

॥ सा विद्या या विमुक्तये ॥



स्वामी रामानंद तीर्थ मराठवाडा विद्यापीठ, नांदेड

“ज्ञानतीर्थ” परिसर, विष्णुपुरी, नांदेड - ४३१६०६ (महाराष्ट्र)

SWAMI RAMANAND TEERTH MARATHWADA UNIVERSITY NANDED

“Dnyanteerth”, Vishnupuri, Nanded - 431606 Maharashtra State (INDIA)

Established on 17th September 1994 – Recognized by the UGC U/s 2(f) and 12(B), NAAC Re-accredited with 'A' Grade



ACADEMIC (1-BOARD OF STUDIES) SECTION

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वाणिज्य व व्यवस्थापन अभ्यास
विद्याशाखेतील विविध पदवी व पदव्युत्तर
विषयांचे सी.बी.सी.एस. पॅटर्नचे अभ्यासक्रम
शैक्षणिक वर्ष २०१९-२० पासून लागू
करण्याबाबत. .

प रि प त्र क

या परिपत्रकान्वये सर्व संबंधितांना कळविण्यात येते की, दिनांक ०८ जून २०१९ रोजी संपन्न झालेल्या ४४ व्या मा. विद्या परिषद बैठकीतील ऐनवेळचा विषय क्र. १५/४४-२०१९ च्या ठरावानुसार प्रस्तुत विद्यापीठाच्या संलग्नित महाविद्यालयांतील वाणिज्य व व्यवस्थापन विद्याशाखेतील पदवी व पदव्युत्तर स्तरावरील खालील विषयांचे **C.B.C.S. (Choice Based Credit System) Pattern** नुसारचे अभ्यासक्रम शैक्षणिक वर्ष २०१९-२० पासून लागू करण्यात येत आहेत.

- 1) M.Com. (Affiliated College) I year (I&II Sem.)
- 2) M.Com. (External Mode) Syllabus.
- 3) M.Com. I year Syllabus (School of Commerce and Management Sciences. S.R.T.M.U.N. Campus Syllabus.
- 4) M.Com. (Banking & Insurance) I year I & II Sem. Syllabus for Bhokar and Sengaoon College.
- 5) M.Com. I year Syllabus (New Model College, Hingoli)
- 6) B.B.A. I year Syllabus (New Model College, Hingoli)
- 7) M.B.A. I year (School of Commerce & Management Science, S.R.T.M.U. Compus) Syllabus.
- 8) M.B.A. I year (Sub-Centre Latur).
- 9) B.Com. I year (Banking & Insurance) I year Syllabus.
- 10) D.D.M. Syllabus. (Sub-Centre, Latur)
- 11) M.Com. I year Syllabus. (Sub-Centre, Latur)
- 12) B.Com.- I, year Syllabus. (New Model Degree College, Hingoli)

सदरील परिपत्रक व अभ्यासक्रम प्रस्तुत विद्यापीठाच्या www.srtmun.ac.in या संकेतस्थळावर उपलब्ध आहेत. तरी सदरील बाब ही सर्व संबंधितांच्या निदर्शनास आणून द्यावी.

‘ज्ञानतीर्थ’ परिसर,

विष्णुपुरी, नांदेड - ४३१ ६०६.

जा.क्र.: शैक्षणिक-०१/परिपत्रक/पदवी व पदव्युत्तर-सीबीसीएस

अभ्यासक्रम/२०१९-२०/८९

दिनांक : २०.०६.२०१९.

प्रत माहिती व पुढील कार्यवाहीस्तव :

- १) मा. कुलसचिव यांचे कार्यालय, प्रस्तुत विद्यापीठ.
- २) मा. संचालक, परीक्षा व मूल्यमापन मंडळ, प्रस्तुत विद्यापीठ.
- ३) प्राचार्य, सर्व संबंधित संलग्नित महाविद्यालये, प्रस्तुत विद्यापीठ.
- ४) उपकुलसचिव, पदव्युत्तर विभाग, प्रस्तुत विद्यापीठ.
- ५) साहाय्यक कुलसचिव, पात्रता विभाग, प्रस्तुत विद्यापीठ.
- ६) सिस्टम एक्सपर्ट, शैक्षणिक विभाग, प्रस्तुत विद्यापीठ.

