits**  
**Generic Elective – University Level**

**Course Outcomes: On successful completion of the course the learner will be able to**

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO208.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO208.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
CO208.3	APPLYING	IDENTIFY the crucial elements of international trade laws.
CO208.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO208.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.
CO208.6	CREATING	CREATE a Country Profile based on various aspects of Geopolitics and World Economic Systems.

**1. Introduction to Global Economic & political Systems:** Meaning of Global Economy and its History Structure and Components of Global Economy, Theory of Hegemonic Stability, Differences among National Economies, Market Oriented Capitalism, Developmental Capitalism, Social Market Capitalism, Comparative Analysis, Effects of Globalization on Indian Economy. (6)

**2. The Trading System:** Debate over Free Trade – Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System, Developments in International Trade Theory, Bilateral, Multilateral Trade Agreements, Impact of Trade wars in liberalized economy. (6)

**3. International Trade Laws:** International Contracts of Sale of Goods Transactions, International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights. Intellectual property Rights, Dispute settlement Procedures under GATT & WTO, Payment systems in International Trade, International Labour Organization and International Labour Laws. (6)

**4. International Monetary System:** The International Financial System - Reform of International Monetary Affairs - The Bretton Wood System and the International Monetary Fund, Controversy over Regulation of International Finance, Developing Countries' Concerns, Exchange Rate Policy of Developing Economies. (6)

**5. Contemporary issues and Challenges in Global Economic Environment - Indian perspective:** Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Euro zone Crisis and its impact on India, Issues in Brexit, World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc. (6)

**Suggested Text Books:**

1. Global Political Economy, Robert Gilpin, Princeton University Press
2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook
3. International Trade Law, Indira Carr and Peter Stone
4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty



# SUPPORTING EVIDENCE



**Navsahyadri Group of Institutes**

**Faculty of Management - MBA**

**NAAC 'A' Grade Institute**

**Campus Address: Nalgaon (Nasrapur), Pune-Satara Road, Pune - 412 213**



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**MBA-ISem-ITIME TABLE**

**2023-24**

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	Saturday
9.00-10.00	101 ManagerialAccounting	106 DigitalBusiness	107 ManagementFundamentals	103 EconomicAnalysisfor Business Decisions	111 LegalAspectsofBusiness	109 Entrepreneurship Development
10.00- 11.00	102 OrganizationalBehaviour	101 ManagerialAccounting	105 BasicsofMarketing	104 BusinessResearchMethods	105 BasicsofMarketing	106 DigitalBusiness
11.00-11.15	<b>B</b>	<b>R</b>	<b>E</b>	<b>A</b>	<b>K</b>	
11.15- 12.15	103 EconomicAnalysisfor Business Decisions	102 OrganizationalBehaviour	101 ManagerialAccounting	102 OrganizationalBehaviour	101 ManagerialAccounting	102 OrganizationalBehaviour
12.15- 1.15	104 BusinessResearchMethods	103 EconomicAnalysisfor Business Decisions	106 DigitalBusiness	105 BasicsofMarketing	103 EconomicAnalysisfor Business Decisions	113 VerbalCommunicationLab
1.15-2.00	<b>L</b>	<b>U</b>	<b>N</b>	<b>C</b>	<b>H</b>	
2.00-3.00	105 BasicsofMarketing	111 LegalAspectsofBusiness	104 BusinessResearchMethods	106 DigitalBusiness	104 BusinessResearch Methods	119 ForeignLang-German
3.00-4.00	107 ManagementFundamentals	113 VerbalCommunicationLab	109 Entrepreneurship Development	116 MSExcel	116 MSExcel	119 ForeignLang-German





## Navsahyadri Group of Institutes Faculty of Management - MBA



Campus Address: Nalgaon (Nasrapur), Pune-Satara Road, Pune - 412 213  
NAAC 'A' Grade Institute

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MBA-I Sem-II TIME TABLE

A.Y. 2023-24

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	Saturday
9.00 - 10.00	201 MM	202 FM	203 HRM	204 OSCM	209 SNVM	210 QRM
10.00 - 11.00	202 FM	203 HRM	204 OSCM	201 MM	210 QRM	209 SNVM
11.00 - 11.15	B	R	E	A	K	
11.15 - 12.15	208 GWES	204 OSCM	208 GWES	202 FM	201 MM	203 HRM
12.15 - 1.15	203 HRM	210 QRM	201 MM	202 FM	204 OSCM	208 GWES
1.15 - 2.00	L	U	N	C	H	
2.00-3.00	209 SNVM	205 SPEC.1	205 SPEC.1	206 SPEC.2	206 SPEC.2	214 IADR
3.00-4.00	205 SPEC.1	206 SPEC.2	IL SPEC. 1	IL SPEC. 2	214 IADR	Computer Lab

