



**GRG SCHOOL OF MANAGEMENT STUDIES**  
Peelamedu, Coimbatore - 641 004

**CURRICULUM AND SYLLABUS**  
**MBA PROGRAMME**  
**[2017 - 2019]**

**April 2017**

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## GRG SCHOOL OF MANAGEMENT STUDIES

### **MASTER OF BUSINESS ADMINISTRATION (MBA) 2017-2019** (Choice Based Credit System)

#### **PREAMBLE**

The Curriculum & Syllabus for MBA programme of 2017-19 will be different from the previous one in terms of following aspects:

- Greater clarity in course objectives and learning outcomes
- Appropriate Pedagogy and Evaluation & grading are mentioned for each course
- Study abroad programme will be introduced
- Greater focus on skill courses
- Introduction of a set of elective courses under entrepreneurship management

#### **THE PROGRAMME**

1. The full-time, two-year MBA programme offered by GRGSMS comprises four semesters of about 90 working days each.
2. The programme requires a minimum of 90 credits equivalent of courses to be completed by students, excluding a summer internship of 3 credits equivalent. In the case of theory (including tutorials) courses, one credit is equivalent to approx. 15 hours of contact sessions; and, in the case of practice courses (such as field study) one credit is equivalent to approx. 30 hours.
3. Students may choose to do upto a maximum of 120 credits equivalent of courses.
4. The programme includes Foundation Courses, Core Courses, Elective Courses, Skill Courses, and Practice Courses.

#### **PROGRAMME OBJECTIVES**

The objective of the GRGSMS MBA programme is to enable students acquire the knowledge, skills, and competence required for successful practice of management and leadership, and to help them develop a holistic personality to lead fulfilling personal and professional lives.

#### **CURRICULUM OBJECTIVES**

The curriculum is designed to:

- Provide a strong foundation to the students on fundamentals of business and management
- Enrich their knowledge on functional areas of management
- Enhance the ability of students to understand the importance of an organisational perspective of different functional areas through Integrative Courses

- Facilitate students to focus and specialise in their area/domain of professional interest through Elective Courses
- Provide exposure to current and contemporary industry practices through Summer Internship work and Management-in-Practice work
- Provide global exposure through Study Abroad programme
- Assist students to gain managerial and leadership skills through development of Creativity & Innovation, and Communication skills
- Enable the MBA graduates to lead satisfying and rewarding personal and professional lives through experiential learning in Personality Development, Outbound, Social Service and Career Counselling programmes

#### Types of Courses:

1. The 'Foundation' Courses are intended to be those that provide the basic and fundamental pre-requisite knowledge on subjects such as economics, accounting, quantitative methods, technology for business, and organisational behaviour.
2. The 'Core' Courses are intended to be those that provide knowledge on functions of management such as human resources management, financial management and marketing management.
3. The 'Elective' Courses are intended to be those that students choose to study in pursuit of advanced knowledge in their areas/domains of professional interest.
4. The 'Skill' Courses are intended to be those that will help students enhance their skills for pursuing successful professional careers.
5. The 'Practice' Courses are intended to be those that will help students learn how to apply their theoretical knowledge to practical issues in management.
6. The 'Summer Internship Programme' (SIP) is intended to be a minimum of 45 days intensive immersion in industry for the students to gain an exposure to industry practices and learn the application of management theory in practice.
7. The 'Management-in-Practice' (MIP) programme is intended to be a semester-long work carried out by the students during Semester III. Students are expected to apply their knowledge and skills to specific management problems/issues identified during their SIP.
8. The 'Study Abroad Programme' (SAB) is intended to provide global exposure and cross cultural appreciation.
9. The 'Term Paper' (TMP) is intended to be the result of a semester-long research/analytical work carried out by the students. The primary objective of the term paper is for the students to demonstrate their analytical and writing skills on chosen themes/topics in management.
10. The 'Seminar Course' (SMC) is intended to be multi-semester research/analytical work carried out by the students. The primary objective of the SMC is to help students develop their skills for critical thinking and for enquiry.
11. The 'Online Course' (OLC) is intended to help students to acquire/gain knowledge beyond books/class and enhance technology-based learning among students at their own pace and place.

## **Structure of the MBA Curriculum:**

The MBA curriculum for 2017-19 is of 93 credits equivalent and is structured as below:

1. Seven (7) 'Foundation' Courses (20 Credits) - Semester 1 - Accounting for Management, Economics for Management, Organisational Behaviour, Quantitative Techniques for Management, Evolution and Principles of Management, Information Technology for Business, and History of Indian Business.
2. Eleven (11) 'Core' Courses (30 Credits) - Semesters 2,3,4 - Operations Management, Marketing Management, Financial Management, Human Resource Management, Business Research Methods, Business Environment, Corporate Governance & Business Ethics, Strategic Management, Information Security, Legal Aspects of Business, and International Business and Management.
3. Eight (8) 'Elective' Courses (24 Credits) - Semesters 3,4
4. Four (4) 'Skill' Courses (7 Credits) - Semesters 1,2 - Communication Skills - 1, Communication Skills - 2, Creativity & Innovation, Application of Excel in Management
5. Four (4) 'Practice' Courses (9 Credits) - Semesters 3,4 - Women & Leadership course, Term Paper/Online Course, Management-in-Practice, Seminar Course
6. Four (4) 'non-credit' development programmes during Semesters 1,2,3,4 are Personality Development Programme, Outbound Programme, Career Counselling Programme and Social Service Programme
7. One (1) Summer Internship Programme or Study Abroad Programme (3 credits)

## **Specialisation:**

Students may choose to 'specialise' in any functional area/domain of management based on their interest and competence, by choosing to do eight (8) elective courses in the chosen area/domain.

## **Attendance:**

1. Students are expected to attend a minimum of 75% of all scheduled classroom sessions during each semester.
2. The Director/Dean may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%.
3. Students falling short of the required attendance will not be permitted to appear for the End Semester Examination of the semester.
4. Students who do not complete a semester on account of such shortage of attendance may seek to repeat the semester in the subsequent academic year.

## **Completion of the MBA Programme:**

Students are required to complete their MBA programme in all respects within a maximum of four years from the date of their first joining the programme, or as per the rules and regulations of the Bharathiar University in this regard.

### **Pedagogy, Assessment and Evaluation:**

1. The concerned course facilitator shall announce to the students the broad outline of the pedagogy to be adopted for each course. The details of the pedagogy will also be a part of the session plan and course details uploaded on Moodle or other technology-enabled LMS at GRGSMS.
2. Assessment/evaluation of students' performance will be based on both Continuous Internal Assessment (CIA) and End Semester Examination (ESE) for Foundation, Core and Elective courses. CIA shall carry a weightage of 50% and the ESE 50%. The ESE will be conducted at the end of each semester.
3. The CIA shall comprise multiple components of assessment such as quizzes, assignments, case discussion, simulation, classroom participation, student presentations, field study, exercise, peer evaluation and mid-semester examination. The faculty concerned may decide appropriate mixture of components for their courses, provided that the 'mid-semester examination' component of CIA shall carry 20% weightage. The remaining weightage (30%) of the CIA shall comprise other components.
4. There will not be any ESE for the following, and 100% of marks will be through CIA:
  - i. History of Indian Business (MB17HIB)
  - ii. Communication Skills - 1 (MB17CM1)
  - iii. Communication Skills - 2 (MB17CM2)
  - iv. Creativity and Innovation (MB17CIN)
  - v. Application of Excel in Management (MB17AEM)
  - vi. Women and Leadership (MB17WAL)
  - vii. Term Paper (MB17TMP)
  - viii. Online Course (MB17OLC)
  - ix. Information Security (MB17IST)
  - x. Seminar Course (MB17SMC)
5. There will not be any minimum marks stipulated for passing CIA. However, in the ESE, students shall be required to secure a minimum of 'B' grade [50%] for passing. In order to successfully complete a Course, students will need to secure a minimum total of 50% (50 out of 100 marks - 'B' grade) in CIA and ESE put together.
6. The 'Personality Development', 'Outbound Programme', 'Social Service' and 'Career Counselling' will be non-credit courses and be evaluated and graded as 'satisfactory/unsatisfactory'. Students securing 'unsatisfactory' grade in any of these programmes will need to repeat the programme when it is offered next time.
7. Students who are not satisfied with the CIA score for any Course may appeal for a review to the Director/Dean, whose decision in the matter shall be final and binding.
8. The records of CIA and ESE for each student and each Course shall be maintained in safe custody for a period of six months.

### Scheme of Examination:

1. The End Semester Examinations shall be of 3-hour duration irrespective of credits assigned to the Courses. The maximum marks in ESE shall be 100 to be pro-rated to 50%.
2. Mid-Semester examinations shall be of two hours duration irrespective of the credits assigned to the Courses. The maximum mark in the mid-semester examination shall be 50 and to be pro-rated to 20%.

The End Semester Examination question papers shall comprise three sections.

- Section 1 shall comprise 10 questions (all to be answered - each question carrying 2 marks) of objective type that may comprise a combination of fill-in-the-blank, true-or-false, and multiple-choice questions
- Section 2 shall comprise 10 questions (out of which 7 need to be answered - each question carrying 5 marks) that ask for short descriptive answers of about 100 words (1 page)
- Section 3 shall comprise 5 questions (out of which 3 need to be answered - each question carrying 15 marks) that ask for detailed analytical, descriptive answers of about 300 words (3 pages).

### Grading:

The assessment of performance of students in examinations will be based on grade points received instead of numerical marks. For this purpose, letter grades will be used to assess standards of performance. The following letter grades will be used:

Range of Marks	Grade Point	Letter Grade	Description
90 - 100	9.0 - 10	O	Outstanding
80 - 89	8.0 - 8.9	D+	Excellent
75 - 79	7.5 - 7.9	D	Distinction
70 - 74	7.0 - 7.4	A+	Very Good
60 - 69	6.0 - 6.9	A	Good
50 - 59	5.0 - 5.9	B	Average
00 - 49	0.0	U	Re-appear
ABSENT	0.0	AAA	Absent

The **Semester Grade Point Average (SGPA)** is the ratio of the sum of the product of the number of credits with the grade points scored in all the courses and the sum of the number of credits of all courses undergone during the semester.

$SGPA (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i}$  where  $C_i$  is the number of credits of the  $i$ th course and  $G_i$  is the grade point scored in the  $i$ th course

The **Cumulative Grade Point Average (CGPA)** is the ratio of the sum of the product of the number of credits with the grade points scored in all the courses and the sum of the number of credits of all courses undergone during the entire programme.

CGPA =  $\sum (C_i \times S_i) / \sum C_i$  where  $S_i$  is the SGPA of the  $i$ th semester and  $C_i$  is the total number of credits in that semester.



GRG School of Management Studies, Coimbatore

**MBA (2017-19) Curriculum**  
[Choice Based Credit System]

- L = Lecture; T = Tutorial
- MB17SIP<sup>#</sup> will be carried out during summer break between semester 2 and 3 and will carry a weight of 3 credits
- MB17SAB<sup>#</sup> will be carried out during summer break between semester 2 and 3 in lieu of SIP
- \* will be non-credit courses

Code	Title	Type	Cr	L	T	Total
<b>SEMESTER 1</b>						
MB17AFM	Accounting for Management	Foundation	4	3	1	4
MB17ECM	Economics for Management	Foundation	3	3		3
MB17OBH	Organisational Behaviour	Foundation	3	3		3
MB17QTM	Quantitative Techniques for Management	Foundation	3	2	1	3
MB17EPM	Evolution and Principles of Management	Foundation	3	3		3
MB17ITB	Information Technology for Business	Foundation	3	3		3
MB17HIB	History of Indian Business	Foundation	1	1		1
MB17CM1	Communication Skills - 1	Skill	2	2		2
MB17PDP *	Personality Development Programme	Practice				
			22	20	2	22
<b>SEMESTER 2</b>						
MB17OPM	Operations Management	Core	3	3		3
MB17MMT	Marketing Management	Core	3	3		3
MB17FMT	Financial Management	Core	3	2	1	3
MB17HRM	Human Resource Management	Core	3	3		3
MB17BRM	Business Research Methods	Core	3	2	1	3
MB17BET	Business Environment	Core	3	3		3
MB17CM2	Communication Skills - 2	Skill	1	1		1
MB17CIN	Creativity & Innovation	Skill	2	2		2
MB17AEM	Application of Excel in Management	Skill	2	2		2
MB17OBP *	Outbound Programme	Practice				
			23	21	2	23