स्वाक्षरित / -

उपकुलसचिव

शैक्षणिक (१-अभ्यासमंडळ विभाग)

Swami Ramanand Teerth Marathwada University Nanded's

New Model Degree College, Hingoli



स्वामी रामानंद तीर्थ मराठवाडा विद्यापीठ, नांदेड.

Syllabus
Bachelor of Business Administrator
(CBCS Semester System)

Under The Faculty of Management

With effective from 2019-2020

Swami Ramanand Teerth Marathwada University, Nanded's
NEW MODEL DEGREE COLLEGE, HINGOLI
COURSE STRUCTURE
Bachelor Business Administration

Semester	Number of Subjects	Credits	Total Marks
I	9	30	750
II	9	30	750
III	9	30	750
IV	9	30	750
V	8	30	750
VI	8	30	750
Total	52	180	4500

Swami Ramanand Teerth Marathwada University, Nanded's
NEW MODEL DEGREE COLLEGE, HINGOLI
COURSE STRUCTURE AND WORKLOAD
Bachelor of Business Administration
B. B. A I Year I Semester

Paper	Subject Title	Number of Lectures per Week	Number of Credits per Course	Internal Examination Marks	External Examination Marks	Total Marks
I) Language Curriculum	Indian Languages	04	04	50	50	100
	English	04	04	50	50	100
II) Major Curriculum A. Major (Core)	1. Fundamentals of Management	04	04	50	50	100
	2. Managerial Economics	04	04	50	50	100
	3. Managerial Communication	02	02	25	25	50
B. Major (Supportive)	Accounting for Managers	04	04	50	50	100
C. Major (Applied/Innovative)	Tourism Management	04	04	50	50	100
III) Life Skill Curriculum A. Job Oriented Soft Skill	Managerial Skill Development	02	02	25	25	50
B. Value Oriented Courses	Fundamental of Indian Constitution	02	02	25	25	50
Total		30	30	375	375	750

Swami Ramanand Teerth Marathwada University, Nanded's
NEW MODEL DEGREE COLLEGE, HINGOLI
COURSE STRUCTURE AND WORKLOAD
Bachelor of Business Administration
B. B. A I Year II Semester

Paper	Subject Title	Number of Lectures per Week	Number of Credits per Course	Internal Examination Marks	External Examination Marks	Total Marks
I) Language Curriculum	Indian Languages	04	04	50	50	100
	English	04	04	50	50	100
II) Major Curriculum A. Major (Core)	1. Macro Economics	04	04	50	50	100
	2. Organizational Behavior	04	04	50	50	100
	3. Event Management	02	02	25	25	50
B. Major (Supportive)	Environmental Scanning	04	04	50	50	100
C. Major (Applied/Innovative)	Cost & Management A/C	04	04	50	50	100
III) Life Skill Curriculum A. Job Oriented Soft Skill	Management of Creativity and Innovations	02	02	25	25	50
B. Value Oriented Courses	Corporate Governance	02	02	25	25	50
Total		30	30	375	375	750

Swami Ramanand Teerth Marathwada University, Nanded's
NEW MODEL DEGREE COLLEGE, HINGOLI
COURSE STRUCTURE AND WORKLOAD
Bachelor of Business Administration
B. B. A II Year III Semester

Paper	Subject Title	Number of Lectures per Week	Number of Credits per Course	Internal Examination Marks	External Examination Marks	Total Marks
I) Language Curriculum	Indian Languages	04	04	50	50	100
	English	04	04	50	50	100
II) Major Curriculum A. Major (Core)	1. Human Resource Management	04	04	50	50	100
	2. Marketing Management	04	04	50	50	100
	3. Retailing	02	02	25	25	50
B. Major (Supportive)	Statistical analysis for Business decision	04	04	50	50	100
C. Major (Applied/Innovative)	E-Business	04	04	50	50	100
III) Life Skill Curriculum A. Job Oriented Soft Skill	Information Communication Technology	02	02	25	25	50
B. Value Oriented Courses	Business Ethics	02	02	25	25	50
Total		30	30	375	375	750