Dr. Pramod Jadhav  
Class Coordinator

Dr. Laxman Doiphode  
Academic Coordinator

Dr. Tahaji Dabade  
Director, NGI, FOM

Subject Code	Subject Initials	Subject Name	Faculty Name	Lect Per Week
201	MM	MARKETING MANAGEMENT	Prof. Amruta Kale	4
202	FM	FINANCIAL MANAGEMENT	Dr. Laxman Doiphode	4
203	HRM	HUMAN RESOURCES MANAGEMENT	Dr. Pramod Jadhav	4
204	OSCM	OPERATIONS & SUPPLY CHAIN MANAGEMENT	Prof. Ramesh Kakade	4
205	SC- SPEC. 1	MKT/FIN/HR/OSCM/BA	Prof. Priyanka P./Dr. Laxman R./Dr. Pramod J./Prof. Suraj D.	3
206	SC- SPEC. 2	MKT/FIN/HR/OSCM/BA	Dr. Suhas P./Prof. Akshay S./Prof. Amruta K./Prof. Ramesh K.	3
208	GWES	GEOPLITICS WORLD ECONOMIC SYSTEMS	Dr. Laxman Doiphode	3
209	SNVM	START UP & NEW VENTURE MANAGEMENT	Prof. Suraj Dhaware	3
210	QRM	QUALITATIVE RESEARCH METHODS	Prof. Priyanka Pawar	3
214	IADR	INDUSRTY ANALYSIS & DESK RESEARCH	Prof. Akshay Shende	2
IL SPEC. 1	IL SPEC. 1	MKT / FIN / HR / OSCM / BA	Prof. Amruta K. / Prof. Akshay S. / Dr. Pramod J. / Prof. Suraj D.	1
IL SPEC. 2	IL SPEC. 2	MKT / FIN / HR / OSCM / BA	Dr. Suhas P./Dr. Laxman R. / Prof. Priyanka P./Prof. Ramesh K.	1

Dr. Pramod Jadhav  
Class Coordinator

Dr. Laxman Doiphode  
Academic Coordinator

Dr. Tahaji Dabade  
Director, NGI, FOM



# LECTURE PPT

## National Systems of Political economy

### Differences among National Economies

- Differences in the following areas are worthy of particular attention-
- 1) the primary purpose of the economic activity of the nation
- 2) the role of the state in the economic activities of the nation
- 3) the structure of the corporate sector and private business practices.

### Introduction

- While it was never justifiable to neglect the role of domestic factors in the study of IPE, it has become increasingly obvious that the role of domestic economies and the differences among those economies have become significant determinants of international economic affairs.
- The study of different types of national economies or "national systems of political economy" and their significance for the global economy has become an important aspect of the study of IPE.

### American System of Market Oriented Capitalism

- The American system of political economy is founded on the premise that the primary purpose of economy activity is to benefit consumers while maximizing wealth creation, the distribution of that wealth is of secondary importance.
- Despite numerous exceptions, the American economy does approach the neoclassical model of a competitive market economy in which individuals are assumed to maximise their own private interests (utility), and business corporations are expected to maximise profits.
- They assume that markets are competitive and that, where they are not competitive, competition should be promoted through antitrust & other policies.

- In 1980s & 1990s there was some convergence among national economies, and difference among them diminished in a number of important respects.
- Nevertheless, in the early years of the twenty-first century fundamental differences among the national economies remain important.
- These dominant economies not only influence the world economy, but they are also archetypes for many other economies.
- Whereas the American, British, and other Anglo-Saxon economies have much more in common, the German economy shares many features with the corporatist-type economies of continental Europe, and the Japanese economy has, in certain respects, provided a model for the "Developmental capitalist" economies of Pacific Asia.

- Almost any economic activity is permitted unless explicitly forbidden, and the economy is open to outside world unless specifically closed.
- Emphasis on consumerism & wealth creation results in powerful pro-consumption bias & insensitivity to the social welfare impact of economic activities.
- American economy is appropriately characterised as a system of "managerial capitalism".
- American economists and many others negatively to an activist government because of their belief that competition is the best protection for consumers except when there are market failures.



## Karl Marx



- Conventional interpretations of mercantilism see its essence in asserting the **primacy of the nation state over the economy**, and the subordination of wealth creation to power maximisation.
- four essential elements of all mercantilist writings:
  - 1) Mercantilists and political realists share the same analytical starting point, namely the state's overriding need for security within an environment of international anarchy (i.e. where no central authority exists that could guarantee peace).
  - 2) Just as wealth is a necessary condition for state power, so power is an essential means to wealth creation. Mercantilists believe that the power of the state serves the dual purpose of acquiring and securing wealth.

- Accordingly Marx designates human history as encompassing four stages of development in relations of production.
- *Primitive Communism*: as in co-operative tribal societies.
- *Slave Society*: a development of tribal progression to city-state; aristocracy is born.
- *Feudalism*: aristocrats are the ruling class; merchants evolve into capitalists.
- *Capitalism*: capitalists are the ruling class, who create and employ the proletariat.

## Hegemonic stability

- A different variant of mercantilist thinking in contemporary international political economy that has gained widespread attention is the theory of hegemonic stability.
- Proposed initially by Charles Kindleberger to explain the collapse of international order in the troubled interwar years, when the United States was unwilling and the United Kingdom no longer able to provide hegemonic leadership, the theory has been widened to serve as a more general theory of international cooperation.
- Because of the competitive and potentially conflicting nature of the international system, it takes a dominant power with preponderant power resources – a hegemon – to set the norms and rules of the international order and ensure at least some level of compliance by other states.

## Mercantilism

- Mercantilism is one of the **enduring classical approaches** to the study of international political economy. Originating in the sixteenth and seventeenth centuries, mercantilist ideas are still informing foreign economic policy around the world.
- By **placing the nation state at the centre of analysis**, mercantilism provides an explicitly political analysis of international economic relations, and thus a much needed **corrective** to purely economic theories of the global economy.
- The term 'mercantilism' only came into wider circulation after Adam Smith had used it to describe his intellectual opponents.
- In the late eighteenth century Smith coined the term 'mercantile system' to characterise the common perspectives of a system of political economy that he sought to attack in his liberal theory of political economy.