<b>SEMESTER 3</b>						
MB17CBE	Corporate Governance & Business Ethics	Core	3	3		3
MB17SMT	Strategic Management	Core	3	3		3
	Elective - 01	Elective	3	3		3
	Elective - 02	Elective	3	3		3
	Elective - 03	Elective	3	3		3
	Elective - 04	Elective	3	3		3
MB17WAL	Women & Leadership	Practice	2	2		2
MB17TMP/ MB17OLC	Term Paper/ Online Course	Practice	2	2		2
MB17MIP	Management-in-Practice	Practice	3	3		3
MB17CCP *	Career Counselling Programme	Practice				
			25	25		25
<b>SEMESTER 4</b>						
MB17IST	Information Security	Core	1	1		1
MB17LAB	Legal Aspects of Business	Core	2	2		2
MB17IBM	International Business and Management	Core	3	3		3
	Elective - 05	Elective	3	3		3
	Elective - 06	Elective	3	3		3
	Elective - 07	Elective	3	3		3
	Elective - 08	Elective	3	3		3
MB17SMC	Seminar Course	Practice	2	2		2
MB17SSP *	Social Service Programme	Practice				
			20	20		20
	<b>TOTAL</b>		<b>90</b>	<b>86</b>	<b>4</b>	<b>90</b>

## LIST OF ELECTIVE COURSES

*Each elective course will carry 3 credits*

<b>FINANCE</b>		
No.	Code	Title
1	MB17CRF	Corporate Finance
2	MB17CMT	Cost Management
3	MB17FNM	Financial Markets
4	MB17FNS	Financial Services
5	MB17IFM	International Financial Management
6	MB17MNB	Management of Banking
7	MB17MCF	Micro Finance
8	MB17PAF	Project Appraisal and Financing
9	MB17RMI	Risk Management and Insurance
10	MB17SAP	Security Analysis and Portfolio Management
11	MB17WCM	Working Capital Management
<b>HUMAN RESOURCES MANAGEMENT</b>		
No.	Code	Title
1	MB17CMP	Compensation Management
2	MB17ERM	Employee Relations Management
3	MB17HRA	HRD Audit
4	MB17HRD	Human Resources Development
5	MB17IHR	International Human Resource Management
6	MB17LLN	Labour Legislation
7	MB17LAD	Learning and Development
8	MB17ORP	Organizational Psychology
9	MB17PMT	Performance Management
10	MB17SHR	Strategic Human Resource Management
11	MB17TAD	Talent Acquisition and Deployment
<b>MARKETING MANAGEMENT</b>		
No.	Code	Title
1	MB17AMK	Agricultural Marketing
2	MB17BMT	Brand Management
3	MB17CBR	Consumer Behaviour
4	MB17CRM	Customer Relationship Management

5	MB17DMK	Digital Marketing
6	MB17IMC	Integrated Marketing Communication
7	MB17IMT	International Marketing
8	MB17RMT	Retail Management
9	MB17RUT	Rural Marketing
10	MB17SDM	Sales and Distribution Management
11	MB17SVM	Services Marketing
		<b>GENERAL MANAGEMENT</b>
<b>No.</b>	<b>Code</b>	<b>Title</b>
1	MB17BAN	Business Analytics
2	MB17EMT	Environmental Management
3	MB17IEM	Indian Ethos in Modern Management
4	MB17PRJ	Project Management
5	MB17PPA	Public Policy and Administration
6	MB17SCM	Supply Chain Management
7	MB17TQM	Total Quality Management
		<b>ENTREPRENEURSHIP MANAGEMENT</b>
<b>No.</b>	<b>Code</b>	<b>Title</b>
1	MB17BPD	Business Plan Development
2	MB17ENF	Entrepreneurial Finance
3	MB17EPS	Entrepreneurship
4	MB17NVC	New Venture Creation
5	MB17SBM	Small Business Management
6	MB17SEN	Social Entrepreneurship

## SYLLABUS AND COURSE OUTLINE

### SEMESTER I - COURSES

L = Lecture; T = Tutorial  
\* will be non-credit courses

Code	Title	Credits	L	T	Total
	<b>Foundational Courses</b>				
MB17AFM	Accounting for Management	4	3	1	4
MB17ECM	Economics for Management	3	3		3
MB17OBH	Organisational Behaviour	3	3		3
MB17QTM	Quantitative Techniques for Management	3	2	1	3
MB17EPM	Evolution and Principles of Management	3	3		3
MB17ITB	Information Technology for Business	3	3		3
MB17HIB	History of Indian Business	1	1		1
	<b>Skill Courses</b>				
MB17CM1	Communication Skills - 1	2	2		2
	<b>Practice Work</b>				
MB17PDP *	Personality Development Programme				
	<b>Sub - Total</b>	<b>22</b>	<b>20</b>	<b>2</b>	<b>22</b>

Course Title:                   **ACCOUNTING FOR MANAGEMENT**  
Course Code:                   MB17AFM  
Semester/ Credits:           I / 4

### **Course Objective**

The objective of the course is to provide fundamental knowledge related to financial, management and cost accounting required for managerial decision making. On completion of this course the students will be able analyse and interpret financial statements. Apply marginal costing, cost volume profit analysis and variance analysis in decision making process.

### **Course Coverage**

#### Part 1 (12 hours)

##### *Introduction to Accounting and Financial Statement analysis*

Accounting - Meaning, Concepts and Conventions of Accounting; Understanding Basic Financial Statements- Profit and Loss Statements, Balance sheet; Financial Statement Analysis - Meaning, Purpose, Horizontal and Vertical Analysis; Ratio Analysis - Profitability Analysis, Liquidity Analysis and Solvency Analysis

#### Part 2 (12 hours)

##### *Fund Flow Statements and Cash Flow Statements*

Fund Flow Statement - Meaning, Uses and Importance of Fund Flow Statement, Preparation of Statement of Changes In Working Capital, Preparation Statement of Sources and Application of Funds; Cash Flow Statement - Meaning, Preparation of Cash Flow Statement, Interpreting Financial Health of the Company using Cash Flow Statement

#### Part 3 (12 hours)

##### *Cost Volume Profit Analysis*

Cost-Volume-Profit analysis - The Contribution Margin and its Uses, Decisions using Cost Volume Profit Analysis, Break-Even analysis, Target Profit Analysis, Margin of Safety, Cost Structure and Operating Leverage

#### Part 4 (12 hours)

##### *Budgeting*

Budget - Meaning ,The Budget Development Process, Master Budget, Sales Budget; Production Budget - Material, Labour, Overhead, Selling and Administrative; Expenses Budgets - Cash Budget, Flexible budget

Part 5 (12 hours)

*Preparation of Cost sheet and Variance Analysis*

Cost sheet - Meaning and Scope, Preparation of cost sheet; Standard Costing - Flexible Budgeting with Standard Costs, Flexible Budget Variance, Variable Manufacturing Cost Variances, Direct Material Variances, Direct Labour Variances, Variable Overhead Variances, Fixed Overhead Variances, Interpreting And Using Variance Analysis

*Note: The coverage in this Course will comprise 40% theory and 60% problems*

**Pedagogy**

Lecture, Numerical Exercise, Case Discussion

**Evaluation and Grading**

Case Discussion	...	10%
Quiz	...	05%
Numerical Exercise	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Sawyers, B. Roby, Jackson, Steve, Jenkins, Greg and Arora, Ravinder Kumar (2016). *Managerial ACCT A South-Asian Perspective*, 2/e; New Delhi: Cengage Learning

**Reference Books**

1. Godwin, Norman; Alderman, Wayne and Sanyal, Debashis (2016). *Financial ACCT A South- Asian Perspective*, 2/e; New Delhi: Cengage Learning
2. Maheshwari, S.N., Sharad K. Maheshwari, and Suneel K. Maheshwari (2014). *A Textbook of Accounting for Management*, 3/e; New Delhi: Vikas Publications
3. Khan, M.Y., and P.K. Jain (2013). *Management Accounting: Text, Problems and Cases*, 6/e; New Delhi: McGraw Hill Education

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Course Title: **ECONOMICS FOR MANAGEMENT**  
Course Code : MB17ECM  
Semester/ Credits: I / 3

### **Course Objective**

This course will provide an overview of how fundamental economic theory can be applied to decision making within the firm and also provides insights about the economic situation and its evaluation at a macro level. On completion of the course, the students will be able to understand economic concepts and principles that have direct managerial applications, apply the demand forecasting techniques, identify the conditions under which a firm operates in several competitive environments and evaluate the elements of the macro-economic components of a country.

### **Course Coverage**

#### Part 1 (4 hours)

##### *Introduction to Managerial Economics*

Managerial Economics - Nature, Scope; Basic model of the Firm and Role of profits; Optimisation - Concepts & Techniques; Marginal and Incremental analysis

#### Part 2 (8 hours)

##### *Demand Analysis and Theory of Consumer's Choice*

Demand and Demand Function, Elasticity of Demand, Consumer's Behaviour - Cardinal Utility Analysis, Indifference curve analysis of demand, Demand Forecasting

#### Part 3 (8 hours)

##### *Theory of Production and Cost Analysis*

The theory of Production - Returns to a variable factor, Production function with two variable inputs, Optimum input combination, Cost Analysis, Supply and its elasticity

#### Part 4 (8 hours)

##### *Price and Output Decisions in Various Market Structures*

Price and Output Decisions in Various Market Structures under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly

#### Part 5 (5 hours)

##### *Pricing Practices and Strategies*

Cost plus pricing, Price discrimination, Pricing of multiple products, Transfer pricing, Game Theory



## Part 6 (12 hours)

### *Macroeconomics for Management*

Macroeconomics - Issues and Concepts, Macro - economic aggregates and Measurement of National Income, Inflation - Nature and Causes, Analysis of Business Cycles, Economic Stabilisation - Fiscal Policy and Monetary Policy, Balance of Payment, Global Financial Crisis and its impact on World Economy

### **Pedagogy**

Lecture, Seminar, Debate

### **Evaluation and Grading**

Quiz	...	05%
Debate	...	05%
Seminar	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

### **Text Book**

Ahuja, H.L. (2014). *Managerial Economics: Analysis of Managerial Decision Making*, 8/e; New Delhi: S. Chand & Company Limited

### **Reference Books**

1. Atmanand (2009). *Managerial Economics*, 2/e; New Delhi: Excel Books
2. Geetika, Ghosh; Piyali, Choudhury and Purba, Roy (2013). *Managerial Economics*, 2/e; New Delhi: McGraw Hill Education

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Course Title:                   **ORGANISATIONAL BEHAVIOUR**  
Course Code:                   **MB17OBH**  
Semester/ Credits:           **I / 3**

### **Course Objective**

This course is designed to enrich the knowledge of the students about human behaviour in organizations. At the end of this course, students are expected to demonstrate knowledge about individual and group behaviour in organisations, organisational culture, and approaches to managing organisational change.

## Course Coverage

### Part 1 (9 hours)

#### *Introduction to Organizational Behaviour*

Manager's functions, roles, and skills - Nature and Scope of OB - Disciplines that contribute to the OB Field - Challenges and Opportunities for OB

### Part 2 (12 hours)

#### *The Individual*

Attitudes and Job Satisfaction - Emotions and Emotional intelligence - Personality - Perception - Specific applications in organisations

### Part 3 (12 hours)

#### *The Group*

Foundations of group behaviour - Organizational politics - Impression management and Defensive behaviour - Conflict management and Negotiation

### Part 4 (12 hours)

#### *The Organisation System*

Organisational Culture - Organisational Change - Organisational Development - Stress management

## Pedagogy

Lecture, Case Discussion, Exercise, Seminar

## Evaluation and Grading

Case Discussion	...	10%
Seminar	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Robbins, P. Stephen, Timothy, A. Judge, and Neharika Vohra (2017). *Organizational Behavior*, 16/e; New Delhi: Pearson Education

## Reference Books

1. McShane & Von Glinow (2015). *Organisational Behavior*, 6/e; New Delhi: McGraw Hill Education
2. Luthans, Fred (2011). *Organisational Behavior*, 12/e; New Delhi: McGraw Hill Education

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Course Title:                   **QUANTITATIVE TECHNIQUES FOR MANAGEMENT**  
Course Code:                   **MB17QTM**  
Semester / Credits:           **I / 3**

### **Course Objective**

The course intends to provide a basic understanding about the use of variety of probability, statistical and quantitative techniques applicable to a wide range of business situations. At the end of this course the students can recognize a particular technique and its applications. Students can apply the appropriate mathematical techniques in problem solving for management decision making.

