



**M. C. E. Society's**

## **Abeda Inamdar Senior College**

Of Arts, Science and Commerce (Autonomous), Camp, Pune-1 Affiliated  
to Savitribai Phule Pune University

NAAC accredited 'A' Grade

### **M.Com II**

**(CBCS – Autonomy 21 Pattern)**

<b>Course/ Paper Title</b>	<b>Research Methodology for Business</b>
<b>Course Code</b>	21CMCO232
<b>Semester</b>	III
<b>No. of Credits</b>	4

#### **Aims & Objectives of the Course**

<b>Sr. No.</b>	<b>Objectives</b>
1.	To acquaint the students with the role, importance and process of Research in the field of Business.
2.	To develop an understanding of the basic framework and structure of Research design, tools and techniques of Research.
3.	To enhance the capabilities of the students to conduct research in the field of social sciences.
4.	To enable the students to develop an appropriate methodology for drafting research proposal and projects

#### **Course Specific Learning Outcomes**

<b>Sr. No.</b>	<b>Learning Outcome</b>
1.	Creation of basic understanding and knowledge of Research Process, ethical issues and modern practices in research.
2.	Development of research acumen and Application oriented skills for undertaking research in various fields of business.
3.	Development of conceptual clarity and analytical skills in Data collection, Data processing and Data interpretation.
4.	Development of writing and presentation skills of students for drafting and presenting the research projects.

## Syllabus

Unit No	Title with Contents	No. of Lectures
<b>Unit I</b>	<b>Introduction to Business Research</b>	<b>12</b>
	<b>1. Introduction:</b> <ul style="list-style-type: none"> <li>i. Definition and Objectives of Research</li> <li>ii. Significance and Features of a good Research</li> <li>iii. Types of Research</li> <li>iv. Steps in Scientific Research process</li> </ul>	5
	<b>2. Ethics and Modern practices in Research</b> <ul style="list-style-type: none"> <li>i. Ethical issues in Research – Plagiarism – Tools of Plagiarism- Urkund &amp; Turnitin</li> <li>ii. Role of Computers in Research</li> <li>iii. Application of Statistical Software – Introduction to SPSS</li> <li>iv. Challenges before Researchers in India</li> </ul>	7
<b>Unit II</b>	<b>Formulation of the Research Problem, Development of the Research Hypotheses, Research Design &amp; Sampling</b>	<b>18</b>
	<b>1. Research problem</b> <ul style="list-style-type: none"> <li>i. Defining the Research Problem</li> <li>ii. Variables- identification &amp; types</li> </ul>	2
	<b>2. Review of Literature – Meaning &amp; sources</b>	2
	<b>3. Hypothesis:</b> <ul style="list-style-type: none"> <li>i. Meaning and Definition</li> <li>ii. Types of Hypothesis</li> <li>iii. Formulation of Hypothesis</li> <li>iv. Methods of Testing Hypothesis</li> </ul>	5
	<b>4. Research Design :</b> <ul style="list-style-type: none"> <li>i. Meaning</li> <li>ii. Nature and Classification of Research Design</li> <li>iii. Need for Research Design</li> <li>iv. Steps in Research Design</li> </ul>	4

	<b>5. Sampling :</b> <ul style="list-style-type: none"> <li>i. Meaning and Definition of Sampling</li> <li>ii. Key terms in Sampling – Population-Finite &amp; Infinite-sample, Sampling frame-computation of Sample Size</li> <li>iii. Types of Sampling – Probability &amp; Non-Probability</li> <li>iv. Sampling errors- Type-I &amp; Type-II errors</li> </ul>	5
<b>Unit III</b>	<b>Data Collection – Sources, Measurement &amp; Scaling, Processing of Data</b>	<b>20</b>
	<b>1. Primary Data:</b> <ul style="list-style-type: none"> <li>i. Methods of collecting Primary Data</li> <li>ii. Merits &amp; Demerits of Primary Data.</li> </ul>	2
	<b>2. Secondary Data:</b> <ul style="list-style-type: none"> <li>i. Sources of collecting Secondary Data</li> <li>ii. Merits &amp; Demerits of Secondary Data</li> </ul>	2
	<b>3. Factors influencing choice of method of data collection:</b>	1
	<b>4. Questionnaire Designing</b> <ul style="list-style-type: none"> <li>i. Meaning &amp; Types of Questionnaire</li> <li>ii. Stages in Questionnaire Designing</li> <li>iii. Essentials of a good questionnaire</li> <li>iv. Open sources and online tools for questionnaire designing</li> <li>v. Validity &amp; Reliability</li> </ul>	5
	<b>5. Data processing</b> <ul style="list-style-type: none"> <li>i. Editing</li> <li>ii. Coding</li> <li>iii. Classification</li> <li>iv. Tabulation</li> <li>v. Scaling &amp; Measurement <ul style="list-style-type: none"> <li>a. Meaning &amp; Types of Measurement Scale-Nominal, Ordinal, Ratio &amp; Interval</li> <li>b. Classification of Scales</li> </ul> </li> </ul>	5
	<b>6. Analysis &amp; Interpretation of Data</b>	5