Swami Ramanand Teerth Marathwada University, Nanded's
NEW MODEL DEGREE COLLEGE, HINGOLI
COURSE STRUCTURE AND WORKLOAD
Bachelor of Business Administration
B. B. A II Year IV Semester

Paper	Subject Title	Number of Lectures per Week	Number of Credits per Course	Internal Examination Marks	External Examination Marks	Total Marks
I) Language Curriculum	Indian Languages	04	04	50	50	100
	English	04	04	50	50	100
II) Major Curriculum A. Major (Core)	1. Financial Management	04	04	50	50	100
	2. Production Management	04	04	50	50	100
	3. Corporate Tax Planning	02	02	25	25	50
B. Major (Supportive)	Strategic Management	04	04	50	50	100
C. Major (Applied/Innovative)	Business Mathematics	04	04	50	50	100
III) Life Skill Curriculum A. Job Oriented Soft Skill	Management Information System	02	02	25	25	50
B. Value Oriented Courses	Human Rights	02	02	25	25	50
Total		30	30	375	375	750

Swami Ramanand Teerth Marathwada University, Nanded's
NEW MODEL DEGREE COLLEGE, HINGOLI
COURSE STRUCTURE AND WORKLOAD
Bachelor of Business Administration
B. B. A III Year V Semester

Paper	Subject Title	Number of Lectures per Week	Number of Credits per Course	Internal Examination Marks	External Examination Marks	Total Marks
I) Major Curriculum A. Major (Core)	1. Human Resource Planning & Development	04	04	50	50	100
	2. Corporate Legal Framework	04	04	50	50	100
	3. Online Trading	02	02	25	25	50
B. Major (Supportive)	Retail Management	04	04	50	50	100
C. Major (Applied/Innovative)	1. Small Business and Entrepreneurial Skill	04	04	50	50	100
	2. Corporate Tax Planning & Management	04	04	50	50	100
II) Life Skill Curriculum A. Job Oriented Soft Skill	Security analysis & Portfolio Management	04	04	50	50	100
B. Value Oriented Courses	Entrepreneurship	04	04	50	50	100
Total		30	30	375	375	750

Swami Ramanand Teerth Marathwada University, Nanded's
NEW MODEL DEGREE COLLEGE, HINGOLI
COURSE STRUCTURE AND WORKLOAD
Bachelor of Business Administration
B. B. A III Year VI Semester

Paper	Subject Title	Number of Lectures per Week	Number of Credits per Course	Internal Examination Marks	External Examination Marks	Total Marks
I) Major Curriculum A. Major (Core)	1. Sales Promotion Strategy	04	04	50	50	100
	2. Import Export Management	04	04	50	50	100
	3. Export Import Documentation	02	02	25	25	50
B. Major (Supportive)	Agriculture Business Management	04	04	50	50	100
C. Major (Applied/Innovative)	1. Research Methodology	04	04	50	50	100
	2. Project Report	04	04	50	50	100
II) Life Skill Curriculum A. Job Oriented Soft Skill	Contemporary issues in Management	04	04	50	50	100
B. Value Oriented Courses	Corporate Social Responsibility	04	04	50	50	100
Total		30	30	375	375	750

Swami Ramanand Teerth Marathwada University, Nanded's
New Model Degree College, Hingoli
B.B.A. I Year I Semester
Syllabus
Subject:-Fundamentals of Management

Objectives:-The objective of this course is to help students to understand the conceptual framework of management.

UNIT 1

Introduction, Meaning and Definition, Management as a profession – Objectives and importance - Management contributions of F.W. Taylor, Fayol, Peter F. Drucker, Elton Mayo, MBO, MBE

UNIT 2

Planning – Meaning and Definition of Planning – Process of Planning – Types. Definition of Organization – Formal and Informal Organization – Types of Organization – Delegation.

UNIT 3

Staffing - Nature of Staffing – Staffing process – Leadership – Styles of leadership.

UNIT 4

Controlling – Steps to make effective control – Techniques of control, PERT & CPM (only) – Motivation – Maslow & Herzberg theory of Motivation.