### **Course Coverage**

#### Part 1 (7 hours)

##### *Mathematics*

Numbers - Order of Operations, Average, Ratio, Number Patterns, Simple and Compound Interest, Algebra, Solving Linear Equations

#### Part 2 (8 hours)

##### *Probability*

Probability - Basic rules of probability, Notation, Venn diagrams, Probability Trees, Bayes's Theorem

#### Part 3 (10 hours)

##### *Statistics*

Classification and Tabulation of Data, Univariate and Bivariate Analysis - Pictorial representation - Pie Diagrams, Histograms, Frequency Polygons, Ogives, Measures of Central Tendency - Mean, Median, Mode, Measures of Variation - Range, Mean Deviation, Standard Deviation, Coefficient of Variation - Correlation - Simple and Rank correlation - Simple Regression - Trend Analysis

#### Part 4 (12 hours)

##### *Linear Programming Problems*

Operation Research - Introduction, Linear Programming, Graphical method - Simple Problems, Transportation and Assignment Problems - Simple Problems

#### Part 5 (8 hours)

##### *Game theory and Network analysis*

Game Theory: Algebraic Method, Network analysis; PERT/CPM

### **Pedagogy**

Lecture, Numerical Exercise, Peer learning

## Evaluation and Grading

Numerical Exercise	...	15%
Quiz	...	05%
Assignment	...	10%
Mid semester Examination	...	20%
End semester Examination	...	50%

## Text Book

Sharma, J.K (2014). *Quantitative Techniques in Management*, 3/e; New Delhi: Trinity Press

## Reference Books

1. Anderson, R. David, Sweeney, J. Dennis, Williams, A. Thomas, (2016). *Statistics for Business and Economics*, 12/e; New Delhi: Cengage
2. Agarwal R. S. (2010). *Objective Arithmetic*, New Delhi: S.Chand

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Course Title:                   **EVOLUTION AND PRINCIPLES OF MANAGEMENT**  
Course Code:                   **MB17EPM**  
Semester/ Credits:           **I / 3**

## Course Objective

This course enriches the knowledge of students in the fundamental principles of management. At the end of this course, students will be able to describe the process of management, principles and theories of management, and display managerial skills.

## Course Coverage

### Part 1 (9 hours)

#### *Introduction to Management*

Management - Nature and purpose - Evolution of management thought- Systems approach to management process - Functions of managers - Management and Society - Social responsibility of managers - Ethics in managing

### Part 2 (10 hours)

#### *Planning*

Essentials of Planning - Management by Objectives - Strategies, Policies - Planning Premises - Decision Making

Part 3 (10 hours)

*Organizing*

Nature of organizing - Organization Structure: Departmentation - Line/Staff Authority, Empowerment, and Decentralisation

Part 4 (10 hours)

*Leading*

Human Factors and Motivation - Theories - Motivational techniques - Leadership - Trait, Behaviour, and contingency approaches - Transactional and Transformational leadership

Part 5 (6 hours)

*Controlling*

The System and Process of Controlling - Budgetary and non budgetary Control Techniques - Network analysis

**Pedagogy**

Lecture, Case Discussion, Seminar, Exercise

**Evaluation and Grading**

Case Discussion	...	10%
Seminar	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Koontz, Harold and Wehrich, Heinz (2012). *Essentials of Management: An International and Leadership Perspective*, 9/e; New Delhi: McGraw Hill Education

**Reference Books**

1. Robbins, Stephen P, Mary Coulter and Neharika Vohra (2015). *Management*, 12/e; New Delhi: Pearson Education
2. Bhattacharyya, Dipak Kumar (2013). *Principles of Management*, 2/e; New Delhi: Pearson Education

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Course Title: **INFORMATION TECHNOLOGY FOR BUSINESS**  
Course Code: MB17ITB  
Semester/ Credits: I / 3

### **Course Objective**

The course will provide the fundamentals of information technology and their contemporary applications in business. At the end of this course, the students will be able to recognize the strategic use of information technology in business, differentiate the functional and cross functional information systems. They will also realise the importance of managing information technology to achieve bottom line business results.

### **Course Coverage**

#### Part 1 (12 hours)

##### *IT in the Organisations*

Introduction - Data Governance, IT Architecture, Cloud Strategies - Data Management - Digital Networks & Triple Bottom Line - Security

#### Part 2 (10 hours)

##### *Digital, Mobile and Social Commerce*

Search strategies - Social Media Strategies and Metrics - Retail, Mobile and E-commerce

#### Part 3 (13 hours)

##### *Organisational Applications*

Operational & Tactical Business Systems, Strategic Enterprise Systems - ERP, SCM and CRM, Data Visualization and Geographic Systems

#### Part 4 (6 hours)

##### *IT Strategy*

IT Strategy and Planning, IT Business Alignment, Balanced Scorecard Method, Cloud and Vendor Strategies

#### Part 5 (4 hours)

##### *Managing IT*

Project Management and Portfolios, IT Projects Stages - Planning, Execution, Budgeting, Monitoring, Control and Closing, SDLC

### **Pedagogy**

Lecture, Case Discussion, Audio-Visual Presentation

## Evaluation and Grading

AV Presentation	...	10%
Assignment & Quiz	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Turban, Efraim, Linda Volonino and Wood, R., Gregory (2017). *Information Technology for Management - Advancing Sustainable, Profitable Business Growth*, New Delhi: Wiley India

## Reference Books

1. O'Brien, James A., George M. Marakas, and Ramesh Behl (2013). *Management Information Systems*, 10/e; New Delhi: McGraw Hill Education
2. Laudon, Kenneth C., Laudon, P. Jane (2016). *Management Information System -Managing the Digital Firm*, 14/e; New Delhi: Pearson Education

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Course Title:                   **HISTORY OF INDIAN BUSINESS**  
Course Code:                   MB17HIB  
Semester/ Credit:             I / 1

## Course Objective

The course would enable the students to gain insights from the economic, political and social developments in the eighteenth century which were often considered as cradle for the strategies and structures that characterize Indian business today. Students will understand the growth of business in free India, the emergence of the public sector, and the evolution of modern Indian business.

## Course Coverage

- Indian Business History- Introduction
- Indian Business in the 17<sup>th</sup> Century - The Backdrop
- Indian Business during the Period of British East India Company
- The Business Scenario in Western India
- Rise of the Industrial Elite
- Developing an Identity by Indian Business
- Maturity of Indian Business
- During the War and After
- Indian Business after Independence and during the Nehru Era
- The License Raj
- Liberalisation and After

## **Pedagogy**

Lecture, Seminar, Group Discussion

## **Evaluation and Grading**

Class Participation & Attendance	...	10%
Quiz	...	10%
Group Discussion	...	40%
Seminar	...	40%

## **Reference Books**

1. Dwijendra, Tripathi; Jyoti, Jumani (2012). *The Concise Oxford History of Indian Business*; New Delhi: Oxford University Press
2. Dwijendra, Tripathi (2011). *The Oxford History of Indian Business*; New Delhi: Oxford University Press

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Course Title:                   **COMMUNICATION SKILLS - 1**  
Course Code:                   **MB17CM1**  
Semester/ Credit:           **I / 2**

## **Course Objective**

The course is designed to build oral communication skills of students and build Presentation skills essential to business graduates. At the end of the course the students will be able to understand and use effective speaking techniques; professional nonverbal communication, and design and deliver effective presentations using slides and other Audio-visual aids.

## **Course Coverage**

### **Part 1** (15 hours)

Preparing Successful Management Speech - Knowing your Audience - Recognizing common obstacles to Successful Communication  
Functions of Nonverbal Communication - Principles of Nonverbal Communication - Body Movement - A communicator's Physical Appearance - Paralanguage  
Supporting ideas with credible evidence - Organizing your thoughts, Selecting a delivery approach - rehearsing your speech - Delivering your message

### **Part 2** (15 hours)

Planning and designing presentations - Adapting to audience - Composing the presentation - Body language



Enhancing presentations with slides and other Audio-visual aids - Art of delivering the presentation - Handling questions

**Pedagogy**

Lecture and Discussion, Role Play, Audio-video aids

**Evaluation and Grading**

Speech	...	25%
Presentation	...	25%
Online Course	...	20%
Class Participation and Attendance	...	30%

**Reference Books**

1. Bovee, Courtland L, Thill, John V. and Raina, Roshan Lal (2017). *Business Communication Today*, 10/e; New Delhi: Pearson Education
2. Lesiker, Raymond V., Flatley Marie E., Rentz, Paula and Neerja Pande (2015). *Business Communication: Connecting in a Digital World*, 13/e; New Delhi: McGraw Hill Education
3. Mukherjee, Jaba Gupta (2011). *Management Communication - A Case Analysis Approach*, 4/e; Noida: Pearson Education

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## SYLLABUS AND COURSE OUTLINE

### SEMESTER II - COURSES

L = Lecture; T = Tutorial  
\* will be non-credit courses

Code	Title	Credit	L	T	Total
	<b>Core Courses</b>				
MB17OPM	Operations Management	3	3		3
MB17MMT	Marketing Management	3	3		3
MB17FMT	Financial Management	3	2	1	3
MB17HRM	Human Resource Management	3	3		3
MB17BRM	Business Research Methods	3	2	1	3
MB17BET	Business Environment	3	3		3
	<b>Skill Course</b>				
MB17CM2	Communication Skills - 2	1	1		1
MB17CIN	Creativity & Innovation	2	2		2
MB17AEM	Application of Excel in Management	2	2		2
	<b>Practice Work</b>				
MB17OBP *	Outbound Programme				
	<b>Sub - Total</b>	<b>23</b>	<b>21</b>	<b>2</b>	<b>23</b>

Course Title:                   **OPERATIONS MANAGEMENT**  
Course Code :                   MB17OPM  
Semester/ Credits:            II / 3

### **Course Objective**

This course would enable the students to understand the role of operations management in the operational and strategic levels of business and also gain insights about the interaction between the operations functions with various other functions in the service sector as well as the manufacturing firm. At the end of this course students can gain and apply knowledge of fundamental concepts in operations management for operational excellence in an integrated manner.

### **Course Coverage**

#### Part 1 (5 hours)

##### *Introduction to Operations Management*

Manufacturing Trends in India - Operations Management Functions, Challenges in Operations Management, The Relevance of Operations Strategy, Strategy Formulation Process, Measures for Operations Excellence.

#### Part 2 (10 hours)

##### *Designing Operations*

Process and Capacity Analysis - Design of Manufacturing Process, Layout Planning, Design of Service Systems, The Product Development Process, Total Quality Management.

#### Part 3 (10 hours)

##### *Operations and the Value Chain*

Supply Chain Management - Components, Structure, Measures of Supply Chain Performance, Design of Supply Chain, Facilities Location, Planning Methods, Issues in Location Planning.

#### Part 4 (10 hours)

##### *Inventory Planning and Control*

Types of Inventory, Inventory Cost , Inventory Control System, Issues in Inventory Planning and Control, Six Sigma Quality Control.

#### Part 5 (10 hours)

##### *Planning and Control of Operations*

Demand Forecasting, Aggregate Production Planning , Master Production Schedule , Need for Maintenance Management.

**Pedagogy**

Lecture, Case Discussion, Field Study

**Evaluation and Grading**

Quiz	...	05%
Assignment	...	05%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Mahadevan, B., (2015). *Operations Management, Theory and Practice*, 3/e; New Delhi: Pearson Education

**Reference Books**

1. Krajewski, J. Lee, Ritzman, P. Larry, and Malhotra, K. Manoj (2016). *Operations Management: Processes and Value Chains*, 11/e; New Delhi: Pearson Education
2. Stevenson, J. William (2017). *Operations Management*, 13/e; New Delhi: McGraw Hill Education

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Course Title:                   **MARKETING MANAGEMENT**  
 Course Code :                 MB17MMT  
 Semester/ Credits:           II / 3

**Course Objective**

This course is designed to give an introduction to the theory and practice of marketing. It would enable the students to understand how the dynamics of the market forces create an impact in the market. At the end of the course, Students would be able to comprehend the holistic marketing efforts to develop, design and implement marketing programs. They can acquire a comprehensive knowledge about how values are created, communicated and delivered to the target audience

**Course Coverage**

Part 1 (10 hours)

*Understanding Marketing Management*

Defining Marketing for the New Realities, Developing Marketing Strategies and Plans, Creating Long -Term Loyalty Relationships

Part 2 (8 hours)

*Building strong brands*

Identifying Market Segments and Targets, Crafting the Brand Positioning, Creating Brand Equity, addressing Competition and Driving Growth

Part 3 (10 hours)

*Creating value*

Setting Product Strategy, Designing and managing services, Introducing new product offerings, Developing Pricing Strategy and programs

Part 4 (9 hours)

*Communicating value*

Designing and Managing Integrated Marketing Communications, Managing Mass Communications, Managing Digital communications and Managing Personal Communications

Part 5 (8 hours)

Delivering Value

Designing and Managing Integrated Marketing Channels, Managing Retailing, Wholesaling and Logistics

**Pedagogy**

Lecture, Responsive Learning, Case Discussion, Field Study

**Evaluation and Grading**

Peer Evaluation	....	10%
Assignment	....	10%
Field Study	....	10%
Mid Semester Examination	....	20%
End Semester Examination	....	50%

**Text Book**

Kotler, Philip; Kevin Lane Keller (2016). *Marketing Management*, 15/e; New Delhi: Pearson Education

**Reference Books**

1. Ramasamy, V.S, Namakumari, S., (2014). *Marketing Management: Global Perspective Indian Context*, 5/e; New Delhi: Macmillan Education
2. Capon, Noel, Siddharth Shekhar Singh (2014). *Managing Marketing: An Applied Approach*, 1/e; New Delhi: Wiley India

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Course Title:                   **FINANCIAL MANAGEMENT**  
Course Code:                   MB17FMT  
Semester/ Credits:           II / 3

### **Course Objective**

The course intends to emphasize the role of financial management in wealth maximization and explains the application of financial tools in determining the value of the firm. On completion of the course the students will be able to calculate the time value of money, measure the cost of capital, identify the best investment alternative and predict the change in the value of firm with respect to dividend decisions.