	i. Types of Analysis- Univariate, Bivariate & Multivariate ii. Chi-square-f test, t-test, z-test, ANOVA, Spearman's Rank Correlation & Regression Analysis Meaning and need of Interpretation	
<b>Unit IV</b>	<b>Research Report and Mode of Citation &amp; Bibliography:</b>	<b>10</b>
	<b>1. Report writing</b> i. Meaning and Importance of Report Writing ii. Types of Research Reports iii. Structure of Research Report	5
	<b>2. Mode of Citation and Bibliography</b> i. Meaning and Importance of Bibliography ii. Mode of preparing Bibliography entries iii. Meaning of Citation -List of Abbreviations used in Citation Referencing Styles- American Psychological Association (APA-7), Modern Language Association (MLA) & Chicago	5

## References

- Ahuja, R. (2001). Research Methods. Jaipur: Rawat Publication.
- Bell, A. B. (2018). Business Research Methods. New York: Oxford University Press.
- Bhattacharya, D. k. (2009). Research Methodology. New Delhi: Excel books.
- C.R.Kothari. (2019). Research Methodology-Methods & Techniques. New Age International Publishers.
- Deepak, A. S. (2009). Research Methodology with SPSS. Shree Niwas Publication.
- Gupta, A. K. (2011). Research Methodology -Methods & Techniques. New Delhi: Value Education of India.
- Ranjit, K. (2011). Research Methodology. Sage Publications Pvt Ltd.
- Schindler, D. R. (2014). Business Research Methods. New Delhi: Tata McGraw Hill Publication.
- Sondhi, D. C. (2011). Research Methodology-Concepts and Cases. New Delhi: Vikas Publishing House Pvt Ltd.

## **Webliography**

- Shodhganga
- Research Gate

## **List of research journals**

- JSTOR
- Indian Journal of Commerce & Management
- Indian Journal of Marketing
- Sage online Journals
- CMIE
- Cosmos Journal
- Shodhsamhita
- Manthan: Journal of Commerce & management



**M. C. E. Society's**

## **Abeda Inamdar Senior College**

Of Arts, Science and Commerce, Camp, Pune-1

(Autonomous) Affiliated to Savitribai Phule Pune University

NAAC accredited 'A' Grade

### **Syllabus for M.COM II**

**2022-23 (CBCS – Autonomy 21 Pattern)**

**(BUSINESS FINANCE)**

<b>Course/ Paper Title</b>	<b>BUSINESS FINANCE</b>
<b>Course Code</b>	21CMCO231
<b>Semester</b>	III
<b>No. of Credits</b>	4

#### **Objectives of the Course**

<b>Sr. No.</b>	<b>Objectives</b>
<b>1.</b>	To acquaint the students with corporate finance required for Indian Industries.
<b>2.</b>	To make the students aware about the latest developments in the field of corporate finance.
<b>3.</b>	To enable the students about traditional theories of capitalization and dividend distribution practices.
<b>4.</b>	To provide exposure of working capital management practice of finance to students Skills to be developed.

#### **Course Specific Outcome**

<b>Sr. No.</b>	<b>Learning Outcome</b>
<b>1.</b>	The students will be able to understand the role and importance of corporate finance, and learn the calculation value of money.
<b>2.</b>	The students will acquaint the financial planning, theories of capitalization and estimation of finance need of firm.

3.	The students will be able to learn the sources of finance to be tapped for running business successfully.
4.	The students will be able to apply best practice in working capital management.