Suggested Books

1. Harald Koontz & Heinz Weihrich: Management
2. Peter F. Drucker: Practice of Management
3. L.A. Allen: Management and Organization
4. Newman & Summer: The process of Management
5. Blake & Mouten: Managerial Gird
6. A Das Gupta: Business & Management in India

Swami Ramanand Teerth Marathwada University, Nanded's
New Model Degree College, Hingoli
B.B.A. I Year I Semester
Syllabus
Subject:-Managerial Economics

Objective: - The objective of the course is to provide insights into Business Economics with its practical applications.

Unit 1 Nature and Scope of Business Economics

What Business Economics is about?, Business economics and Economic theory, Business economics and decision sciences, Business decision making process, Micro and Macro Economics, Difference between micro and macro economics.

Unit 2 Demand, Law of Demand and Supply function

The meaning of demand, demand and utility, demand function, the law of demand, exceptions to the law of demand, factors determining market demand, relationship between demand function and demand curve, elasticity of demand, Supply function, cost concepts.

Unit 3 Consumer's Behavior

Introduction, the meaning utility, total and marginal utility, law of diminishing marginal utility, consumer's equilibrium, critical evaluation of Marshall's cardinal utility analysis, derivation of demand curve from law of diminishing marginal utility, Indifference curve approach.

Unit 4 Market structure

Meaning of market, classification of market structures, perfect competition, Monopoly, monopolistic competition, oligopoly, profit maximization, meaning of the equilibrium and equilibrium of the firm under Perfect competition markets.

Suggested Books

1. Business Economics – S. Shankaran.
2. Business Economics – P. L. Mehta.
3. Business Economics – Frances Cherunilam.
4. Economics for Business – Peter Micheleson and Andrew Mann.
5. Business Economics – C. M. Chaudhary.
6. Business Economics – H. L. Ahuja.
7. The Essence of Business – Nellis and Parker Economics.

Swami Ramanand Teerth Marathwada University, Nanded's
New Model Degree College, Hingoli
B.B.A. I Year I Semester
Syllabus
Subject:-Accounting for Managers

Objective: - To develop conceptual understanding of the fundamentals of Financial accounting system.

Unit 1 Theoretical Concepts

Meaning, Objectives and Scope of Accounting
Accounting Concepts, Principles and Conventions
Capital and Revenue Expenditure
Capital and Revenue Receipts
Contingent Assets and Contingent Liabilities

Unit 2 Errors and their rectifications

Meaning & Types of errors, rectification of errors before and after preparing Trial Balance.

Unit 3 Bank Reconciliation Statement

Meaning, Need and preparation of bank reconciliation statement

Unit 4 Depreciation Accounting

Methods, computation and accounting treatment of depreciation, Change in depreciation methods.

Unit 5 Preparation of Final Accounts for Sole Proprietor

Suggested Books

1. Book keeping & Accountancy - L.N. Chopde, D.H. Choudhari
2. Book keeping & Accountancy - Dr.S.P. Narguda, V.S. Narguda
3. Book keeping & Accountancy - Ashtikar, Farandes, Menon
4. A new approach to Book Keeping - H.R. Kotalwar
5. Advanced Accountancy - Hariwansh Chakravarty
6. Advanced Accountancy - T.M. Shukla & Girwal

Swami Ramanand Teerth Marathwada University, Nanded's
New Model Degree College, Hingoli
B.B.A. I Year I Semester
Syllabus
Subject: - TOURISM MANAGEMENT

Objective: - To Understand the Principles and Practices of Tourism Management.

Unit 1 The Concept of Tourism, Definition and Meaning of Tourism, Traveller, Visitor, Excursionist & Transit Visitor, International and Domestic Tourist Historical Development, Transportation Advances.

Unit 2 Tourism Product, Feature of Tourism Products, Type of Tourism Products (TOPs, ROPs, BTEs), Difference between Tourism Products and other products.

Unit 3 Tourism Paradigms – Eco Tourism, Green Tourism, Alternate Tourism, Heritage tourism, Sustainable Tourism, Cultural Tourism.

Unit 4 Factors inhibiting growth of tourism, travel industry in the 21st century, Global tourism scenario and future.

Suggested Books

1. Tourism Development Principles & Practices – A.K. Shastri.
2. Basics of Tourism – K.K. Kamra, Mohinder Chand.
3. Dynamics of Modern tourism – Ratandeep Singh. 4. Tourism Dimensions – S.P. Tewari.