### **Course Coverage**

#### Part 1 (6 hours)

##### *Finance Function*

Overview and Scope of Financial Management - Objectives - Organisation of Finance function - Emerging role of Finance Managers in India

#### Part 2 (13 hours)

##### *Investment Decision*

Time Value of Money - Compounding and Present value techniques - Capital Budgeting - Principles and Techniques - Evaluation techniques - Concept and Measurement of Cost of Capital - Importance, Measurement of Specific Costs, Computation of Overall cost of Capital

#### Part 3 (12 hours)

##### *Financing Decisions*

Short Term and Long Term Finance - Operating Leverage and Financial Leverage - Capital Structure Theories - Net Income Approach, Net Operating Income Approach, Modigliani-Miller Approach, Traditional Approach

#### Part 4 (8 hours)

##### *Dividend Decisions*

Management of Profits- Retained Earnings and Dividends - Dividend Decision - Dividend and Valuation, Determinants of Dividend policy

#### Part 5 (6 hours)

##### *Working Capital Decisions*

Working Capital Decisions - Management of cash, inventory and receivables - Types of Working Capital and its importance - Determinants of Working Capital

## Pedagogy

Lecture, Numerical Exercise, Case Discussion

## Evaluation and Grading

Numerical Exercise	...	15%
Case Discussion	...	10%
Quiz	...	05%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

*Note: The coverage in this course will comprise 60% theory and 40% problems.*

## Text Book

Khan, M.Y. and Jain, P.K. (2015). *Financial Management: Text, Problems and Cases*, 7/e; New Delhi: McGraw Hill Education

## Reference Books

1. Pandey, I.M. (2015). *Financial Management*, 11/e; New Delhi: Vikas Publishing
2. Chandra, Prasanna (2015). *Financial Management, Theory and Practice*, 9/e; New Delhi: McGraw Hill Education

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Course Title:                   **HUMAN RESOURCE MANAGEMENT**  
Course Code:                   **MB17HRM**  
Semester/ Credits:           **II / 3**

## Course Objective

This course is designed to enrich the knowledge of students in the functional area of Human Resource Management by providing insights in to the key aspects of HRM along with the recent developments in the field. After completion of the course students will be able to describe the important trends influencing human resource management, explain the nature of job analysis, techniques used in employment planning and forecasting, recruitment, selection, training, performance management and establishing pay rates.

## Course Coverage

### Part 1 (6 hours)

#### *Introduction to Human Resource Management*

Trends shaping HRM - Nature and Scope of HRM, Using HR Analytics for recognizing changing trends in HRM - Strategic HRM

## Part 2 (9 hours)

### *Recruitment and Selection*

Human Resource Planning - Job Analysis - Job Evaluation - Recruiting Talent - Selecting Right Talent

## Part 3 (14 hours)

### *Training and Development*

Training and Developing Employees - Performance Management and Appraisal - Coaching, Careers, and Talent Management

## Part 4 (6 hours)

### *Compensation*

Establishing Pay plans - Pay for Performance and Incentives - Benefits and Services

## Part 5 (6 hours)

### *Employee Relations*

Industrial Relations - Labor Laws - Trade Unions - Resolving Disputes - Managing Ethical Issues in Human Resource Management

## Part 6 (4 hours)

### *Managing Global Human Resources*

Role of HR in Internationalization of Business - Staffing Global Organizations - Training and Maintaining Expatriates - Implementing Global HR System

## **Pedagogy**

Lecture, Case Discussion, Exercise - Responsive Learning, Panel Discussion, Role Play

## **Evaluation and Grading**

Case Discussion	...	10%
Quiz	...	05%
Exercise	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## **Text Book**

Aswathappa, K. (2015). *Human Resource Management: Text and Cases, 7/e*; New Delhi: McGraw-Hill Education



## Reference Books

1. Bohlander, W. George and Snell, A. Scott (2017). *Principles of Human Resource Management*, 16/e; New Delhi: Cengage
2. Dessler, Gary and Varkkey, Biju (2016). *Human Resource Management*, 14/e; New Delhi: Pearson Education

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Course Title:                   **BUSINESS RESEARCH METHODS**  
Course Code:                   MB17BRM  
Semester/Credits:            II / 3

## **Course Objective**

The course provides basic knowledge on research methods that equips one to make decisions based on actual business conditions. At the end of this course, students will be able to demonstrate knowledge in different types of research methods and techniques; display skill in performing statistical and research analysis and compose structured reports that reflect in appropriate decision making.

## **Course Coverage**

### Part 1 (5 hours)

#### *Introduction to Business Research*

Objectives and types of Business Research, Scientific Research, Process of conducting Business Research - Challenges, Approaches to Research

### Part 2 (10 hours)

#### *Research Process*

Identifying and formulating the research problem, Critical literature review, Theoretical framework and hypothesis development, Research design, Data collection methods, Experimental design

### Part 3 (6 hours)

#### *Measurement of variables and Sampling*

Measurement of variables, Types of scales, Reliability and Validity, Sampling - Process and types

### Part 4 (18 hours)

#### *Data Analysis*

Quantitative data analysis - Preparation of Data, Basic Analysis of Data - Measures of Central Tendency, Dispersion, Skewness, Correlation and Regression, ANOVA, Factor Analysis, Discriminant Analysis, Non-parametric tests (*Application of students' data in SPSS analysis*), Qualitative data analysis

Part 5 (6 hours)

*Research Report Writing*

Types of Reports - Formats - Report writing - Report Presentation - Oral and Written

**Pedagogy**

Lecture, Practical SPSS Sessions, Field Study, Exercise - Analysis & Discussion

**Evaluation and Grading**

Quiz	...	05%
Exercise	...	10%
Research Project	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Sekaran, Uma, Bougie, Roger (2016), *Research Methods for Business: A Skill Building Approach*, 6/e; New Delhi: Wiley India

**Reference Books**

1. Cooper, R. Donald, Pamela, S. Schindler (2015). *Business Research Methods*, 12/e; New Delhi: McGraw Hill Education
2. Srivastava, T. N, Shailaja, Rego (2016). *Business Research Methodology*, 1/e; New Delhi: McGraw Hill Education

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Course Title: **BUSINESS ENVIRONMENT**  
Course Code: MB17BET  
Semester / Credits: II / 3

**Course Objective**

This course would enable students to understand and appreciate the influence of the forces in the external economic, political, legal, social, and technological environment on business. They would be able to analyse the changes happening in the external environment and help in preparing appropriate strategies for organisations to face the challenges.

## Course Coverage

### Part 1 (8 hours)

Overview of Business Environment - Basic Concepts of Functioning of an Economy; National Income; Business and Its Environment; Natural Resources; Technological Environment; India's Population and Its Impact on the Economy

### Part 2 (8 hours)

Economic System - Capitalism, Socialism, Mixed Economy; Public Policies and Business; Economic, Monetary, and Fiscal Policies; Foreign Trade Policy

### Part 3 (9 hours)

The Economics of Development - The Economics of Underdevelopment; Stages and Strategies of Economic Growth; Role of the State in Economic Development; Economic Planning; Industrial and Licensing Policies (1951-91); New Economic Policy (1991)

### Part 4 (10 hours)

Business and Society - Business, Labour and Government; Consumer Protection; Investor Protection; Environmental Protection; Corporate Governance; Corporate Social Responsibility

### Part 5 (5 hours)

Economic Legislation - MRTP, Competition Act, FERA, FEMA, Intellectual Property Rights, Companies Act

### Part 6 (5 hours)

India in the Global Economic System - FDI, WTO, World Bank, IMF

## Pedagogy

Lecture, Case Discussion, Seminar, Debate

## Evaluation and Grading

Seminar	...	10%
Debate	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## **Text Book**

Fernando, A.C. (2011). *Business Environment*; New Delhi: Pearson Education (Dorling Kindersley)

## **Reference Books**

1. Paul, Justin (2010). *Business Environment: Text and Cases*, 3/e; New Delhi: McGraw Hill Education
2. Saleem, Shaikh (2015). *Business Environment*, 3/e; New Delhi: Pearson Education (Dorling Kindersley)

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Course Title:                   **COMMUNICATION SKILLS - 2**  
Course Code:                   **MB17CM2**  
Semester/ Credit:           **II / 1**

## **Course Objective**

The course is designed to build written communication skills of students essential to business graduates. At the end of the course students will be able to write concretely and effectively, and write business messages and reports using techniques of business writing

## **Course Coverage**

### **Part 1** (5 hours)

#### *Effective Writing*

Fundamentals of Business Writing - Adapting your words to your Readers - Constructing clear sentences and paragraphs - Writing for Positive effect - Crafting messages for electronic media

### **Part 2** (5 hours)

#### *Writing Business Messages*

Directness in good-news and neutral messages - Indirectness in bad-News Messages and persuasive messages

### **Part 3** (5 hours)

#### *Writing Reports*

Writing Reports - Short reports and long informal reports

## **Pedagogy**

Discussion, Writing Exercise

## Evaluation and Grading

Assignment on Writing Business Message	...	25%
Assignment on Report Writing	...	25%
Online Course	...	20%
Class Participation and Attendance	...	30%

## Reference Books

1. Bovee, Courtland L, Thill, John V. and Raina, Roshan Lal (2017). *Business Communication Today*, 10/e; New Delhi: Pearson Education
  2. Lesiker, Raymond V., Flatley Marie E., Rentz, Paula and Neerja Pande (2015). *Business Communication: Connecting in a Digital World*, 13/e; New Delhi: McGraw Hill Education
  3. Mukherjee, Jaba Gupta (2011). *Management Communication - A Case Analysis Approach*, 4/e; New Delhi: Pearson Education
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Course Title:                   **CREATIVITY & INNOVATION**  
Course Code:                   MB17CIN  
Semester/ Credits:           II / 2

## Course Objective

The course is intended to kindle the spirit of creativity and innovation among students. Normally, the students' mind is conditioned to approach any issue with logical and sequential order. By doing so, student's own ideas and thinking are not given any consideration. Therefore this course would provide an opportunity for students to be spontaneous, creative and thinking out of box. In the present complex world students have to bring in new ideas and ways to face the various challenges that they may come across in their personal and professional lives.

## Course Coverage

### Part 1 (6 hours)

#### *Introduction to Creativity and Innovation*

What is Creativity - Is creativity lateral thinking - Creativity Process - Components of Creativity - Can Creativity be Enhanced - Mechanism of Thinking. (Exercise)

### Part 2 (8 hours)

#### *Enhancing Creative Intelligence*

Existential Creativity - Entrepreneurial Creativity - Empowerment Creativity - Stimulation Tools and Techniques - Six Hat Thinking Exercise and Lateral Thinking Exercise - Convergent Thinking.

Part 3 (8 hours)

*Quality of Creativity*

Criteria for Evaluating Creativity - Concept Development - Story Boarding - Strategy Development and Innovation. (Exercise)

Part 4 (8 hours)

*Techniques of Creative Problem Solving*

Principles and Techniques for Creative Ideas (Excursion method) - Methods and Tools for Creative Problem Solving - Product and Service Design Exercise - Evaluation - Creativity Training.

**Pedagogy**

Lecture, Exercise, Field Study, Video based Learning

**Evaluation and Grading**

Class Participation	...	10%
Article Review	...	10%
Assignment	...	20%
Presentation	...	20%
Concept Development	...	20%
Field study	...	20%

**Reference Books**

1. Khandwalla, N. Pradip (2009). *Lifelong Creativity - An Unending Quest*, New Delhi: McGraw Hill Education
2. Drucker, F. Peter (2015). *Innovation and Entrepreneurship*, UK: Elsevier, John Wiley
3. Christensen, M. Clayton, Raynor, E. Michael (2013). *The Innovators Solution*, Boston: Harvard Business School Press
4. De Bono, Edward (2008). *Creativity Workout: 62 Exercises to unlock Your Most Creative Ideas*, 2/e; Amorata Press
5. De Bono, Edward (2015). *Lateral Thinking: Creativity Step by Step*, (International Edition), Harper Perennial Publishers

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Course Title:                   **APPLICATION OF EXCEL IN MANAGEMENT**  
Course Code:                    **MB17AEM**  
Semester/ Credits:            **II / 2**

### **Course Objective**

The course will introduce Excel as a tool for solving managerial problems. The course will familiarize the students with important features of Excel. At the end of the course the students will be able to use in-built functions in Excel for simple calculation, apply features of Excel like What-if Analysis, Sensitivity Analysis for decision making, perform investment analysis using Excel, validate data, use database operations and present the processed information using Charts.