## Syllabus

Unit No	Title with Contents	No. of Lectures
<b>Unit I</b>	<b>Business Finance</b>	<b>15</b>
	1. Meaning, objectives, scope and importance	7
	2. Time Value of Money: Need, Importance, Future value, Present value through discounted cash flow technique	8
<b>Unit II</b>	<b>Strategic Financial Planning</b>	<b>15</b>
	1. Meaning - objectives, assumptions,	4
	2. Steps in financial planning	2
	3. Estimating financial requirements of firm, limitations of financial planning	2
	4. Capitalization :	2
	i. Over Capitalization.	
	ii. Undercapitalization,	
	iii. Optimal Capitalization.	3
	5. Theories of capitalization.	
	i. The cost theory of capitalization	
	ii. The Earning theory of capitalization	2
	6. Estimating financial needs and Sources of finance.	
<b>Unit III</b>	<b>Corporate Securities and Sources of Long term Finance</b>	<b>15</b>
	1. Ownership securities:	7
	i. Equity shares: characteristics, advantage and disadvantages.	
	ii. Preference shares: characteristics, advantage and disadvantages.	

	<p>2. Creditor's securities- debentures&amp; bonds: characteristics, classification, procedure of issuing debentures and Bonds.</p> <ol style="list-style-type: none"> <li>i. Company Deposit,</li> <li>ii. Mutual funds,</li> <li>iii. Retained earnings,</li> <li>iv. Foreign sources,</li> <li>v. Special financial institution</li> </ol>	8
<b>Unit IV</b>	<b>Short Term Finance and Working Capital Management</b>	<b>15</b>
	<ol style="list-style-type: none"> <li>1. Characteristics of short term finance – short term needs, <ol style="list-style-type: none"> <li>i. Sources of short term finance <ol style="list-style-type: none"> <li>a. Trade credit,</li> <li>b. Commercial bank loans,</li> <li>c. Commercial paper, a specific type of promissory note,</li> <li>d. Secured loans.</li> </ol> </li> </ol> </li> <li>2. Working Capital <ol style="list-style-type: none"> <li>i. Role of working capital</li> <li>ii. Inventory Management.</li> <li>iii. Financing of working capital – <ol style="list-style-type: none"> <li>a) Trade creditors,</li> <li>b) Bank credit,</li> <li>c) Bank financing of account receivables, working capital - advantages and disadvantage.</li> </ol> </li> </ol> </li> </ol>	

### References:

- Corporate Finance: Theory and Practice. Pierre Vernimmen, Pascal Quiry, Maurizio Dallochio, Yann Le Fur, Antonio Salvi. (2017). John Wiley & Sons.
- [Financial Institutions and Markets: Structure, Growth & Innovations. L M Bhole, Jitendra Mahakud. \(2017\). McGraw-Hill Education.](#)
- [Corporate Finance. Stephen Ross. \(2009\). McGraw-Hill/Irwin.](#)
- [Business Finance: Theory and Practice. Eddie McLaney. \(2014\). Pearson Education.](#)
- [Financial Management: Text, Problems and Cases, 8e. M. Y. Khan, P. K. Jain. \(2018\). McGraw-Hill Education.](#)
- Principles of Corporate Finance. Richard A. Brealey, Stewart C. Myers, Franklin Allen. (2019.)





**M. C. E. Society's**

**Abeda Inamdar Senior College**

Of Arts, Science and Commerce, Camp, Pune-1

(Autonomous) Affiliated to Savitribai Phule Pune University

NAAC accredited 'A' Grade

### **Syllabus for M.COM II**

**2021-22 (CBCS – Autonomy 21 Pattern)**

**(Management Audit)**

<b>Course/ Paper Title</b>	<b>Management Audit</b>
<b>Course Code</b>	<b>21CMCO234A</b>
<b>Semester</b>	<b>III</b>
<b>No. of Credits</b>	<b>4</b>

#### **Objectives of the Course**

<b>Sr. No.</b>	<b>Objectives</b>
<b>1.</b>	To acquaint the students with the knowledge of the techniques and methods of planning and execution of Management Audit
<b>2.</b>	To familiarize the students with the knowledge of corporate image.
<b>3.</b>	To provide knowledge to students on operational audit.