- Hegemons do this either by inducing cooperative behaviour through giving financial aid or economic concessions to other states,
- or if needed use their economic and military strength to coerce other nations into compliance.
- Hegemonic stability theory most closely matches the experience of the post-Second World War era, when the United States provided international leadership in creating a liberal economic order.
- But critics of hegemonic theory point out that the theory fails to explain the continued existence of international order and stability during the 1960s and 1970s, when US hegemony was widely perceived to be in decline.
- Indeed, postwar experience suggests that hegemons play a more important role in creating rather than maintaining international order.



### Globalization- the concept

- At the heart of the concept is the notion that the world is 'shrinking' in the sense that it is growing together more and more as a consequence of an increasingly dense network of interactions.
- The sociologist Anthony Giddens, for example, refers to 'the intensification of worldwide social relations which link distant localities in such a way that local happenings are shaped by events occurring many miles away and vice versa'.
- Robert Cox, on the other hand, sees a more explicitly economic logic at work, pointing to 'the internationalising of production, the new international division of labour, [and] the new competitive environment that accelerates these processes...'
- Globalization should be seen as driving forward the process of deepening the links that exist between different societies and individuals.

### objections against globalisation:

- 1) **Distribution of wealth and inequality:**
- One of the most contested questions in the debate on globalisation is whether it will lead to a more equal or unequal distribution of wealth worldwide.
  - Proponents of greater economic integration argue that it will stimulate economic growth in all countries that are opening up their economies, and particularly in those that are starting out from a lower level of prosperity.
  - The recent economic success of economic liberalisation in countries such as China and India, which has seen annual growth rates of between eight and 10 per cent for more than a decade, is seen as an example of what globalisation and economic reform can achieve.

- Global production by multinational corporations is now common in most industrial sectors.
- Global brands and products can be found in the most distant places of the world.
- The integration of financial markets has helped to tie the fate of different national economies more closely together as markets respond to economic signals in faraway places within seconds.
- Moreover, the communications revolution has allowed people to enter into contact with others regardless of national boundaries.
- Telephony, the internet and the electronic media have created 24-hour news, a world around which information and ideas can flow much more freely than ever before.
- Leading companies in the major industrialised economies are pursuing corporate strategies that are globally oriented.
- Innovation, product development, branding and marketing are now routinely carried out to serve global sales strategies.

- Critics of globalisation point to the serious economic dislocations that countries experience when they open their economies to international trade and capital flows.
- In their view, globalisation allows for a greater concentration of economic wealth and power in the hands of global corporations.
- To some extent, the different perspectives of proponents and critics of globalisation reflect their different time horizons.
- The former (Proponents) point to the long-term growth prospects for all sections of society, while the latter (Critics) focus on the short-term dislocations that economic change brings with it.

### Globalization and its discontents

- Globalisation is seen as a process that benefits the rich rather than the poor, multinational corporations rather than local communities, and the West and the United States in particular rather than the developing world.
- Furthermore, the global financial crisis and economic recession that started in 2008 have highlighted the profound dangers of ever greater global integration of financial markets amidst weak regulatory oversight of the banking sector by governments.

### 2) Loss of national autonomy:

- A central argument of critics of globalisation is the eroding effect global integration has on national autonomy, that is the ability of states to set and pursue independent policy objectives.
- No country in the world is, of course, entirely autonomous. But globalisation is seen to enmesh countries in a growing web of transnational links that leaves them increasingly exposed to global market forces.
- Critics argue that the resulting power shift from states to global firms puts pressure on governments to provide an attractive investment climate for multinationals.
- Governments are locked into a 'race to the bottom' in which they compete with each other for foreign investment by deregulating the economy and dismantling welfare states.



### The Japanese system of Developmental capitalism

- At the end of World War II, American occupation officials advised the Japanese that they should follow the theory of comparative advantage & hence concentrate on labour intensive products in rebuilding their economy.
- But Japanese Ministry of International Trade & Industry (MITI) and other agencies of Japanese economy high command set their sights on making vanquished Japan into the economic & technological equal (catching up with the west); and perhaps even superior, of the West.
- Japanese economic system, such as its overwhelming emphasis on economic development, the key role of the large corporations in the organization of the economy & society, primacy of the producer over the consumer, and close cooperation among government, business & labour.
- Hence developmental state capitalism best captures the essence of the system, because this characterisation conveys the idea that the state must play a central role in national economic development & in the competition with the West.

- For example, Japanese competition (antitrust) policy encouraged the formation of *Keiretsu*, & by almost all accounts they have been very important to Japan's industrial efficiency & international competitiveness.
- *The Keiretsu* - A business grouping or conglomerate whose members are bound together by the mutual trust & long term relationships among a number of major firms, their suppliers, and their distribution networks, is a particularly important component of the Japanese corporate system.
- At the heart of every *Keiretsu* is a major bank (referred to in Japan as the main bank system) that supplies credit & plays a key role in the *Keiretsu* economic strategy.
- Informal ties among member firms are reinforced by overlapping memberships on governing boards, mutual stock ownership & other mechanisms.

- The Japanese system of lifetime employment has also been utilized as a means to promote social peace; Japanese firms unlike their American rivals, are very reluctant to "downsize" & lay off thousands of employees.
- To attain the goal of rapid industrialization, the Japanese state supported, or even created, certain social characteristics, including an industrious and highly educated workforce. In many ways Japanese state created today's Japanese society.
- The most important instrument of Japan's successful industrial policy was the device of administrative guidance, which was utilised & sometimes pressurized private firms to invest in those industrial & high tech sectors characterised by high value added & favoured by the government.