### **Course Coverage**

#### Part 1 (6 hours)

##### *Fundamentals of Excel*

Cell, Referencing, Formatting cells, Tables, Functions - Application of Functions, Array Functions and Ranges

#### Part 2 (12 hours)

##### *Database Operations*

Database operations - Sorting, Filtering, DCount, DSum, DMax, DMin, Simple and Composite Criteria - Pivot Table - Grouping, Slicing and Dicing - Table Lookup - Index, Match, Vlookup, Hlookup

#### Part 3 (12 hours)

##### *Analysis and Presentation*

What-if Analysis, Sensitivity Analysis - Data table; Scenario Building - Data Validation - Handling Date and Time Data - Presentation of data using Charts, Conditional Formatting

### **Pedagogy**

Workshop Mode - Demo & Exercise

### **Evaluation and Grading**

Class Exercise & Quiz	...	30%
Assignment	...	30%
Practical Examination	...	40%

### **Reference Books**

1. Walkenbach, John (2016). *Microsoft Excel 2016 Bible*, 1/e; New Delhi: Wiley
2. Lysander, Hansa Manohar (2015). *Data Analysis And Business Modelling Using Microsoft Excel*, 1/e; New Delhi: Pearson Education

Course Title: **SUMMER INTERNSHIP PROGRAMME**  
Course Code: MB17SIP  
Credits: 3

**Guidelines for Summer Internship Programme**

The primary objective of the Summer Internship Programme (SIP) is to enable students gain an exposure to industry and understand current and contemporary management practices by spending a minimum of 45 days in a company during their summer break between the 2nd and 3rd semester.

Students are required to indentify a company for their SIP, in consultation with and approval of their faculty guides. The choice of the company should be intimated to the Programme Administrator before commencement of the SIP. Simultaneously, students should also have identified a guide within the company (industry guide) under whose supervision and guidance they would carry out their SIP.

During their stay with the company, students are required to gain an understanding of the company’s history, details of its founders or shareholders, the nature of business, organisational structure, reporting relationships, working of the different management functions (such as finance, HR, and marketing), key issues and concerns, and nature and types of customers through observation, discussion, and interaction with the company personnel. This list is only indicative, and not exhaustive. Students should collect and gather as much as possible of written materials, published data, and related matter.

In the process of carrying out their SIP, students are required to identify an issue or problem or an opportunity in the company that they can work on during the MIP course in the 3rd semester. This should be discussed with their faculty guide before completing the SIP.

At the end of the SIP, students are expected to submit a report to the company a copy of which will be submitted to GRGSMS. The report should clearly indicate the sources from which information was obtained.

Evaluation will be based on three factors - (i) assessment and feedback from the industry guide (ii) assessment by the faculty guide, and (iii) quality of report and presentation (to be evaluated by two faculty members, one of whom will be the faculty guide). The presentation should be specific, clear and well analysed, and indicate the specific sources of information. Each of the three factors would carry equal weight.

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## SYLLABUS AND COURSE OUTLINE

### SEMESTER III - COURSES

L = Lecture; T = Tutorial  
\* will be non-credit courses

Code	Title	Credit	L	T	Total
	<b>Core Course</b>				
MB17CBE	Corporate Governance & Business Ethics	3	3		3
MB17SMT	Strategic Management	3	3		3
	<b>Elective Course</b>				
	Choice of Electives - 4	12	12		12
	<b>Practice Courses</b>				
MB17WAL	Women & Leadership	2	2		2
MB17TMP/ MB17OLC	Term Paper/ Online Course	2	2		2
MB17MIP	Management-in-Practice	3	3		3
MB17CCP *	Career Counselling Programme				
	<b>Sub - Total</b>	<b>25</b>	<b>25</b>		<b>25</b>

Course Title: **CORPORATE GOVERNANCE AND BUSINESS ETHICS**  
Course Code: MB17CBE  
Semester/ Credits: III / 3

### **Course Objectives**

This course enables the students to gain an understanding of the contemporary issues of corporate governance in the wake of changing business ambience. At the end of the course the student would enable to:

- recognise the theory and practice of Corporate Governance
- identify the role of Board of directors and other stakeholders
- analyse the issues and problems of Corporate Governance in emerging economies
- appreciate ethical practices in business/ profession

### **Course Coverage**

#### Part 1 (10 hours)

Introduction to ethics - principles - law, ethics and business - individual and organisational ethics

#### Part 2 (15 hours)

Ethics in marketing profession, consumer protection - ethics and the environment - ethics and technology - Discussions on Ethical Dilemmas

#### Part 3 (12 hours)

Principles and practices of corporate governance - corporate governance in the Indian context (including recent changes in law)

#### Part 4 (8 hours)

Ethics and corporate governance - corporate governance, corporate social responsibility, and sustainability - Discussions on Corporate Governance Cases

### **Pedagogy**

Lecture, Case Discussion, Role Play, Audio-Visual Presentation

### **Evaluation and Grading**

Audio-Visual Presentation	...	10%
Role Play	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Mandal, S.K (2012). *Ethics in Business and Corporate Governance*, 2/e; New Delhi: McGraw Hill Education

## Reference Books

1. Fernando, A.C (2012). *Corporate Governance: Principles, Policies and Practices*, 2/e; New Delhi: Pearson
2. Ghosh, B.N (2012). *Business Ethics and Corporate Governance*, New Delhi: McGraw Hill Education

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Course Title:                   **STRATEGIC MANAGEMENT**  
Course Code:                   MB17SMT  
Semester / Credits:           III / 3

## **Course Objectives**

The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations. At the end of the course students would be able to:

- understand the basic concepts and principles of strategic management
- analyse the internal and external environment of business
- develop and prepare organizational strategies that will be effective for the current business environment
- devise strategic approaches to managing a business successfully in a global context

## **Course Coverage**

### Part 1 (6 hours)

Overview of Strategic Management - Nature and Value of Strategic Management - Strategic Management Process

### Part 2 (18 hours)

#### *Strategy Formulation*

Company Mission - The External Environment- Global Environment - Internal Analysis- Long-term Objectives and Strategies - Business Strategy - Multi-business Strategy

### Part 3 (12 hours)

#### *Strategy Implementation*

Implementation - Organizational Structure - Leadership and Culture

Part 4 (9 hours)

*Strategy Control*

Establishing Strategic Controls; The Quality Imperative: Continuous Improvement to Build Customer Value- Six Sigma approach, ISO 9001 and The Balance Scorecard Methodology

**Pedagogy**

Lecture, Panel Discussion, Article Review, Responsive Learning, Reflective Diary

**Evaluation and Grading**

Peer Evaluation	....	10%
Assignment	....	10%
Reflective Diary	....	10%
Mid Semester Examination	....	20%
End Semester Examination	....	50%

**Text Book**

Pearce, A. John, Robinson, B. Richard and Mital, Amita (2012). *Strategic Management: Formulation, Implementation and Control*, 12/e (Special Indian Edition); New Delhi: McGraw Hill Education

**Reference Books**

1. Wheelen, L. Thomas and Hunger, J. David (2012). *Concepts in Strategic Management and Business Policy: Towards Global sustainability*, 13/e; New Delhi: Pearson Education Asia
2. Hill, Charles W.L. and Gareth R Jones (2015). *Strategic Management: Theory: An Integrated Approach*, 11/e; New Delhi: Cengage Learning

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Course Title: **WOMEN AND LEADERSHIP**  
 Course Code: MB17WAL  
 Semester/ Credits: III / 2

**Overview**

This course introduces the students to the foundations of leadership and the stories of remarkable women leaders from various walks of life. The women leaders are those who have left their mark and made a difference in whatever area they chose to influence- political, social, business, environmental etc. It is important to understand their contributions towards the development of societies and economies. Women management graduates aspiring to be leaders will be able

to identify the attributes of these remarkable women that made them leaders. Reading and listening to their experiences will inspire young women.

This course facilitates the students to appreciate the significance of women leadership. At the end of this course, the students will be inspired to imbibe leadership qualities and be able to lead.

**Pedagogy**

Discussion, Case Study, Seminar, Role Play

**Evaluation and Grading**

Presentation	...	40%
Assignment	...	30%
Role Play	...	30%

**Reference Books**

1. Bennis, Warren (2011). *On becoming a Leader*, 20/e; New York: Basic Books
2. Hurley, Kathleen and Priscilla, Shumway (2015). *Real Women, Real Leaders: Surviving and Succeeding in the Business World*, New Jersey: Wiley
3. Sandberg, Sheryl (2013). *Lean In: Women, Work, and the Will to Lead*, New York: Knopf Doubleday Publishing Group
4. HBR (2011). *HBR’s 10 Must Reads - On Leadership*, USA: Harvard Business Publishing
5. Barsh, Joanna, Susie, Cranston and Geoffrey, Lewis (2011). *How Remarkable Women Lead - The Breakthrough Model for Work and Life*, New York: McKinsey & Company, Inc.,

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Course Title:           **TERM PAPER**  
Course Code:           **MB17TMP**  
Semester/ Credits:     **III / 2**

**Guidelines for Term Paper**

The term paper carries 2 credits and has no End Semester Examination. It will be evaluated for 100 marks through Continuous Internal Assessment (CIA).

The term paper should be done throughout the semester 3 therefore the faculty guide has to monitor the progress of work by the students on continuous basis.

The objective of the “Term Paper” is to enable students to gain in-depth knowledge and understanding on a specific sector or company or personality or entrepreneur or book, with which they will be to able identify key areas or topic to

analyse by applying their own creative ideas, thoughts and opinions by giving new perspective and at the end, summarise the key points.

The term paper can be done in any sector like manufacturing/ agricultural/ services sectors or companies or business personalities or entrepreneurs or on books relating to management.

The study should cover over a period of time and do not confine to a short span of time. The required data should be collected systematically and students are expected to draw a clear plan in this regard. Preferably the study depends on secondary data and it can be collected from multiple sources like books, newspapers, journals, periodicals, company websites and internet.

Each term paper should reflect the analysis done by the students.

Depending on the quality of work, the faculty guide can plan to publish a paper, submit a copy to the company with productive suggestions, if any or develop a case in future.

Review presentations can be planned by respective faculty guide to evaluate the performance of students constantly.

Evaluation will be based on five factors:

- Quality of Content - 15%
- Extent of Sourcing Information/ Data - 20%
- Logical & Coherent Sequencing and Organisation of Information - 20%
- Quality of the Written Report - 15%
- Faculty's Assessment on Student's Understanding and Clarity - 30%

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Course Title:	<b>ONLINE COURSE</b>
Course Code:	MB17OLC
Semester/ Credits	III / 2

### Overview

The objective of online course is to provide students a technology enabled learning and creating exposure to a different learning environment. Students should choose atleast a 6 weeks course to obtain credits through online course which will be considered as an equivalent work of 2 credits. The faculty guide will facilitate the students to choose an appropriate course and students should receive a course completion certificate from the institution offering the programme. An indicative list of courses offered by premier institutes in India and abroad in various platforms like EdX, Coursera, FutureLearn, iVersity, NovoEd etc., will be provided to the students to choose online course according to their interest.

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Course Title:                   **MANAGEMENT IN PRACTICE (Project)**  
Course Code:                    **MB17MIP**  
Semester/ Credits:            **III / 3**

**Guidelines for Management in Practice**

The primary objective of the “Management-in-Practice” (MIP) course is to enable students apply their critical thinking and analytical skills in management learnt in class by working on an issue or problem or opportunity identified during their Summer Internship Programme (SIP). The MIP course runs throughout the entire 3rd semester, after the students return from their SIP.

Students are required to have identified an issue or problem or an opportunity in the company that they carried out their SIP. Students would work on this during the entire period of their 3rd semester at GRGSMS. Such a work would involve a detailed study, collection of data and information from many resources (including the company, if necessary), sharing and discussing their work with other students and the faculty guide, and preparing and submitting a report, and finally, development of a ‘Case’ or publication material.

The expected outcomes from the MIP may include:

- a. Learning through application of management concepts, theories and framework in practice
- b. Preparation and development of a ‘Case Study’
- c. Publication of a paper, in collaboration with the faculty
- d. ‘Placement’ in the company

The MIP course entails 3-credits equivalent of work to be put in by the students during the 3<sup>rd</sup> semester.

Evaluation of a student’s MIP work will be based on four factors - (i) quality of the final report - 20% weight (ii) assessment of the effort by and commitment of the student during the MIP by the faculty guide - 15% weight (iii) final presentation (to be evaluated by two faculty members, one of whom will be the faculty guide) - 15% weight, and (iv) viva-voce examination (to be evaluated by the faculty guide and an external person) - 50% weight. While the first three factors put together shall carry 50% of the weight (CIA), the fourth factor shall carry 50% of the weight.