#### **Course Specific Outcome**

<b>Sr. No.</b>	<b>Learning Outcome</b>
<b>1.</b>	The Students will understand the importance of management Audit
<b>2.</b>	The students will understand the procedure of management audit
<b>3.</b>	The Students will acquaint the Corporate Image In Management Audit
<b>4.</b>	The Students will understand the Different Areas of Management Audit
<b>5.</b>	The Students will understand Operational Audit.

## Syllabus

Unit No	Title with Contents	No. of Lectures
<b>Unit I</b>	<b>Management Audit</b>	<b>15</b>
	1. Introduction – Definitions - Concept & Essentials of Management Audit	3
	2. Difference between Financial Audit & Management Audit.	2
	3. Objectives, Importance & Scope of Management Audit.	4
	4. Benefits of Management Audit	1
	5. Relationship with different types of Audits	3
	6. Role of Management Accountant in Decision Making	2
<b>Unit II</b>	<b>Procedure of Management Audit</b>	<b>10</b>
	1. Preparation of conducting Management Audit ,Management Audit programme.	6
	2. Reporting under Management Audit.	4
<b>Unit III</b>	<b>Areas of Management Audit</b>	<b>13</b>
	1. Corporate Service Audit,	3
	2. Corporate Development Audit	3
	3. Social Cost-Benefit analysis	3
	4. Evaluation of	4
	i. Consumer Services.	
	ii. Research and Development.	
	iii. Corporate culture.	
	iv. Human Resource Development.	
<b>Unit IV</b>	<b>Operational Audit</b>	<b>14</b>
	1. Meaning & Concept of Operational Audit. Objectives, plan for Operational Audit.	4
	2. Program for Operational Audit. Differences between Operational Audit and Management Audit	5
		5

	3. Approaches, Methods, Evaluation, Recommendations and Reporting under Operational Audit.	
<b>Unit V</b>	<b>Evaluation of Corporate Image.</b>	8
	1. Meaning & Concept of Corporate Image.	1
	2. Sources of Corporate Image	2
	3. Evaluation of Corporate image: Numerical problems on evaluation of corporate image(Critical path method) Program evaluation & Review techniques(PERT)	3
	4. Impact of Corporate image on Business.	2

**References:**

- Cost And Management Accounting. M.N. Arora. (2008).
- cost Accounting 14th Ed. Banerjee. (2021).
- Cost and Management Accounting-I. Mohammed Hanif. (2019). McGraw-Hill Education.
- Cost Audit & Management Audit. Dhruva Dutta Chowdhury. (2019).
- Operational Auditing: Principles and Techniques for a Changing World. Hernan Murdock. (2017).



**M. C. E. Society's**

**Abeda Inamdar Senior College**

Of Arts, Science and Commerce, Camp, Pune-1 (Autonomous)

Affiliated to Savitribai Phule Pune University NAAC accredited

'A' Grade

### **Syllabus for M.COM II**

**2022-23 (CBCS – Autonomy 21 Pattern)**

<b>Course/ Paper Title</b>	<b>Cost Audit</b>
<b>Course Code</b>	<b>21CMCO233A</b>
<b>Semester</b>	<b>III</b>
<b>No. of Credits</b>	<b>4</b>

#### **Objectives of the Course**

<b>Sr. No.</b>	<b>Objectives</b>
<b>1.</b>	To provide an adequate knowledge to the students on Cost Audit Practices.
<b>2.</b>	To acquaint the students with the role and responsibilities of Cost Auditor
<b>3.</b>	To familiarize the students on how Cost Audit Report is prepared.

#### **Course Specific Outcome**

<b>Sr. No.</b>	<b>Learning Outcome</b>
<b>1.</b>	The students will know the basic concepts of cost audit and its applicability in various areas
<b>2.</b>	The students will understand the rights, duties, responsibilities and liabilities of cost auditor
<b>3.</b>	The students will know the procedure to conduct cost audit both traditionally and electronically

<b>4.</b>	The students will be to acquaint themselves with preparation of cost
	audit report.