- The purpose of these structures is to serve the interests of stakeholders rather than the shareholders.
- There are horizontal keiretsu, enterprise group such as Mitsui, Mitsubishi, and Sumitomo that are composed of a few dozen members & include a large bank, manufacturing firms, and distribution network along with other elements.
- In addition there are vertical keiretsu, composed of parent manufacturing company & large network of long standing subcontractors and suppliers of services.
- The approximated two dozen vertical keiretsu include leading Japanese manufacturing corporations in automotive and consumer electronics industries, such as Toyota & Matsushita.

- On the other side of the debate, many American & some Japanese economist argue that Japanese economic success has been due to the fact that Japan pursued market-conforming economic policies & thus got the economic fundamentals correct.
- They call attention to Japan's high savings and investment rate, superior management & entrepreneurship, and excellent system of education as bearing the primary responsibility for Japan's success.
- Explaining Japan's export success, many note that Japan as a resource-poor & capital-skilled, labour-rich economy has had a comparative advantage in manufacturing & industrial innovation.
- Ultimately MITI & other Japanese bureaucracies' supportive role & policies were very important in enabling Japanese firms to close the technological gap with American & other Western high tech industries.

- Dominant firms in the keiretsu may exploit and/or promote the strengths of their junior partners. For they can work towards improving technological capabilities which in turn improves the quality of the components supplied to the parent.
- Mutual trust reduces the transaction cost - information exchange decreases uncertainty & intra-group cross shareholding protects members against hostile takeovers & significantly reduces the cost of capital.
- When one member firm gets into trouble, other members come to its rescue.
- Market share rather than profit maximisation has been the principle driving force in Japanese corporate strategy; a large market share increases economies of scale & benefits the shareholders.
- Japanese economy is highly regulated, compartmentalised, and over protected, this market is in fact extraordinarily competitive.
- For example Japan has number of automobile companies, whereas US has only three.
- It is based on technological innovation and is quality driven rather than based on price competition; consumer prices are kept high by government policies to increase the profit of the corporate sector.





Navsahyadri Group of Institutes,  
Faculty of Management-MBA

CRITERION- 1.3.1

Related Documents

Supportive Evidences

INSTITUTION INTEGRATES CROSS CUTTING ISSUES  
RELEVANTS TO PROFESSIONAL ETHICS  
IN TRANSACTING THE CURRICULUM



# Syllabus Courses

## Syllabus of 402 – Indian Ethos & Business Ethics

Semester IV		402 – Indian Ethos & Business Ethics
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO402.1	REMEMBERING	Recall and spell the human universal values of Indian Ethos and its applications in Business ethics
CO402.2	UNDERSTANDING	Recognize and Demonstrate the relevance of Indian Ethos by taking the rationale and ethical business decision derived from Indian Heritage Scriptures.
CO402.3	APPLYING	Apply the concepts of Indian Ethos, Values, and Ethics with moral reasoning to develop sustainable solutions to solve complex business issues.
CO402.4	ANALYSING	Analyze and make inferences to contemporary business practices in relation to Indian Ethos & Business Ethics
CO402.5	EVALUATING	Appraising the importance of business decisions on the basis of ethics and thus create a value driven management.
CO402.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to Ethical decision making.

- 1. Indian Ethos and Values : Its relevance at Workplace: Indian Ethos-** Meaning, Features, Need, Evolution, Relevance, Universal Human values for continuity of happiness and prosperity, Development of Human Consciousness Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Triguna Theory-OSHA Model, Work Ethos meaning, dimensions of Work Ethos. **Values** - Concepts, Values in business, Value system in work culture, and Values of Indian Managers, Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, need of ethos in business organisations with reference to Indian firms, Ethics v/s Ethos, Eastern Management v/s Western Management. (8+2)
- 2. Indian Model of Management:** Concept of Indian Model of Management in the Indian socio-political environment, Laws of Karma and its relevance in business settings, Indian Heritage in Business-Management. Production and Consumption: Management lessons from Indian heritage scriptures (like Mahabharata & Ramayana), Leadership Pointers from Kautilya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, WE theory ( West-East Theory) [11+2]
- 3. Business Ethics as Applied ethics:** Meaning, Characteristics of Business Ethics, Importance of Business Ethics (Long Term growth, Cost reduction, Risk mitigation, Limited resources, etc.), The Ethics of the Business, Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), Factors influencing business ethics, Svensson and Wood, A Model of Business Ethics. Categories of Ethics and Responsibilities (Personal,



Professional, Managerial) Business Code of Conduct), Approaches to Business Ethics: Consequentialist & Non-Consequentialist, The Ethical Audit, Theories of Ethics - Deontological Theory & Teleological Theory, Kohlberg's Six stage moral development, Chris Moon's Ethical fitness: a Four-Step Workout (Moral Awareness, Values Definition, Ethical Analysis, Dilemma Resolution). (11+2)

4. **Ethical decision making in business matrix:** Framework of Ethical decision making, Ethical dilemmas in different functional areas of Business (Finance, Marketing HRM and International Business), Difficulties for practice ethics in organization, Intellectual Property Rights and Business Ethics, Ethical challenges for Managers, Ethical Decision Making process, IT's Model -STEP Model, PLUS Filter Model.(8+2)