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## SYLLABUS AND COURSE OUTLINE

### SEMESTER IV - COURSES

L = Lecture; T = Tutorial  
\* will be non-credit courses

Code	Title	Credit	L	T	Total
	<b>Core Course</b>				
MB17IST	Information Security	1	1		1
MB17LAB	Legal Aspects of Business	2	2		2
MB17IBM	International Business and Management	3	3		3
	<b>Elective Course</b>				
	Choice of Electives - 4	12	12		12
	<b>Practice Courses</b>				
MB17SMC	Seminar Course	2	2		2
MB17SSP *	Social Service Programme				
	<b>Sub - Total</b>	<b>20</b>	<b>20</b>		<b>20</b>



Course Title:               **INFORMATION SECURITY**  
Course Code:                **MB17IST**  
Semester /Credit:         **IV / 1**

### **Course Objective**

The course introduces the information security threats which are becoming a major challenge to the business management in current scenario. At the end of this course the students will be able to sensitize about the various information security threats, recognize the ethical issues and privacy issues involved in information security. The students will be able to choose appropriate security management tools to handle information security threats.

### **Course Coverage**

#### Part 1 (5 hours)

##### *Introduction*

Information security - Introduction, Need for Security - Business Needs, Threats, Attacks

#### Part 2 (3 hours)

##### *Issues*

Professional, Legal, Ethical issues in Information Security

#### Part 3 (4 hours)

##### *Planning for Security*

Security Technology - Wireless, VPNs, and Firewalls, IDS and Other Security Tools

#### Part 4 (3 hours)

##### *Security Management Tools*

Physical, Environmental, Network, Security Considerations in Mobile and Wireless communications

### **Pedagogy**

Lecture, Audio-Visual Presentation, Seminar, Case Discussion

### **Evaluation and Grading**

Seminar	...	25%
Assignment	...	25%
Case Discussion	...	25%
Quiz	...	25%

## Text Book

Whitman, Michael E., and Herbert J. Mattord (2015). *Principles of Information Security*, 5/e; New Delhi: Cengage Learning

## Reference Books

1. Andress Jason (2014), *The Basics of Information Security: Understanding the Fundamentals of InfoSec in Theory and Practice*, 2/e, USA: Syngress, Imprint of Elsevier
2. Rhodes-Ousley, Mark (2013). *Information Security: The Complete Reference*, 2/e; New Delhi: McGraw Hill Education

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Course Title:	<b>LEGAL ASPECTS OF BUSINESS</b>
Course Code:	MB17LAB
Semester/ Credits:	IV/ 2

## **Course Objective**

The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business. On completion of the course, the students will be able to recognize the impact of Indian legal environment on business.

## **Course Coverage**

### Part 1 (12 hours)

The Indian Contract Act, 1872 - Establishing Contractual Relationships - Consideration and Legality of Object - Competency of Parties - Free Consent - Void Agreements and Contingent Contracts - Performance and Discharge of Contract - Remedies for Breach of Contract - Special Contracts

### Part 2 (6 hours)

The Sale of Goods Act, 1930 - Contract of Sale of Goods

### Part 3 (12 hours)

The Companies Act, 2013 - Nature and Kinds of Companies - Company Formation and Prospectus- Memorandum and Articles, Share Capital and Debentures, Membership - Management, Meetings and Winding Up of Company Schedules - Limited Liability Partnership

## **Pedagogy**

Lecture, Case Discussion, Seminar

## **Evaluation and Grading**

Assignment	...	10%
Case Discussion	...	10%
Seminar	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## **Text Book**

Kumar, Ravinder (2016). *Legal Aspects of Business*, 4/e; New Delhi: Cengage Learning

## **Reference Books**

1. Pathak, Akhileshwar (2014). *Legal Aspects of Business*, 6/e; New Delhi: Tata McGraw-Hill
2. Saravanavel, P., Sumathi, S. (2011). *Legal Aspects of Business*, 1/e; Mumbai: Himalaya Publishing

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Course Title:                   **INTERNATIONAL BUSINESS AND MANAGEMENT**  
Course Code:                   MB17IBM  
Semester / Credits:           IV / 3

## **Course Objective**

The course would enable the students to understand the business compulsions and complexities of multi-cultural, multi-location, multi-national organizations. Students would gain an understanding of the theories in international business. They would gain a broad knowledge and understanding of the structure, systems and functioning of different regional economic groups and the world trade organization. They would be able to draw a framework for evolving suitable international business strategies.

## **Course Coverage**

### **Part 1** (9 hours)

Globalisation - country differences; national differences in political economy; political economy and economic development; differences in culture; ethics

Part 2 (15 hours)

Global Trade, Investment, and Economic Integration - international trade theories; political economy; foreign investment; trade barriers; regional and global economic integration

Part 3 (6 hours)

Global Monetary System - foreign exchange market; international monetary system; global capital

Part 4 (15 hours)

Strategies and Structure of International Business - strategy of international business; organisation of international business; entry strategies; choice of entry strategies; exports and imports

**Pedagogy**

Lecture, Article Review, Debate, Case Discussion

**Evaluation and Grading**

Peer Evaluation	...	10%
Assignment	...	10%
Quiz	...	05%
Case Discussion	...	05%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Hill, Charles W.L. and Arun K Jain (2014). *International Business: Competing in the Global Marketplace*, 10/e; New Delhi: McGraw Hill Education

**Reference Books**

1. Hill, Charles W.L. (2014). *Global Business Today*, 8/e; New Delhi: McGraw Hill Education
2. Daniels, John D and Radebaugh, Lee H *et.al.* (2014). *International Business: Environments and Operations*, 12/e; New Delhi: Pearson Education Asia

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Course Title: SEMINAR COURSE  
Course Code: MB17SMC  
Semester/ Credits: IV/ 2

### Guidelines for Seminar Course

The primary objective of the “Seminar” course is to enable students to understand the latest developments in the field of Business and Management.

The seminar course would facilitate in discussing and deliberating the latest developments in business sector, learning of specific issues and techniques, its impact on business sector etc. This provides a platform for students to learn and update themselves on various topics and its different perspectives under one roof. Also, helps in improving their communication and presentation skills.

This is a self study course therefore students are expected to spend extensive time outside the classroom and collect all possible and relevant information relating to their chosen topic. Students can bring in related materials, books, magazines, journals, VCDs, E- books, etc., to showcase during their presentation.

A team of 2 students will join together and work on a same topic. The students can choose any current topic in the field of Business and Management, with the approval of faculty guide. The students are expected to work on the chosen topic in consultation with their faculty guide.

Each team will deliver the seminar as per the schedule given by the Programme Administrator. The presentation will be evaluated by a team of two faculty members one of whom will be the Faculty guide. At the end, each team has to submit a synopsis not exceeding 1000 words and report not exceeding 6000 words.

Evaluation of a student’s seminar work will be based on five factors:

#### **Evaluation based on Team work:**

- Content and depth of coverage of the topic - 30%
- Creativity in delivering the seminar - 30%
- Synopsis & report - 10%

#### **Evaluation based on Individual work:**

- Extent of resources referred for the topic - 20%
- Punctuality and regularity at work - 10%

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## SYLLABUS & COURSE OUTLINE

### LIST OF ELECTIVES IN FINANCE

No.	Code	Title	Credits
1	MB17CRF	Corporate Finance	3
2	MB17CMT	Cost Management	3
3	MB17FNM	Financial Markets	3
4	MB17FNS	Financial Services	3
5	MB17IFM	International Financial Management	3
6	MB17MNB	Management of Banking	3
7	MB17MCF	Micro Finance	3
8	MB17PAF	Project Appraisal and Financing	3
9	MB17RMI	Risk Management and Insurance	3
10	MB17SAP	Security Analysis and Portfolio Management	3
11	MB17WCM	Working Capital Management	3

Course Title:               **CORPORATE FINANCE**  
Course Code:               MB17CRF  
Semester/ Credits:       ELECTIVE / 3

### **Course Objective**

This course provides a platform for students to gain knowledge on various corporate financial concepts, tools and techniques and its applications to increase the value of the firm. On completion of this course students will be able to measure hurdle rates for projects, decide optimum financial mix, analyse the impact of dividend decisions to enhance the value of the firm.

### **Course Coverage**

#### Part 1 (7 hours)

##### *Introduction to Corporate Finance*

Corporate finance and the firm - Stock holder's Wealth Maximisation - Value and Price - The Basics of Risk

#### Part 2 (12 hours)

##### *Investment Analysis*

Estimating Hurdle rates for firms and projects - Estimating earnings and Cash flows on project - Inflation and Exchange Rate Risk - Investment in non-cash working capital; cash and marketable securities.

#### Part 3 (12 hours)

##### *Financial Decision*

Financial Choices - Financial process - Financial Mix: trade off and theory - Optimal Financial Mix - Financial Mix and choices

#### Part 4 (6 hours)

##### *Dividend Decision*

Dividend Policy - Analysing cash returned to stock holders - Buybacks, Spinoffs and Divestitures

#### Part 5 (8 hours)

##### *Valuation*

Principles and practice - Value Enhancement: Tools and Techniques - Acquisitions and takeovers

### **Pedagogy**

Lecture, Numerical Exercise, Case Discussion

## Evaluation and Grading

Case Discussion	...	15%
Numerical Exercise	...	10%
Quiz	...	5%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

*Note: The coverage in this course will comprise 60% theory and 40% problems.*

## Text Book

Damodaran, Aswath (2017). *Corporate Finance: Theory and Practice*, 2/e; New Delhi: Wiley India

## Reference Books

1. Brealey, Richard A., Stewart C. Myers, Franklin Allen, and Pitabas Mohanty (2014). *Principles of Corporate Finance*, 11/e; New Delhi: Tata McGraw-Hill
2. Verimmen, Pierre, Quiry, Pascal, Dallochio, Maurizio, Le Fur, Yann and Salvi, Antonio (2014). *Corporate Finance: Theory and Practice*, 4/e; New Delhi: Wiley India

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Course Title: **COST MANAGEMENT**  
Course Code: MB17CMT  
Semester / Credits: ELECTIVE / 3

## Course Objective

This course intends to provide knowledge on basic concepts of cost management, various methods of costing and role of cost centre. On completion of this course the students will be able to understand various costing methods and apply costing tools to manage cost effectively.

## Course Coverage

### Part 1 (7 hours)

#### *Introduction to Cost Management*

Basic Cost Management Concepts - Factors affecting Cost Management - Cost Assignment - Product and Service Costs

### Part 2 (7 hours)

#### *Cost Behaviour and Activity-Based Costing*

Basics of Cost Behaviour - Resources, Activities and Cost Behaviour - Methods of determining Cost Behaviour - Activity-Based Costing - Unit-Level Product Costing



### Part 3 (7 hours)

#### *Product and Service Costing*

Job-Order Costing System - Process Costing - Operation Costing - Cost Allocation - Allocating costs of Support Departments and Joint Products

### Part 4 (10 hours)

#### *Standard Costing and Variance Analysis*

Developing Standards - Standard Cost Sheets - Variance Analysis and Accounting - Numerical Exercise on Material and Labour Variance

### Part 5 (6 hours)

#### *Decentralisation and Profitability Analysis*

Decentralization - Responsibility Accounting - Cost Centres - Performance Evaluation and Transfer Pricing - Pricing and Profitability Analysis

### Part 6 (8 hours)

#### *Strategic Cost and Activity-Based Management*

Basic Concepts - Value-Chain Analysis - Life-Cycle Cost Management - JIT - Activity-Based Management - Process Value Analysis - Balanced Scorecard - Tactical Decision Making

### **Pedagogy**

Lecture, Case Discussion, Numerical Exercise

### **Evaluation and Grading**

Quiz	...	05%
Case Discussion	...	10%
Numerical Exercise	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

*Note: The coverage in this course will have 80% theory and 20% problems*

### **Text Book**

Liming Guan, Don R. Hansen, and Maryanne M. Mowen (2014). *Corner Stones of Cost Management*, 2/e; New Delhi: Cengage Learning

### **Reference Books**

1. Leslie G. Eldenburg and Susan K. Wolcott (2011). *Cost Management: Measuring, Monitoring and Motivating Performance*, 2/e; New Delhi: Wiley India
2. Edward J. Blocher, Kung H. Chen, Gary Cokins, and Thomas W. Lin (2015). *Cost Management: A Strategic Emphasis*, 7/e; New Delhi: McGraw Hill Education

Course Title: **FINANCIAL MARKETS**  
Course Code: MB17FNM  
Semester/ Credits: ELECTIVE/ 3

### **Course Objective**

This course will introduce to the students about the role of money market, capital market and regulators in a financial system. On completion of this course, the students will be able to recognise various instruments traded in money market and capital markets and apply stock trading techniques.