## Syllabus

<b>Unit No</b>	<b>Title with Contents</b>	<b>No. of Lectures</b>
<b>Unit I</b>	<b>Introduction to Cost Audit</b>	<b>15</b>
	1. Meaning, definitions, objectives, scope, applicability, advantages & limitations of cost audit	4
	2. Differences between financial audit and cost audit.	4
	3. Concepts of efficiency audit, proprietary audit, social audit & system audit.	4
	4. Study of companies (cost records and audit) audit rules as per the latest amendments	3
<b>Unit II</b>	<b>Cost Auditor</b>	<b>15</b>
	1. Qualifications, disqualifications of cost auditor	3
	2. Appointment, remuneration and removal of cost auditor	3
	3. Rights and duties of cost auditor	3
	4. Responsibilities & liabilities of cost auditor under company act 2013, cost & works accountants act. 1959 & other statues as amended from time to time.	3
	5. Status and relationship of cost auditor with financial auditor	3
<b>Unit III</b>	<b>Cost Audit – Planning &amp; Execution</b>	<b>15</b>
	1. Planning of cost audit	7
	i. Familiarization with the industry	
	ii. The production process, system & procedure, list of records	
	iii. Preparation of the cost audit programme	
	2. Execution of cost audit	8
	i. Verification of cost records	

	<ul style="list-style-type: none"> <li>ii. Evaluation of internal control system</li> <li>iii. Audit notes</li> <li>iv. Working papers</li> <li>v. Cost audit in EDP (Electronic data processing)</li> <li>vi. Challenges before cost auditor in EDP environment</li> </ul>	
<b>Unit IV</b>	<b>Cost Audit Report</b>	<b>15</b>
	1. Detailed contents of the cost audit report	3
	2. Distinction between 'Notes' & 'Qualification' in the cost audit report	3
	3. Auditor's observation & conclusions.	3
	4. Preparation & submission of cost audit report	3
	5. Extensible reporting language (XBRL) & its salient features.	3

**References:**

1. *Cost accounting. (2013). McGraw-Hill Education.*
2. *Cost audit--the way ahead. (2007).*
3. *D. Duttachoudhury. (n.d.). Cost audit & management audit (q + a). New Central Book Agency.*
4. *Dutta. (2004). Cost accounting: Principles and practice. Pearson Education India.*
5. *Duttachowdhury, D. (2019). Cost audit & management audit.*
6. *Gupta, M. P. (2008). Cost accounting: Text and problems. S. Chand Publishing.*
7. *R, R. A. (1990). Cost and management audit.*
8. *Varadarajan, K. S. (1990). Cost audit - the experiences of India.*



**M. C. E. Society's**

**Abeda Inamdar Senior College**

Of Arts, Science and Commerce, Camp, Pune-1 (Autonomous)

Affiliated to Savitribai Phule Pune University NAAC accredited

'A' Grade

## **M.Com II (Business Administration)**

**(CBCS – Autonomy 21 Pattern)**

<b>Course/ Paper Title</b>	<b>Human Resource Management</b>
<b>Course Code</b>	<b>21CMCO233B</b>
<b>Semester</b>	<b>III</b>
<b>No. of Credits</b>	<b>4</b>

### **Objectives of the Course**

<b>Sr. No.</b>	<b>Objectives</b>
<b>1.</b>	To understand and develop deep insights of the concept of Human Resource Management and the changing role of HRM in business.
<b>2.</b>	To impart adequate knowledge and analytical skills in the field of HRM, Human Resource Planning and development.
<b>3.</b>	To enhance the knowledge and perspective of students by acquainting them with the emerging trends and techniques in Human Resource Management specially after Covid-19.

### **Course Specific Learning Outcomes**

<b>Sr. No.</b>	<b>Learning Outcome</b>
<b>1.</b>	Development of conceptual clarity and analytical skills pertaining to Human Resource management
<b>2.</b>	Development of critical thinking and Application oriented skills needed in Human Resource Planning.
<b>3.</b>	Creation of awareness among the students about recent happenings and challenges in the field of HR specially after covid-19.