5. **Applications of Ethical Principles to Contemporary, Moral and Ethical problems / issues related to Business:** Contemporary cases on Corporate Strategy, Moral Reasoning, personal responsibility and UN-17 SDG: Climate Change, Corporate Strategy and Natural resource depletion, Corporate Social Responsibility, transparency and accountability, Social Media and E-Platforms, Current ethical issues like Bank scams, Airlines etc. (7+2)

**Suggested Text Books:**

1. Business Ethics (Concept, Application, Framework and Cultural Impact) k, Aswathappa, J. Ushar Rani, Sunanda Gundavejhal, Himalaya Publishing House
2. Ethics in Management and Indian Ethos, Biswanath Ghosh, Vikas Publishing House
3. Indian Ethos of Management, Tushar Agarwal and Nidhi Chandorkar, Himalaya Publication House.
4. Indian Ethos and Values for Managers, Khandehwal, Himalaya Publishing House

**Suggested Reference Books:**

1. Indian Ethos & Values in Management, Nandagopal R, Ajith Sanikar, Tata McGraw Hill Publishing Co. Ltd.
2. New Mantras in Corporate corridors From Ancient Routes to Global Roots, Subhas Sharma, New Age International Publishers
3. Business Ethics: Concepts and Cases, Velasquez, Pearson Education India.
4. Corporate Chanakya, Radhakrishnan Pillai, Jaico Publishing House
5. Business Ethics at work, Elizabeth Vailance, Cambridge University Press

**Research papers/Articles:**

1. A Model of Business Ethics, Goran Svensson Greg Wood, Journal of Business Ethics (2008) 77:303-322, Springer 2007, DOI 10.1007/s10551-007-9351-2
2. Fair Employment Agency: Eliminating Forced labor Through Ethical Business Practices, David Bishop, Joao Costa, KHU Business School, Asia Case Research Center, Harvard Business Publishing (HBPS#1296)
3. Case Study at Harvard Business Review 2007: Avoiding Integrity Land Mines, Ben W. Heineman, Jr.

**Useful Links:**

1. <https://sdgs.un.org/goals>
2. <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>



**Generic Courses (Electives) – Institute Level – Semester I & II**

<b>Semester I</b>		<b>113 - Verbal Communication Lab</b>
<b>2 Credits</b>	<b>LTP: 0:3:1</b>	<b>Generic Elective – Institute Level</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO113.1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
CO113.2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
CO113.3	APPLYING	DÉMONSTRATE appropriate use of body language.
CO113.4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO113.5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
CO113.6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.

1. **Basics of Communication:** Communication elements and process , Need of Communication Skills for Managers, Channels ,forms and dimensions of communication , Verbal and non-verbal communication, Principles of nonverbal communication - through clothes and body language , Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication. **(5)**

2. **Speaking :** Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. **(5)**

3. **Soft skills:** How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette. **(7)**

Source: <http://www.nesgi.edu>



**Generic Courses (Electives) – Institute Level – Semester I & II**

Semester I		113 - Verbal Communication Lab
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2. **Speaking :** Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. (5)

3. **Soft skills:** How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting. For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette. (7)

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Semester I		109 – Entrepreneurship Development
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO109.1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
CO109.2	UNDERSTANDING	DISCUSS various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
CO109.3	APPLYING	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
CO109.4	ANALYSING	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up
CO109.5	EVALUATING	EVALUATE the start up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
CO109.6	CREATING	CREATE a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.

- Entrepreneurship:** Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, Developing entrepreneurial culture, Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs, Constraints for the Growth of Entrepreneurial Culture, Entrepreneurship as a career, Entrepreneurship as a style of management, Emerging Models of Corporate Entrepreneurship, India's start up revolution-Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India. (6)
- Theories of entrepreneurship:** Innovation Theory by Schumpeter & Imitating Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen. (4)



3. **Entrepreneurship development:** Entrepreneurial Competencies, Developing Competencies. Concept of entrepreneurship development, Entrepreneur Training and developing. Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI, EDII, NIESBUD, NEDB, EDP - Objectives – contents – methods - execution. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process. Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs - Marketing Finance, Human Resource, Production; Research - external problems, Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility - factors in mobility. (6)

4. **Role of Central Government and State Government in promoting Entrepreneurship:** Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, Women Entrepreneurs - Role, Problems and Prospects, Reasons for low women Entrepreneurs, Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies. Future of Entrepreneurship Development and Government, Start Up India, Make in India. (5)

5. **Enterprise Promotion:** Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool, Elements of Business Plan, Objectives, Market Analysis, Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Porter's five forces model, Identifying the right Business Model Canvas, Seven Domains of John Mullins, Opportunities in Emerging/Transition/Decline Industries, Opportunities at the bottom of the pyramid, Opportunities in social sector, Opportunities arising out of digitization, Marketing, Finance, Organization & Management, Ownership - Franchising, networking and alliances, Buying an existing business, Critical risk contingencies of the proposal, Scheduling and milestones. (9)

**Suggested Text Books:**

1. Dynamics of Entrepreneurship Development, Vasant Desai
2. Entrepreneurship: New Venture Creation, David H. Holt
3. Entrepreneurship Development New Venture Creation, Satish Taneja, S.L.Gupta
4. Project management, K. Nagarajan.
5. Entrepreneurship: Strategies and Resources, Marc J. Dollinger

**Suggested Reference Books:**

1. The Culture of Entrepreneurship, Brigitte Berger
2. Innovation and Entrepreneurship, Peter F. Drucker
3. Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
4. Entrepreneurship As Strategy, G. Dale Meyer, Kurt A. Heppard
5. New Vistas of Entrepreneurship: Challenges & Opportunities, A. Sahay, M.S.Chikara
6. Entrepreneurship and Small Business Management, Siropolis
7. The Entrepreneurial Connection, Gurmmeet Naroola
8. Thought Leaders, Steven Brandt
9. Corporate Entrepreneurship, Vijay Sathe



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**Suggested Text Books:**

1. Global Political Economy, Robert Gilpin, Princeton University Press
2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook
3. International Trade Law, Indira Carr and Peter Stone
4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty



Syllabus for Soft Skills (2 CREDIT COURSE – 30 hours)

The syllabi should consist of practical and the theoretical aspects as well. For every component there shall be the practical and theoretical contents as well.