### **Course Coverage**

#### Part 1 (4 hours)

##### *Introduction to Financial Market*

Financial Market - Role, Functions and Constituents

#### Part 2 (6 hours)

##### *Money Market*

Call money market, Commercial paper market, Commercial bill market, Certificate of deposit market, Treasury bill market, Government or Gilt - edged securities market

#### Part 3 (10 hours)

##### *Capital Market*

Indian Capital Market - Evolution and Growth, Capital Market Instruments - Preference shares, Equity shares, Company fixed deposits, Warrants, Debentures and Bonds, Global debt instruments; Capital market reforms

#### Part 4 (8 hours)

##### *New Issue Market*

Public Issue of Securities, New Issue Market (NIM) - A conceptual framework and Evaluation; Prospectus

#### Part 5 (13 hours)

##### *Secondary Market*

Stock Exchange - Functions, Trading and Regulatory framework; Indian stock exchanges; Insider Trading, Speculation, Investor Protection, Listing and delisting

#### Part 6 (4 hours)

##### *Regulation*

Role and Functions of RBI; Securities Contract (Regulation) Act; Powers and Functions of SEBI

## **Pedagogy**

Lecture, Field Study, Simulation, Case Discussion

## **Evaluation and Grading**

Field Study	...	10%
Case Discussion	...	10%
Quiz	...	05%
Assignment	...	05%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## **Text Book**

Gurusamy, S. (2015). *Financial Markets and Institutions*, 4/e; New Delhi: Vijay Nicole Imprints.

## **Reference Books**

1. Fabbozzi, J. Frank, Modigliani, P. Franco, Jones J. Frank (2015). *Foundations of Financial Markets and Institutions*, 4/e; New Delhi: Pearson India
2. Bhole, L.M. (2009). *Financial Institutions and Markets*, 5/e; New Delhi: McGraw Hill Education

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Course Title: **FINANCIAL SERVICES**  
Course Code: MB17FNS  
Semester/ Credits: ELECTIVE/ 3

## **Course Objective**

This course intends to enhance the knowledge of the students on asset based financial services and advisory services offered by non banking finance companies. On completion of the course, the students will be able to recognise the operational, legal, procedural and regulatory issues of various financial services.

## **Course Coverage**

### **Part 1** (5 hours)

#### *Introduction to Financial Services*

Financial Services - Concept and Functions, Growth of Financial Services in India; Non-banking Financial Companies

### **Part 2** (8 hours)

#### *Leasing & Hire Purchase*

Leasing - Concept and Classification, Significance, Contract Act, Reporting framework and taxation in leasing; Hire Purchase - Conceptual & legal framework, Taxation aspects, Accounting and reporting

Part 3 (8 hours)

*Factoring and Bills Discounting*

Factoring - Concept and Mechanism, Functions of a Factor, Forms of factoring, Legal aspects of factoring; Forfaiting Vs. Factoring; Bills discounting - Bill of exchange, Discounting bill of exchange, Types of bills, Bill market scheme

Part 4 (12 hours)

*Venture Capital Financing and Mutual Funds*

Venture Capital Financing - Features, Selection of investment, structuring the deal, Investment nurturing, Structural aspects, Indian venture capital scenario; Mutual funds - Operations of mutual funds, Regulatory mechanism, Mutual fund schemes

Part 5 (12 hours)

*Advisory Financial Services*

Corporate Restructuring - Conceptual and Financial Framework, Tax and legal aspects; Stock broking; Custodial Services; Depository system; Credit Rating - Agencies, Process, Symbols

**Pedagogy**

Lecture, Field Study, Case Discussion

**Evaluation and Grading**

Assignment	...	05%
Quiz	...	05%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Khan, M.Y. (2015). *Financial Services*, 8/e; New Delhi: McGraw Hill Education

**Reference Books**

1. Shanmugam, R. (2014). *Financial Services*, New Delhi: Wiley India
2. Siddaiah, Thummuluri (2011). *Financial Services*, New Delhi: Pearson

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Course Title:                   **INTERNATIONAL FINANCIAL MANAGEMENT**  
Course Code:                   MB17IFM  
Semester/ Credits:           ELECTIVE/ 3

### **Course Objective**

This course intends to provide an overview of the international finance including forex market, risks and various avenues. On completion of this course, the students will be able to recognise the various instruments used for hedging foreign exchange risk, evaluate and manage foreign exchange risk exposure and analyse international investment avenues.

### **Course Coverage**

#### Part 1 (5 hours)

##### *Financial Management in a Global Context*

Recent Changes in Global Financial Markets - The Emerging Challenges- The Nature and Measurement of Exposure and Risk - Exchange Rates, Interest Rates, Inflation Rates and Exposure

#### Part 2 (10 hours)

##### *Foreign Exchange Market*

Structure of the Foreign Exchange Market - Types of Transactions and Settlements - Exchange Rate Quotations and Arbitrage - Exchange Rate Determination and Forecasting - Exchange Rate Regimes- International Monetary System

#### Part 3 (12 hours)

##### *Managing Foreign Exchange Risk with Derivatives*

The Concept of Hedging and Speculation - Currency Forwards - Currency Futures - Currency Options - Currency Swaps

#### Part 4 (10 hours)

##### *Corporate Exposure Management*

The Risk Management Process - Exposure Management - Transactions Exposure - Operations Exposure - Interest Rate Exposure - Financial Swaps and Credit Derivatives

#### Part 5 (8 hours)

##### *International Financing and Investment*

Global Financial market - Domestic and Offshore Market - Euro Markets - Equity Financing - ADRs, GDRs, Euro Notes - Short-term Borrowing - Long Term Borrowing - Bond Financing, Loan Financing - International Equity Investment - International Joint Ventures - Implications of International Activities - Accounting and Tax Implications.

## **Pedagogy**

Lecture, Case Discussion, Numerical Exercise

## **Evaluation and Grading**

Numerical Exercise	...	15%
Case Discussion	...	10%
Quiz	...	05%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

*Note: The coverage in this course will have 80% theory and 20% problems*

## **Text Book**

Apte, P.G. (2016). *International Financial Management*, 7/e; New Delhi: McGraw Hill Education

## **Reference Books**

1. Shapiro C. Alan (2015). *Multinational Financial Management*, 9/e; New Delhi: Wiley India
2. Sharan Vyuptakesh (2012). *International Financial Management*, 6/e; New Delhi: PHI Learning

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Course Title: **MANAGEMENT OF BANKING**  
Course Code: MB17MNB  
Semester/ Credits: ELECTIVE/3

## **Course Objective**

This course provides an overview of management of banking in terms of sources and uses of funds, credit risk management and e-banking. At the end of this course, the students will be able to assess the credit risk, analyse the assets and liability of banks and recognise the role of technology in banking.

## **Course Coverage**

### **Part 1** (8 hours)

#### *Managing Banking and Financial Service*

Financial System - Current Issues and Future challenges - Monetary policy - Implications for Bank Management - Financial Statements of Banks operating in India - Analysing Banks Financial Statement

## Part 2 (8 hours)

### *Sources and Uses of Bank Funds*

Sources of Bank Funds - Bank Liabilities - Deposits - Non-Deposit Sources - Uses of Bank Funds - Lending Function - Credit Process - Fund Based and non-fund based lending - Loan pricing and customer Profitability Analysis

## Part 3 (9 hours)

### *Credit Delivery, Monitoring and Managing Credit Risk*

Credit Delivery and Legal aspects of Lending -Credit Monitoring, Sickness and Rehabilitation - Managing Credit Risk - An Overview - Measuring Credit Risk - Credit Risk models

## Part 4 (10 hours)

### *Banks and Risk Management*

Uses of Bank Funds - Investments - Measuring Market Risk with VaR - Banks investment portfolio in India -Capital Adequacy Risk - Risk Management in Banks - The Changing Face of Banking Risk, Asset Liability Management, Interest Rate Risk Management and Liquidity Risk Management

## Part 5 (10 hours)

### *Retail Banking and Electronic Banking*

Banking Functions - Retail Banking and Laws in Everyday Banking -International Banking - Foreign Exchange and Trade Finance - Nature and Scope - High-Tech Banking - E-Payment systems and Electronic Banking

## **Pedagogy**

Lecture, Case Discussion, Exercise, Seminar

## **Evaluation and Grading**

Seminar	...	10%
Exercise	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## **Text Book**

Suresh, Padmalatha and Paul, Justin (2014). *Management of Banking and Financial Services*, 3/e; New Delhi: Pearson Education

## **Reference Books**

1. Peter S. Rose, Sylvia C. Hudgins, (2014). *Bank Management and Financial Services*, 8/e; New Delhi: McGraw Hill Education
2. Joshi and Joshi (2009). *Managing Indian Banks: The Challenges Ahead*, 3/e; New Delhi: Sage Publications

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Course Title:               **MICRO FINANCE**  
Course Code:               **MB17MCF**  
Semester / Credits:       **ELECTIVE / 3**

## **Course Objective**

This course introduces microfinance as a tool for social and rural development. On completion of this course the students will be able to, recognise various credit lending models, identify role of microfinance institutions and assess the risk associated with microfinance.

## **Course Coverage**

### **Part 1** (8 hours)

#### *Introduction to Microfinance*

Fundamentals of Microfinance - Evolution of Microfinance - Supply, Intermediation and Regulations of Microfinance

### **Part 2** (12 hours)

#### *Credit Models and Risk*

Microfinance Credit Lending Models - SHG model and JLG Model - Cases on development of SHG through Microfinance - Risk in Microfinance Institutions - Strategies for Risk Minimisation

### **Part 3** (13 hours)

#### *Functions of Microfinance Institutions*

Social Rating, Credit Rating and Impact Assessment in Microfinance - Marketing of Microfinance Products

### **Part 4** (12 hours)

Microfinance and Disaster - Microfinance and Development - Cases on Women SHGs, Linkage Building and Successful Micro Entrepreneurs

## **Pedagogy**

Lecture, Case Discussion, Field Study



## Evaluation and Grading

Field Study	...	10%
Case Discussion	...	15%
Assignment	...	05%
Mid Semester Examination	...	20%
End- Semester Examination	...	50%

## Text Book

Panda, Debadutta K. (2015). *Understanding Microfinance*, New Delhi: Wiley India

## Reference Books

1. Bhaskaran, R. (2009). *Microfinance - Perspectives and Operations*, 1/e; Macmillan India
2. Karmakar, K.G. (2009). *Microfinance in India*, 1/e; New Delhi: Sage Publications

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Course Title:               **PROJECT APPRAISAL AND FINANCING**  
Course Code:               **MB17PAF**  
Semester/ Credits:       **ELECTIVE/ 3**

## Course Objective

This course provides the students with an overview of the process involved in financing large capital intensive projects. On completion of this course the students will be able to recognize the sources of project financing, analyse the feasibility and risks involved in large projects, and evaluate the project's profitability.

## Course Coverage

### Part 1 (5 hours)

#### *Introduction to Project Finance*

Project Financing - Features, Elements, Historical Perspective, Requirements and Appropriateness; Rationale for Project Financing

### Part 2 (6 hours)

#### *Large Projects*

What is special about "Large Projects"?, Sources of funds for large projects, Project Bonds' Default risk, Lead Arrangers, Managing Underwriters and Advisors

### Part 3 (12 hours)

#### *Analysing & Structuring the Project*

Technical Feasibility, Economic Viability, Assessing Project Risks, Implications for Project Financing, Designing Security Arrangements, Structuring of the Project

Part 4 (10 hours)

*Project Financing Plan*

Preparing Project Financing Plan, Discounted Cash flow Analysis, Financial Modeling

Part 5 (12 hours)

*Evaluation of Project*

Using Real - Options Analysis to Evaluate a Project, Sources of Project Funds, Managing Project Risks

*The coverage in this Course will comprise 80% theory and 20% problems.*

**Pedagogy**

Lecture, Numerical Exercise, Case Discussion

**Evaluation and Grading**

Quiz	...	05%
Numerical Exercise	...	15%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Finerty, D. John (2015). *Project Financing, Asset - Based Financial Engineering*, 3/e; New Delhi: Wiley India

**Reference Books**

1. Gatti, Stefano (2012). *Project Finance in Theory and Practice, Designing, Structuring and Financing Private and Public Projects*, 2/e; USA: Academic Press, Elsevier
2. Yescombe, E. R, (2013). *Principles of Project Finance*, 2/e; USA: Academic Press, Elsevier

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Course Title: RISK MANAGEMENT AND INSURANCE  
Course Code: MB17RMI  
Semester/ Credits: ELECTIVE/3

## Course Objective

This course provides an overview of various risks associated with individual, organization and property. The course introduces to the students insurance as a tool for risk management. On completion of this course, the students will be able to identify and classify various risks, analyse the provisions relating to Insurance contract and identify appropriate insurance based to the need.