## Syllabus

Unit No	Title with Contents	No. of Lectures
<b>Unit I</b>	<b>Human Resource Management: An overview</b>	<b>15</b>
	<b>1. Introduction to Human Resource Management</b>	<b>5</b>
	<ul style="list-style-type: none"> <li>i. Meaning and Definition</li> <li>ii. Concept</li> <li>iii. Approaches</li> <li>iv. Functions</li> </ul>	
	<b>2. Challenges of Human Resource Management in changing business scenario</b>	<b>2</b>
	<b>3. Human Resource Environment</b>	<b>3</b>
	<ul style="list-style-type: none"> <li>i. Technology and Structure</li> <li>ii. Virtual Organisations</li> <li>iii. Workforce Diversity</li> </ul>	
	<b>4. Human Resource Management- Practices &amp; Policies</b>	<b>5</b>
	<ul style="list-style-type: none"> <li>i. Dual Career Employees</li> <li>ii. Employee Contract</li> <li>iii. Labour Standards (Indian &amp; Global)</li> <li>iv. Work-Life Balance- Managing Millenials (Gen Y)</li> <li>v. Green HR practices</li> </ul>	
<b>Unit II</b>	<b>Human Resource Planning</b>	<b>15</b>
	<b>1. Human Resource Planning</b>	<b>3</b>
	<ul style="list-style-type: none"> <li>i. Meaning, Objectives and Need</li> <li>ii. Career Planning</li> <li>iii. Job Analysis</li> </ul>	
	<b>2. Recruitment</b>	<b>2</b>
	<ul style="list-style-type: none"> <li>i. Definition</li> <li>ii. Online &amp; Offline Sources</li> <li>iii. Factors affecting recruitment process</li> </ul>	
	<b>3. Selection:</b>	<b>4</b>
	<ul style="list-style-type: none"> <li>i. Definition</li> </ul>	



	<ul style="list-style-type: none"> <li>ii. Online and Offline Selection Process and assessment</li> <li>iii. Interview and Induction</li> </ul> <p><b>4. Retention of Manpower and Succession Planning.</b></p> <p><b>5. Kinds of Retirement:</b></p> <ul style="list-style-type: none"> <li>i. Resignation</li> <li>ii. Voluntary Retirement Scheme</li> <li>iii. Discharge</li> <li>iv. Dismissal</li> <li>v. Suspension</li> <li>vi. Lay Off</li> </ul>	<p>2</p> <p>4</p>
<b>Unit III</b>	<b>Human Resource Development</b>	<b>18</b>
	<p><b>Training:</b></p> <ul style="list-style-type: none"> <li>i. Meaning and Purpose</li> <li>ii. Importance</li> <li>iii. Benefits</li> <li>iv. Training Process</li> </ul> <p><b>2. Methods of Training:</b> Off the Job &amp; On-the Job, E-Training Methods, Evaluation and assessment of Effective training programs</p> <p><b>3. Competency Mapping:</b></p> <ul style="list-style-type: none"> <li>i. Meaning</li> <li>ii. Benefits</li> <li>iii. 9 Box tool of HR</li> <li>iv. Models</li> </ul> <p><b>4. Performance Appraisal:</b></p> <ul style="list-style-type: none"> <li>i. Definition</li> <li>ii. Methods</li> <li>iii. Appraisal Errors</li> <li>iv. Ethics in Performance Appraisal</li> <li>v. Job Evaluation Vs Performance Appraisal</li> </ul> <p><b>5. Job Changes:</b></p> <ul style="list-style-type: none"> <li>i. Promotion</li> <li>ii. Transfer</li> </ul>	<p>4</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p>

	iii. Job Description iv. Job Enlargement v. Job Enrichment vi. Job Rotation	
<b>Unit IV</b>	<b>Recent Trends in HRM</b>	<b>12</b>
	<b>1. Electronic- HR</b> i. Meaning ii. Benefits and cost of E-HR iii. Future of E-HR iv. Digitized rewards and recognition v. Online skill assessments vi. Biometric time tracking	<b>7</b>
	<b>2. Recent Trends in HRM after Covid 19:</b> i. Health & Safety Management, Role of an organisation in ensuring mental and physical health of employees ii. Flexi Time iii. Work from Home iv. Virtual Work v. Artificial Intelligence	<b>5</b>

### References:

- Aswathappa. (2010). Human resource management 6E. Tata McGraw-Hill Education.
- Hollenbeck, J., Wright, P., Gerhart, B., & Noe, R. (2014). Human resource management. McGraw-Hill Education.
- HRM Overview conceptual framework of human resource management in Hindi what is hrm - YouTube
- Lavelle, J. (2013). International human resource management. Human Resource Management, 207-223. [https://doi.org/10.1007/978-1-137-00938-8\\_13](https://doi.org/10.1007/978-1-137-00938-8_13)
- Monappa. (1996). Personnel management. Tata McGraw-Hill Education.
- Rao, V. S. (2010). Human resource Mgmt.
- Saiyadain. (2008). Human resources management 4E. Tata McGraw-Hill Education.
- Sengupta, A. (2018). Human resource management: Concepts, practices, and new

paradigms. SAGE Publications Pvt.