Swami Ramanand Teerth Marathwada University, Nanded's
New Model Degree College, Hingoli
B.B.A. I Year I Semester
Syllabus

Subject: - Managerial Skill Development

Objectives: To understand the concept of personality and personality development, significance and to develop various traits required for personality development.

Unit 1: Personality Development

Personality defined, Elements of personality, Determinants of personality, Personal SWOT analysis, The concept of success and failure.

What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure - Do's and Don'ts regarding success and failure.

Unit 2: Attitude and Self-Esteem

Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude - Advantages - Negative attitude - Disadvantages - Ways to develop positive attitude - Difference between personalities having positive and negative attitude.

Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem –Low self-esteem - Symptoms - Personality having low self esteem - Positive and negative self-esteem.

Suggested Books:

1. Communicate to Win - Richard Denny - Kogan Page India Private Limited, New Delhi.
2. You Can Win - Shiv Khera - Macmillan India Limited
3. Group Discussion and Public Speaking - K. Sankaran and Mahendra Kumar - M.I. Publications, Agra
4. GaytriKunj –Shanti Kunj, Dev Sanskarti University, Personality Refinement, Part I, II & III, Haridwar, India
5. Organisational Behaviour - S. P. Robbins - Prentice-Hall of India Pvt. Ltd., New Delhi
6. Basic Managerial Skills For All - Prentice-Hall of India Pvt. Ltd., New Delhi

Swami Ramanand Teerth Marathwada University, Nanded's
New Model Degree College, Hingoli
B.B.A. I Year I Semester
Syllabus
Subject: - Fundamentals of Indian Constitution

Objective: - To make students aware with the basic fundamentals of constitution and working of government.

Unit 1: - An Introduction to Indian Constitution

Making of the Constitution, Basic features of the Indian Constitution – the Preamble, Fundamental Rights, and Directive Principles of State Policy – Fundamental Duties.

The Indian Judicial System – The Supreme Court and the High Courts – composition, Jurisdiction and functions, Judicial review, Judicial activism, Independence of Judiciary In India.

Unit 2: - Government of the Union: - (a) The Union Executive – the President and the Vice-President – The Council of Ministers and the Prime Minister – Powers and functions (b) The Union legislature – The Parliament – The Lok Sabha and the Rajya Sabha, Composition, powers and functions – the role of the Speaker.

Government of the State - (a) The Governor – the Council of Ministers and the Chief Minister – Powers and Functions (b) The State Legislature – Composition, powers and functions.

Suggested Books:

1. 'Indian Polity' by Laxmikanth
2. 'Indian Administration' by Subhash Kashyap
3. 'Indian Constitution' by D.D. Basu
4. 'Indian Administration' by Avasti and Avasti

Swami Ramanand Teerth Marathwada University, Nanded's
New Model Degree College, Hingoli
B.B.A. I Year II Semester
Syllabus
Subject: - Macro Economy

Objective: - To Ensure Understanding of basic Concepts of Indian Economy

Unit 1 Indian Economy – A Profile

Nature of the Indian Economy, Role of different sectors – Agriculture, Industry, and Services in the development of the Indian economy, their problems and growth, National Income of India, concepts of national Income, different methods of measuring national Income, Growth of national income and per capita income in various plans, Basic understanding of tax system of India, Direct and Indirect Taxation.

Unit 2 Select Aspects of Indian Economy (I)

Population – Its Size, Rate of growth and its implication for growth, Poverty – Absolute and relative poverty and main programs for poverty alleviation, Unemployment – Types, Causes and Incidence of unemployment, Infrastructure – Energy, Transportation, Communication, Health and Education

Unit 3 Select Aspects of Indian Economy (II)

Inflation, Budget and Fiscal deficits, Balance of Payments, External Debts

Unit IV 4 Economic Reforms in India

Features of economic reforms since 1991, Liberalisation, Privatization and Disinvestments, Globalization.