Objectives:

- To make students well versed with at the business-communication skills.

S.No.	PRACTICAL	THEORY	Duration in hours
1	<b>Development of Proficiency in English :</b> <ul style="list-style-type: none"> <li>Practice on Oral and spoken communication skill &amp; testing – voice &amp; accent, voice clarity, voice modulation &amp; intonation , word stress etc.</li> <li>Feedback and questioning Technique</li> <li>Objectiveness in Argument</li> <li>Development etiquettes and manners</li> <li>Study of different pictorial expression of non-verbal communication and its analysis</li> </ul>	<b>Concepts of effective communication:</b> <ul style="list-style-type: none"> <li>Components of effective communication</li> <li>Communication process and handling them</li> <li>KISS (Keep it short and sweet) in communication – Composing effective messages.</li> <li>Non – Verbal Communication : its importance and nuances : Facial Expression, Posture, Gesture, Eye contact, appearance (dress code ).</li> </ul>	9
2	<b>Written Communication Skill Practice for:</b> <ul style="list-style-type: none"> <li>Correction of errors</li> <li>Making of Sentences</li> <li>Paragraph Writing</li> <li>Leave Application and simple letter writing</li> </ul>	<b>Grammatical use:</b> <ul style="list-style-type: none"> <li>Punctuation</li> <li>Meaning &amp; opposites</li> <li>Real life conversations</li> <li>Vocabulary building</li> </ul> Understanding the Audience, Need analysis through pre presentation feedback form	6
3	<b>Presentation Skill practice</b> <ul style="list-style-type: none"> <li>Preparing in presentation</li> <li>Delivery of presentation</li> </ul>	<b>Concept of 4 method for presentations</b> <ul style="list-style-type: none"> <li>Preparation &amp; introduction</li> <li>Presentation</li> <li>Evaluation / feedback</li> <li>Summarization / Conclusion</li> </ul> Team Building games, Together Everyone Achieves Miracle (TEAM), issues when there is no team work, Leadership emerging through team, How to identify team players	6
4	<b>Team Building / Coordination Skills</b> <ul style="list-style-type: none"> <li>Team building Practices through group exercises , team task / role play</li> <li>Ability to mixing &amp; accommodation</li> <li>Ability to work together</li> </ul>	<b>Concept of</b> <ul style="list-style-type: none"> <li>Group</li> <li>Group Dynamics</li> <li>Team building</li> </ul>	4
5	<b>Telecommunication Skills</b>	<b>Electronic Communication concept</b>	2



	<ul style="list-style-type: none"> <li>• Tele – etiquette</li> <li>• Receiving Calls</li> <li>• Transferring calls</li> <li>• Taking Message/ Voice Mails</li> <li>• Making Outgoing Calls</li> <li>• Receiving Fax</li> </ul>	<ul style="list-style-type: none"> <li>• Working principle of Mini exchange and its features and facilities.</li> </ul>	
6	<b>Self Management</b> <ul style="list-style-type: none"> <li>• Self Evaluation</li> <li>• Self Discipline</li> <li>• Self Criticism</li> <li>• Recognition of one's own limits and deficiencies</li> <li>• Independency etc.</li> <li>• Thoughtful &amp; Responsible</li> <li>• Self Awareness</li> </ul>	<b>Self Management</b> <ul style="list-style-type: none"> <li>• Identifying one's strengths and weaknesses</li> <li>• Planning &amp; Goal setting</li> <li>• Managing self – emotions, ego, pride.</li> </ul>	2
7	<b>Team Management Technique</b> Practice by gameplay & other learning methodology for achieving targets and getting of right fire time.	<b>Time Management concept</b> <ul style="list-style-type: none"> <li>• Attendance , Discipline &amp; Punctuality</li> <li>• Act in time on commitment</li> <li>• Quality/ Productive Time</li> </ul>	1

**References :**

1. Soft skills Training – A workbook to develop skills for employment by Fredrick H. Wertz
2. Personality Development and Soft skills , Oxford University Press by Banu K. Mitra
- 3.The Time Trap : the Classic book on Time Management by R. Alec Mackenzie

**NOTE:** Suggestion is to open a common film club for all the departments, where the movie can be displayed at fixed time and which shall cost minimal charges from the viewers.



Semester II		209 – Start Up and New Venture Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO209.1	REMEMBERING	DESCRIBE the strategic decisions involved in establishing a startup.
CO209.2	UNDERSTANDING	EXPLAIN the decision making matrix of entrepreneur in establishing a startup.
CO209.3	APPLYING	IDENTIFY the issues in developing a team to establish and grow a startup.
CO209.4	ANALYSING	FORMULATE a go to market strategy for a startup.
CO209.5	EVALUATING	DESIGN a workable funding model for a proposed startup.
CO209.6	CREATING	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.