### **Web references**

<https://www.youtube.com/user/cecedusat>

<https://www.swayamprabha.gov.in>

<http://cec.nic.in/cec> <https://mhrd.gov.in/e-content>

E-Contents | Government of India, Ministry of Education



**M. C. E. Society's**

**Abeda Inamdar Senior College**

Of Arts, Science and Commerce, Camp, Pune-1 (Autonomous)

Affiliated to Savitribai Phule Pune University NAAC accredited

'A' Grade

**M.COM-(BUSINESS ADMINISTRATION)**

**(CBCS – Autonomy 21 Pattern)**

<b>Course/ Paper Title</b>	ORGANIZATIONAL BEHAVIOUR
<b>Course Code</b>	<b>21CMC0234B</b>
<b>Semester</b>	III
<b>No. of Credits</b>	4

**Objectives of the Course**

<b>Sr. No.</b>	<b>Objectives</b>
<b>1.</b>	To make the students understand various concepts of Organizational Behaviour and Models of Organizational Behaviour.
<b>2.</b>	To impart the detailed knowledge of motivational process and Emotional Intelligence.
<b>3.</b>	To provide in depth knowledge about of the process of formation of group behaviour in an organization setup.

**Course Specific Outcome**

<b>Sr. No.</b>	<b>Learning Outcome</b>
<b>1.</b>	To understand the well acquainted Organizational Environment.
<b>2.</b>	To Explore human behavior at the individual, interpersonal, and group levels including effects of organizational structure on behavior.
<b>3.</b>	To know the detailed knowledge about organizational Culture. To understand changes and outcomes from job satisfaction.
<b>4.</b>	To make the students well acquainted with Emotional Intelligence at workplace.

## Syllabus

Unit No	Title with Contents	No. of Lectures
<b>Unit I</b>	<b>Introduction to Organizational Behaviour</b>	<b>15</b>
	<ol style="list-style-type: none"> <li><b>1. Introduction, Definition, Objectives of Organizational Behaviour and Conceptual study.</b></li> <li><b>2. Five Models of Organizational Behavior:</b> <ol style="list-style-type: none"> <li>i. Autocratic Model.</li> <li>ii. Custodial Model.</li> <li>iii. Supportive Model.</li> <li>iv. Collegial Model.</li> <li>v. System Model.</li> </ol> </li> <li><b>3. Challenges and Opportunities for Organizational Behaviour</b></li> <li><b>4. Organizations as Open System</b></li> <li><b>5. Role of Information Technology on Organizational Behaviour</b></li> <li><b>6. Impact of Globalization on Organizational Behaviour</b></li> </ol>	<p style="text-align: center;"><b>3</b></p> <p style="text-align: center;"><b>5</b></p> <p style="text-align: center;"><b>2</b></p> <p style="text-align: center;"><b>1</b></p> <p style="text-align: center;"><b>2</b></p> <p style="text-align: center;"><b>2</b></p>
<b>Unit II</b>	<b>Organizational Culture, Personality, Attitude, Value and Job Satisfaction.</b>	<b>15</b>
	<ol style="list-style-type: none"> <li><b>1. Meaning, Definition and Characteristics of Organizational Culture</b></li> <li><b>2. Creating, Maintaining and Developing Suitable Organizational culture</b></li> <li><b>3. Factors affecting Organizational Culture</b></li> <li><b>4. Horizontal Network &amp; Virtual Design</b></li> <li><b>5. Personality:</b> <ol style="list-style-type: none"> <li>i. Meaning, Definition, Types of Personality</li> <li>ii. Attributes of personality</li> <li>iii. Assessing Personality</li> </ol> </li> <li><b>6. Attitude:</b> <ol style="list-style-type: none"> <li>i. Meaning, Definition</li> <li>ii. Components &amp; Dimensions</li> </ol> </li> </ol>	<p style="text-align: center;"><b>2</b></p> <p style="text-align: center;"><b>1</b></p> <p style="text-align: center;"><b>1</b></p> <p style="text-align: center;"><b>1</b></p> <p style="text-align: center;"><b>3</b></p> <p style="text-align: center;"><b>3</b></p> <p style="text-align: center;"><b>1</b></p> <p style="text-align: center;"><b>3</b></p>