Suggested Books

1. Datt & Sundharam : Indian Economy, S. Chand and Co., New Delhi
2. Misra and Puri : Indian Economy : Himalaya Publishing House, New Delhi.
3. Debit K.K. : Indian Economy :
4. Ishwaran, : Indian Economy :
5. A.N. Agrawal : Indian Economy

Swami Ramanand Teerth Marathwada University, Nanded's
New Model Degree College, Hingoli
B.B.A. I Year II Semester
Syllabus
Subject: - Organizational Behavior

Objective: - The main objective of this paper is to familiarize the students with the basic concepts and factors underlying organizational behavior.

Unit 1 Organizational Behavior

Meaning and Importance, Nature of Organizational Behavior, Perception – Definition and Nature of Perception, Attitude – Definition and Importance, Types of Attitudes, Significance of Attitude in Organizational Behavior.

Unit 2 Leadership

Concept of leadership, Leadership theory – Trait theory, Behavioral theory, situational theory, Types of leadership, Qualities of good leader.

Unit 3 Motivation

Meaning and Nature of Motivation, Theories of Motivation, Group Behavior - Definition and Types of Groups. Group Decision Making.

Unit 4 Organizational Change

Meaning and Nature of Organizational Change. Factors in Organizational Change, Planned change, process of planned change, Overcoming resistance to Change, Role of Change Agents.

Suggested Books

1. Organizational Behavior A Modern Behavioral Approach To Management, Fred Luthans, McGraw – Hill Kogakusha Ltd.
2. Organizational Behavior, Anjali Ghanekar
3. Organizational Behavior – K.Aswhappa
4. Stephen P. Robins, Organizational Behavior, PHI Learning/Pearson Education

Swami Ramanand Teerth Marathwada University, Nanded's
New Model Degree College, Hingoli
B.B.A. I Year II Semester
Syllabus
Subject: - Event Management

Objective: - To give formal instructions and training to students to be future managers of the Event Industry. So that, they technical proficiency to effectively adjust, grow and excel in the field of Event Management.

Unit I: - Concept of Event Management: - Meaning, Features, Types & Objectives of Event, Event Management, Activities in Event Management, Event Designing, 5 Cs of Event Designing, 5 Ws of Events, Event Marketing & 3 Es of Event Marketing, Brand Building & Event Sponsorship, Event Economy & Type of Event sponsorship.

Unit II: - Factors of Event Management: - Event Infrastructure, Target Audience, Clients & Right Event for a Client, Event organizer, Role of Event Organizer, Venue, Type of Venue & Factors Considering While Selecting Venue, Media & Function of Media in Event Management.

Suggested Books

1. Event Management For Dummies, Laura Capell.
2. Successful Event Management: A Practical Handbook, Anton Shone and Bryn Parry.
3. Event management and event tourism, Donald Getz.

Swami Ramanand Teerth Marathwada University, Nanded's
New Model Degree College, Hingoli
B.B.A. I Year II Semester
Syllabus
Subject: - Environmental Scanning

Objective: The course aims to educate the student with the different environmental factors which effect business. This course aims to develop ability to understand and scan business environment in order to analyze the opportunities and take decisions under the uncertainty.

Unit 1 An Overview of Business Environment

Type of Environment-internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and strategic management. Managing diversity. Process and limitations of environmental analysis.

Unit 2 Economic Environment Nature of Economic Environment

Economic factors-growth strategy, basic economic system, economic planning, Economic policies- new industrial policy, FEMA, Monetary and fiscal policies.

Unit 3 Socio-Cultural Environment

Nature and impact of culture on business, culture and globalization, social responsibilities of business, social audit, business ethics and corporate governance, Demographic environment.

Unit 4 Political Environment

Functions of state, economic roles of government, government and legal environment. The constitutional environment,

Technological Environment - Impact of technology on globalization, Status of technology in India; Management of technology; Features and Impact of technology.

Suggested Books:

1. Rangarajan, C.A.; Perspective in Economics, S.Chand & Sons, New Delhi
2. Cherunilam, Francis; Business Environment - Text and Cases, Himalaya Publishing House.
3. Aswathappa, K.; Essentials of Business Environment, Himalaya Publishing House, New Delhi.

Swami Ramanand Teerth Marathwada University, Nanded's
New Model Degree College, Hingoli
B.B.A. I Year II Semester
Syllabus
Subject: - Cost and Management Accounting

Objective: To develop conceptual understanding of the fundamentals of Cost and Management accounting.