1. **Being an Entrepreneur:** The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions , Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure-Product/ market, financing, managerial-Resilience, Legal Fundamentals - When, how and where to incorporate. (5)

2. **Customer Discovery:** Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Product Development , Managing the product development process, Long Tail markets, Product launch goals, Go-to- Market Strategy, The role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools. (7)

3. **The Financial Road Map:** Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital- Friends & Family, Role of Government In ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI, Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowd funding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative Importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch. (6)

4. **Entrepreneurial Leadership:** Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors, separating leadership from management, Legal Matters-Organizational form- partnership, sole proprietorship, Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee. (5)



5. **Business Plan:** Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), Income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies. Conclusion and appendixes: Résumés, literature, technical descriptions. Executive summary. Elevator pitch, Building a strong presentation, innovative methods of presenting a business plan -mind map, animated videos, etc. (7)

**Suggested Text Books:**

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.
3. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd
4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi
5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.
6. Entrepreneurship: New Venture Creation by David H. Holt
7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant, Himalaya Publishing House, Delhi
8. Entrepreneurship and Small Business Management by Siropolis
9. Lead like an Entrepreneur by Neal Thornberry

**Suggested Reference Books:**

1. Fundamentals of Entrepreneurship, Nandan H, PHI
2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.
4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P., Pearson.
7. A Guide to Entrepreneurship by David, Otes, Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta, New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare



**Semester IV**  
**414HRM: Leadership and Succession Planning**  
**2 Credits**  
**Subject Elective (SE) Course - Human Resource Management**

**Course Outcomes: On successful completion of the course the learner will be able to**

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO.414HRM.1	REMEMBERING	IDENTIFY the basic concepts of leadership and succession planning.
CO.414HRM.2	UNDERSTANDING	UNDERSTANDING the modern theories and styles of leadership.
CO.414HRM.3	APPLYING	IMPLEMENTING the appropriate succession plan through leadership development.
CO.414HRM.4	ANALYSING & EVALUATING	ANALYSING and EVALUATING the existing human capital.
CO.414HRM.5	EVALUATING	BUILDING appropriate Succession Plan required in an organization.

- Leadership:** Concept of Leadership, Styles of Leadership, Trait Approach, Contingency Leadership Approach, Contemporary Leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Success stories of today's Global and Indian leaders (5)
- Managing Succession:** Need, Significance and Objectives of succession planning. The Succession Paradox, Resistance to succession planning - Employee and environmental factors, Establish a training process, Next-generation Attributes, Interests, and Abilities: Ingredients for responsible leadership, crafting the next-generation career plan, Incumbent generation leadership. (5)
- Developing Leadership:** Creating a vision, Analyze the strengths and weaknesses of an organization, Organizational Design – Hierarchy and organigram, Developing the characteristics of leader - Trust, Integrity and Ethics, Power and Influence (5)
- Developing Succession Plan:** Prerequisites of Succession Planning, Process of Succession Planning -Identify Key Roles, Identify Competencies for Key roles, Conduct Organizational and Human Capital review, Develop Identified Human capital, Implementation of Succession and Knowledge Transfer Plans and Evaluate Effectiveness of Succession Planning, Challenges and Issues of Succession Planning. (5)



Syllabus for Soft Skills (2 CREDIT COURSE – 30 hours)

The syllabi should consist of practical and the theoretical aspects as well. For every component there shall be the practical and theoretical contents as well.

Objectives:

1. To make students well versed with at the business communication skills.

S.No.	PRACTICAL	THEORY	Duration in hours
1	<b>Development of Proficiency in English :</b> <ul style="list-style-type: none"> <li>• Practice on Oral and spoken communication skill &amp; testing – voice &amp; accent, voice clarity, voice modulation &amp; intonation , word stress etc.</li> <li>• Feedback and questioning Technique</li> <li>• Objectiveness in Argument</li> <li>• Development etiquettes and manners</li> <li>• Study of different pictorial expression of non-verbal communication and its analysis</li> </ul>	<b>Concepts of effective communication:</b> <ul style="list-style-type: none"> <li>• Components of effective communication</li> <li>• Communication process and handling them</li> <li>• KISS (Keep it short and sweet) in communication – Composing effective messages.</li> <li>• Non – Verbal Communication : its importance and nuances : Facial Expression, Posture, Gesture, Eye contact, appearance (dress code ).</li> </ul>	9
2	<b>Written Communication Skill Practice for:</b> <ul style="list-style-type: none"> <li>• Correction of errors</li> <li>• Making of Sentences</li> <li>• Paragraph Writing</li> <li>• Leave Application and simple letter writing</li> </ul>	<b>Grammatical use:</b> <ul style="list-style-type: none"> <li>• Punctuation</li> <li>• Meaning &amp; opposites</li> <li>• Real Life conversations</li> <li>• Vocabulary building</li> </ul> Understanding the Audience, Need analysis through pre presentation feedback form	6
3	<b>Presentation Skill practice</b> <ul style="list-style-type: none"> <li>• Preparing in presentation</li> <li>• Delivery of presentation</li> </ul>	<b>Concept of 4 method for presentation</b> <ul style="list-style-type: none"> <li>• Preparation &amp; introduction</li> <li>• Presentation</li> <li>• Evaluation / feedback</li> <li>• Summarization / Conclusion</li> </ul> Team Building games, Together Everyone Achieves Miracle (TEAM), issues when there is no team work, Leadership emerging through team, How to identify team players	6
4	<b>Team Building / Coordination Skills</b> <ul style="list-style-type: none"> <li>• Team Building Practices through group exercises , team task / role play</li> <li>• Ability to mixing &amp; accommodation</li> <li>• Ability to work together</li> </ul>	<b>Concept of</b> <ul style="list-style-type: none"> <li>• Group</li> <li>• Group Dynamics</li> <li>• Team building</li> </ul>	4
5	<b>Telecommunication Skills</b>	<b>Electronic Communication concept</b>	2