	<ul style="list-style-type: none"> <li>iii. Attitude Change</li> </ul> <p><b>7. Value:</b></p> <ul style="list-style-type: none"> <li>i. Meaning, Formation &amp; Types of Values</li> </ul> <p><b>8. Ambiguity:</b></p> <ul style="list-style-type: none"> <li>i. Meaning, Definition.</li> <li>ii. Tips to manage Ambiguity at Workplace.</li> </ul> <p><b>9. Job Satisfaction:</b></p> <ul style="list-style-type: none"> <li>i. Meaning, Definition, Features, Importance of Job Satisfaction</li> <li>ii. Determinants of Job Satisfaction</li> <li>iii. Outcomes of Job Satisfaction</li> </ul>	
<b>Unit III</b>	<b>Stress, Conflicts, Groups, Teams and Work-Life Balance.</b>	<b>15</b>
	<p><b>1. Introduction, Meaning, Causes and Effects of Stress.</b></p> <p><b>2. Managing Stress.</b></p> <p><b>3. Conflicts:</b></p> <ul style="list-style-type: none"> <li>i. Meaning and Definition.</li> <li>ii. Types of Conflicts and Resolving Conflicts.</li> <li>iii. Measurements of Conflicts.</li> </ul> <p><b>4. Introduction &amp; Meaning of Groups, Types of Groups:</b></p> <ul style="list-style-type: none"> <li>i. Formal Groups.</li> <li>ii. Informal Groups.</li> </ul> <p><b>5. Types of Teams and Team Building:</b></p> <ul style="list-style-type: none"> <li>i. Meaning, Definition &amp; Characteristics of Teams &amp; Team Building.</li> <li>ii. Types of Team, Team Dynamics, Dysfunctional teams, Understanding teams, Creating Effective Teams.</li> <li>iii. Interpersonal Relations, Cross Functional Teams &amp; its Aspects.</li> </ul> <p><b>6. Work-life Balance.</b></p>	<p><b>2</b></p> <p><b>3</b></p> <p><b>3</b></p> <p><b>4</b></p> <p><b>2</b></p> <p><b>1</b></p>
<b>Unit IV</b>	<b>Motivational Process, Theories of Motivation and Emotional Intelligence.</b>	<b>15</b>
	<b>1. Meaning of Motivation, Types of Motives, Motivational</b>	<b>3</b>

	<p><b>Process.</b></p> <p><b>2. Theories of Motivation:</b></p> <p>i. Vroom's Expectancy Theory.</p> <p>ii. Goal Setting Theory of Motivation.</p> <p>iii. ERG Theory.</p> <p>iv. Theory X and Theory Y.</p> <p>v. Two Factor Theory.</p> <p>vi. Equity Theory.</p>	<b>8</b>
	<p><b>3. Emotional Intelligence (EQ):</b> Meaning, Characteristics &amp; its attributes: self-management, self-awareness, social awareness &amp; relationship management.</p>	<b>2</b>
	<p><b>4. Importance of Emotional Intelligence at Workplace.</b></p>	<b>2</b>

**References:**

- Freud Luthans, Organizational Behaviour–(11<sup>th</sup> Edition, 2001)Mc Grew Hills.
- Games K and A.K.Aswathappa-Organizational Behaviour-Text and Cases- (2017) published by Paperback.
- A.K.Aswathappa-Organizational Behaviour (2018)- Himalaya Publishing House.
- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra- Organizational Behaviour, (18<sup>th</sup> Edition-2018) published by Pearson.
- *Uhl-Bien, M., Jr., J. R., & Osborn, R. N. (2013). Organizational behavior: 13th edition (13th ed.). Wiley Global Education.*
- *Robbins, S. P., Judge, T., & Campbell, T. (2016). Organizational behaviour.*
- *Beck, R. C. (2003). Motivation: Theories and principles, 4/E. Pearson Education India.*
- *Hoffmann, S. (2007). Classical motivation theories - Similarities and differences between them. GRIN Verlag.*