Unit 1 Material Cost and Budgetary Control

Meaning and Classification of Materials, Stock Levels, Purchase of Materials, Store Keeping, Inventory System, Methods of Pricing Material issues, Store Ledger Account, Practical Problems Introduction, definition of budgetary control, objectives and advantages of budgetary control, fixed and flexible budget, practical problems thereon.

Unit 2 Management Accounting

Introduction, Meaning, Nature, Scope, And Functions of Management Accounting, Decision Making & Management Accounting, Difference Between Management Accounting And Financial Accounting, Various Tools And Techniques Of Management Accounting.

Unit 3 Financial Statement Analysis

Financial statement, Features, Limitations, Need, Meaning, Objectives, and process of financial statement analysis, Methods and Techniques of analysis (Theory only).

Unit 4 Fund Flow Statement

Introduction, Meaning, Importance, and Limitations Of Fund Flow Statement, Preparation, Statement Of Changes In Working Capital And Fund Flow Statement.

Suggested Books

1. Cost and Management Accounting by R. P. Trivedi & Manoj Trivedi, Pankaj Publications, Hyderabad.
2. Cost Accounting by M. N. Arora, Himalaya Publishing House, Mumbai.
3. Management Accounting – N. Vinayakan and I. B. Singh, Himalaya Publishing House.
4. Principles of Management Accounting – Dr. S. N. Maheshwari, Sultan Chand and Sons.
5. Management Accounting – Dr. Nagori, Dr. Jadhav, Dr. S. S. Agrawal.

**Swami Ramanand Teerth Marathwada University, Nanded's
New Model Degree College, Hingoli
B.B.A. I Year II Semester
Syllabus**

Subject: MANAGEMENT OF CREATIVITY AND INNOVATIONS

Objectives: To enhance creative potential by strengthening various mental abilities and shape an ordinary learner to become an extraordinary learner; To expand the knowledge horizon of individual creativity and corporate creativity to transform the living conditions of the society.

Unit 1 - Realms of Creativity: -

Creativity: Concept- Convergent and Divergent Thinking- Creative abilities - Creativity Intelligence, Enhancing Creativity Intelligence-Determinants of Creativity - Process-Roots of Human Creativity Biological, Mental, Spiritual Social.

Unit 2 - Creative Personality: -

Motivation and Creativity- Strategies for Motivation for being creative - Conductive Environment: Formative Environment and Creativity- Environmental Stimulants.

Corporate Creativity: - Creative Manager- Creative Problems Solving, Techniques of Creative Problem Solving- Perpetual Creative Organizations-Creative Management Practices.

Suggested Books:

1. Ina Goller (Author), John Bessant, Creativity for Innovation Management.
2. Velimir Srica, Creativity and Innovation Management: A storytelling approach
3. Margaret A. Boden, The Creative Mind: Myths and Mechanisms
4. Jacob Goldenberg and David Mazursky, Creativity in Product Innovation

Swami Ramanand Teerth Marathwada University, Nanded's
New Model Degree College, Hingoli
B.B.A I Year II Semester
Syllabus
Subject: Corporate Governance

Objectives: - To enable students to critically examine ethical dilemmas and to understand the importance of governance mechanisms in a globalized economy.

Unit 1 Introduction

Meaning, Accountability issues, current context of CG in India, Board objectives and strategies, role of independent directors, board structure, performance evaluation of board, training and development of directors. Accounting standards & accounting disclosures

Unit 2 Other Aspects

- A) Stakeholders Rights and privileges; problems and protection, Corporate Governance and Other stakeholders.
- B) Board Of Directors: A Powerful Instrument in Governance; Role and responsibilities of auditors.
- C) Monopoly, Competition and Corporate Governance

Suggested Books:

1. Hartman, Laura P; Perspectives In Business Ethics; Mcgraw-Hill
2. C.V. Baxi, Corporate Governance, Excel Books.
3. Prasad – Corporate Governance, Prentice Hall Of India 8. Gopaldaswamy – Corporate Governance, New Age International (P)
4. Corporate governance: Principles, policies and Practices, Fernando, A.C., Pearson.
5. Corporate governance: Principles, mechanism, and practices, Parthasarthy, Biztantra