# SUPPORTIVE EVIDENCES

 <b>Navsahyadri Group of Institutes</b> Faculty of Management - MBA NAAC 'A' Grade Institute Campus Address: National College Road, Pimpri Chinchwad, Pune - 411 018 Accredited by AICTE, UGC, Maharashtra Government, Maharashtra State Board, Pune - 411 018							
MBA-I Sem-II TIME TABLE				Mar-23			
TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
9.00 - 10.00	220 MKT-DM(SP) 219 FIN-DI(Kan) 221 HR-HRA(PP) 221 OMSCM-QMS(RK) 220 BA-Tableau(-)	202 FM(AS/LD)	206 MKT-CB(SP) 206 FIN-PPP(AS) 206 HR-ER&LL(SG) 206 OSM-SCM(SO) 206 BA - DM(PK)	204 OSCM (SQ/RK)	202 FM (LD)	208 GWS (LD)	Placement Training
10.00 - 11.00	220 MKT-DM(SP) 219 FIN-DI(Kan) 221 HR-HRA(PP) 221 OMSCM-QMS(RK) 220 BA-Tableau(-)	201 MM (PP)	202 FM(AS/LD)	205 MKT-MR(PP) 205 FIN-FM&BO(LD) 205 HR-CBHRM(SG) 205 OSM-SOM(RK) 205 BA-88AR(PK)	218 MKT-PSM(HN) 217 FIN-SAP(MAS) 220 HR-PR&CC(PP) 219 OSM -IM(SO) 217 BA-MA(-)	211 BGS	Placement Training
11.00 - 11.15	<b>B</b>	<b>R</b>	<b>E</b>	<b>A</b>	<b>K</b>		
11.15 - 12.15	220 MKT-DM(SP) 219 FIN-DI(Kan) 221 HR-HRA(PP) 221 OMSCM-QMS(RK) 220 BA-Tableau(-)	203 HRM (SG)	201 MM (PP)	206 MKT-CB(SP) 206 FIN-PPP(AS) 206 HR-ER&LL(SG) 206 OSM-SCM(SO) 206 BA - DM(PK)	204 OSCM (SQ/RK)	209 SUNVM (HN)	Placement Training
12.15 - 1.15	204 OSCM (SQ/RK)	206 MKT-CB(SP) 206 FIN-PPP(AS) 206 HR-ER&LL(SG) 206 OSM-SCM(SO) 206 BA - DM(PK)	203 HRM (SG)	201 MM (PP)	211 BGS (PK)	214 IADR (PK)	Placement Training
1.15 - 2.00	<b>L</b>	<b>U</b>	<b>N</b>	<b>C</b>	<b>H</b>		
2.00 - 3.00	205 MKT-MR(PP) 205 FIN-FM&BO(LD) 205 HR-CBHRM(SG) 205 OSM-SOM(RK) 205 BA-88AR(PK)	209 SUNVM (HN)	205 MKT-MR(PP) 205 FIN-FM&BO(LD) 205 HR-CBHRM(SG) 205 OSM-SOM(RK) 205 BA-88AR(PK)	203 HRM (SG)	214 IADR		
3.00 - 4.00	208 GWS	218 MKT-PSM(HN) 217 FIN-SAP(MAS) 220 HR-PR&CC(PP) 219 OSM -IM(SO) 217 BA-MA(-)	ACTIVITY/MENTORING	ACTIVITY/MENTORING	ACTIVITY/MENTORING		
	Dr. Laxman Daghode Academic Coordinator					Dr. Tanaji Dabaze Director-MBA	



Credits	3.0
Course Type	SUBJECT CORE (SC) COURSE
Program Year and Semester	MBAII SEM IV
Academic year and term	2023-24

Course Name: INDIAN ETHOS AND BUSINESS ETHICS

Credits	3.0 (50 Marks CCE, 50 Marks ESE)
Course type	SUBJECT CORE (SC) COURSE
Program year and semester	MBA-II Sem-IV
Academic Year and Term	2022-23

**Problem Statement:**

- This course has been designed to create a mind-set of value system of the future managers. Business ethics aims to inherent ethical principles of business. The course will sensitize the ethical standards and will be exposed to ethical problems and issues in various situations. Ultimately, it is to produce a balance, pleasant, flexible and effective managers in today's liberalized and democratic ambience.

**Student Learning Outcomes:**

- The need for business ethics to ensure sustained business stability
- An enhanced evidence of ethical rules and ethical constraints
- Analytical problem solving and ethical decision making skills
- The concept of contemporary approaches to Indian ethos
- Legal and ethical issues while making business decisions

**Course Outcomes:** On successful completion of the course the learner will be able to

**CO402.1 REMEMBERING**

Recall and spell the human universal values of Indian Ethos and its applications in Business ethics

**CO402.2 UNDERSTANDING**

Recognize and Demonstrate the relevance of Indian Ethos by taking the rationale and ethical business decision derived from Indian Heritage Scriptures.

**CO402.3 APPLYING**

Apply the concepts of Indian Ethos, Values, and Ethics with moral reasoning to develop sustainable solutions to solve complex business issues.

**CO402.4 ANALYSING**

Analyze and make inferences to contemporary business practices in relation to Indian Ethos & Business Ethics