## Course Coverage

### Part 1 (4 hours)

#### *Introduction to Risk Management*

Understanding Risk - Risk Management - Enterprise Risk Management

### Part 2 (4 hours)

#### *Fundamentals of Insurance*

Introduction to Insurance - Principles of Insurance - Insurance contract and provisions

### Part 3 (3 hours)

#### *Insurance in India & Legal Framework*

Insurance Sector in India - Historical framework - Insurance sector reforms - Players in Insurance Sector - Primary Insurance Laws - IRDA and its functions

### Part 4 (10 hours)

#### *Function of Insurers*

Underwriting - Insurance Pricing - Marketing of Insurance Products - Claim Management - Insurance Intermediaries - Risk Management - Reinsurance

### Part 5 (10 hours)

#### *Life Insurance*

Fundamentals of Life Insurance - Life Insurance Contracts and Policy Provisions - Types - Claim Management of Life Insurance - Group Insurance

### Part 6 (14 hours)

#### *General Insurance*

Introduction to General Insurance - Practice of Non-Life Insurance - Fire Insurance - Marine Insurance - Automobile Insurance - Social Insurance - Liability Insurance - Miscellaneous Insurance

## Pedagogy

Lecture, Case Discussion, Exercise

## Evaluation and Grading

Quiz	...	05%
Exercise	...	05%
Case Discussion	...	10%
Assignments	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Rejda, E. George (2017). *Principles of Risk Management and Insurance*, 13/e; New Delhi: Pearson Education

## Reference Books

1. Gupta, P. K. (2012). *Insurance and Risk Management*, 2/e; Mumbai: Himalaya Publishing
2. Vaughan, J., Emmett and Vaughan, M., Therese (2015). *Fundamentals of Risk Management and Insurance*, 11/e; New Delhi : Wiley India

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Course Title:                 **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
Course Code:                 **MB17SAP**  
Semester/ Credits:         **ELECTIVE/ 3**

## Course Objective

This course introduces to the students, the fundamental and technical analysis as a technique for optimal security investment. On completion of this course the students will be able to analyse the risk - return relationship involved in the security investment, recognise the impact of economy, industry and company on security performance and apply investment theories to construct an optimal portfolio.

## Course Coverage

### Part 1 (6 hours)

#### *Introduction to Securities*

Investment Vs. Speculation, Investment Process, Investment Categories, Markets for securities and their functions, Institutional Investors and changing markets

### Part 2 (6 hours)

#### *Risk and Return*

Security returns, Systematic and Unsystematic risk, Risk in Contemporary mode, Using Beta to estimate return

### Part 3 (12 hours)

#### *Fundamental Analysis*

Economic Analysis - Forecasting techniques and stock investment decision; Industry Analysis - Industry classification and Industry life cycle; Company Analysis - Internal and External Information, Forecasting via the Earnings Model

### Part 4 (6 hours)

#### *Technical Analysis*

Technical Analysis - Dow Theory, Market Indicators, Forecasting individual stock performance - Price analysis and Price Volume analysis

### Part 5 (10 hours)

#### *Efficient Market Theory & Portfolio Analysis*

Fundamental and Technical analysis, Random walk, Efficient market hypothesis, Empirical tests; Portfolio analysis - Markowitz risk - return optimization; Portfolio selection - risk and investor preferences, selecting best portfolio

### Part 6 (5 hours)

#### *Capital Market Theory*

Capital Asset Pricing Model (CAPM) & Arbitrage Pricing Theory (APT)

### **Pedagogy**

Lecture, Exercise - Live Market Analysis, Company Analysis, Volatility Analysis

### **Evaluation and Grading**

Market Analysis	...	10%
Company Analysis	...	10%
Volatility Analysis	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

*Note: The coverage in this course will not have numerical problems.*

### **Text Book**

Fischer, E. Donald and Ronald, J. Jordan (2011). *Security Analysis and Portfolio Management*, 6/e; New Delhi: Pearson Education

### **Reference Books**

1. Chandra, Prasanna (2017). *Investment Analysis and Portfolio Management*, 5/e: New Delhi: McGraw Hill Education
2. Ranganathan, M and Madhumathi, R (2012). *Security Analysis and Portfolio Management*, 2/e; New Delhi: Pearson Education

Course Title: **WORKING CAPITAL MANAGEMENT**  
Course Code: MB17WCM  
Semester/ Credits: ELECTIVE / 3

### **Course Objective**

This course provides an overview working capital management in terms of cash, receivables and inventory management. On completion of this course, the students would be able to assess the working capital requirement; design credit, inventory and cash policy; and recognizes various sources of funds.

### **Course Coverage**

#### Part 1 (9 hours)

##### *Introduction*

Definitions and Types of Working Capital - The Working Capital Cycle - Factors Determining Working Capital - Estimating the amount of Working Capital - Management of Cash - Management of Inventories - - Operating Cycle - Sources of Working Capital

#### Part 2 (10 hours)

##### *Cash Management*

Introduction to Cash Management - Motives of Holding Cash - Objectives - Cash Management Models -- Preparation of Cash Budget - Reasons for Holding Marketable Securities - GAAP treatment of Marketable Securities

#### Part 3 (9 hours)

##### *Management of Receivables*

Meaning and Features of Receivables Management - Costs Associated with Maintaining Receivables - Objectives - Credit Management - Credit Evaluation - Methods for Monitoring Accounts Receivables

#### Part 4 (9 hours)

##### *Inventory Management*

Nature of Inventories - Need for Holding Inventory - Materials System and Related Costs - Deterministic Materials Models - Material Control Decisions - Inventory Control Decisions

#### Part 5 (8 hours)

##### *Working Capital Finance and Banking Policy*

Instruments for Short Term Financing - Commercial Papers, Certificate of Deposits - Bank Credit - Letter of Credit - Bill Financing - Committees on Working Capital Finance - Factoring

## **Pedagogy**

Lecture, Numerical Exercise, Case Discussion

## **Evaluation and Grading**

Numerical Exercise	...	15%
Quiz	...	05%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

*Note: The coverage in this Course will comprise 80% theory and 20% problems.*

## **Text Book**

Sekhar Satya G.V. (2014). *Working Capital Management*, 1/e; New Delhi: Wiley

## **Reference Books**

1. Bhalla V. K. (2014). *Working Capital Management*, 1/e; New Delhi: S. Chand Publishing
2. Sagner James S. (2015). *Working Capital Management, Applications and Cases*, 1/e; New Delhi: Wiley

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## SYLLABUS & COURSE OUTLINE

### LIST OF ELECTIVES IN HUMAN RESOURCE MANAGEMENT

No.	Code	Title	Credits
1	MB17CMP	Compensation Management	3
2	MB17ERM	Employee Relations Management	3
3	MB17HRA	HRD Audit	3
4	MB17HRD	Human Resources Development	3
5	MB17IHR	International Human Resource Management	3
6	MB17LLN	Labour Legislation	3
7	MB17LAD	Learning and Development	3
8	MB17ORP	Organizational Psychology	3
9	MB17PMT	Performance Management	3
10	MB17SHR	Strategic Human Resource Management	3
11	MB17TAD	Talent Acquisition and Deployment	3



Course Title:               **COMPENSATION MANAGEMENT**  
Course Code:               **MB17CMP**  
Semester/ Credits:       **ELECTIVE / 3**

### **Course Objective**

This course would enable the students to understand new developments as well as established approaches to compensation decisions. At the end of this course, students would demonstrate knowledge in various components of total compensation and its relevance for achieving sustainable competitive advantage.

### **Course Coverage**

#### Part 1 (6 hours)

##### *Introduction to Compensation*

Definition - Forms of Pay - A Pay Model - Similarities and Differences in Strategies - Strategic Choices - Developing a Total Compensation Strategy - Source of Competitive Advantage.

#### Part 2 (11 hours)

##### *Internal Alignment*

Defining Internal Alignment - Job Analysis - Evaluating Work: Job Evaluation - Person Based Structures

#### Part 3 (11 hours)

##### *External Competitiveness*

Defining External Competitiveness - Designing Pay Levels, Mix, and Pay Structures

#### Part 4 (11 hours)

##### *Employee Contribution and Benefits*

Pay for Performance Design - Pay for Performance Plans - The Benefit Determination Process

#### Part 5 (6 hours)

##### *Managing the System*

Managing Labour Costs - Control Salary Level - Embedded Controls - Pay as Change Agent - Structuring the Compensation Function

### **Pedagogy**

Lecture, Case Discussion, Seminar, Exercise

## Evaluation and Grading

Case Discussion	...	10%
Seminar	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Milkovich, T. George, Jerry, M. Newman, and Venkata Ratnam, C.S. (2009). *Compensation*, 9/e; New Delhi: McGraw Hill Education

## Reference Books

1. Dipak Kumar Bhattacharya, (2014). *Compensation Management*, 2/e; New Delhi: Oxford University Press
2. Richard, I. Henderson (2009). *Compensation Management in Knowledge Based World*, 10/e; New Delhi: Pearson Education

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Course Title:               **EMPLOYEE RELATIONS MANAGEMENT**  
Course Code :               MB17ERM  
Semester/ Credits:        ELECTIVE / 3

## Course Objective

This course would enable the students to understand Employee Relations against the backdrop of globalisation and liberalisation. At the end of this course, students will be able to describe the transition of industrial relations to employee relations, and the institutional framework for the prevention and settlement of industrial disputes.

## Course Coverage

### Part 1 (6 hours)

#### *Introduction to Industrial Relations*

Industrial Relations: Evolution and Growth - Industrial Relations in India - Changing Characteristics of Industry and Workforce in India

### Part 2 (6 hours)

#### *Trade Unionism*

Trade Unionism and Trade Unions - Trade Unions in India - The Trade Unions Act, 1926.

Part 3 (18 hours)

*Paradigm Shift*

From Industrial Relations to Employee Relations - Employee Relations in a strategic Framework - Employee Relations at the Workplace - Culture and Employee Relations - The Future of Employee Relations.

Part 4 (15 hours)

*Industrial Relations*

Institutional Framework for the Prevention and Settlement of Industrial Disputes - Industrial Conflict: Settlement Machinery - Institutional Framework and Preventive Measures.

**Pedagogy**

Lecture, Case Discussion, Seminar, Exercise

**Evaluation and Grading**

Case Discussion	...	10%
Seminar	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Singh, P.N. and Neeraj, Kumar (2011). *Employee Relations Management*, 1/e; New Delhi: Pearson

**Reference Books**

1. Sinha, P.R.N., Indu Bala Sinha, and Seema Priyadarshini Shekhar (2011). *Industrial Relations, Trade Unions, and Labour Legislation*, 8/e; New Delhi: Pearson Education
2. Vineet Nayar (2010). *Employees First, Customers Second: Turning Conventional Management Upside Down*, Harvard Business School Publishing

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Course Title: **HRD AUDIT**  
 Course Code: **MB17HRA**  
 Semester/ Credits: **ELECTIVE/3**

**Course Objective**

This course would enable the students to gain knowledge about a systematic methodology for evaluating HRD. At the end of this course, students are expected to demonstrate knowledge in examining the adequacy and appropriateness of the HRD systems, structures, styles, culture, and competencies.

## Course Coverage

### Part 1 (13 hours)

#### *Introduction*

Good HR Practices - Elements of Good HRD - HRD Audit: Basic concepts and components

### Part 2 (16 hours)

#### *HRD and HR Audit*

HRD Strategies - HRD Styles and culture - HRD Structures - HRD Systems - HRD Competencies

### Part 3 (16 hours)

#### *HRD Audit Methodology and Issues*

Interviews - Observation - Questionnaires - HRD Scorecard - Writing the HRD Audit report - Designing and Using HRD Audit for Business Improvement

## Pedagogy

Lecture, Case Discussion, Seminar, Exercise

## Evaluation and Grading

Case Discussion	...	10%
Seminar	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Rao, T.V. (2010). *HRD Audit - Evaluating the Human Resource Function for Business Improvement*, 1/e; New Delhi: Response Books

## Reference Books

1. Rao, T.V. (2008). *HRD Scorecard 2500*, 1/e; New Delhi: Response Books
2. Udai Pareek and Rao, TV., (2012). *Designing and Managing Human Resource Systems*, 3/e; New Delhi: Oxford & IBH Publishing Co.

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Course Title: HUMAN RESOURCES DEVELOPMENT  
Course Code: MB17HRD  
Semester/ Credits: ELECTIVE/ 3

### Course Objective

This course will enable students to understand the processes of developing Human Resources in an organisation. At the end of this course, students will be able to demonstrate knowledge in the methods of analysing role, appraising potential and performance, developing learning organisations, developing pride and joy among employees, and evaluating HRD.

### Course Coverage

#### Part 1 (7 hours)

##### *Introduction to HRD & Role analysis*

Human Resource Development - Meaning - Significance - Subsystems - Analysing the Role for Development - Competency Mapping

#### Part 2 (12 hours)

##### *Matching the Role and the Person*

Potential Appraisal - Designing and Managing Assessment Centres - Career Planning

#### Part 3 (12 hours)

##### *Developing the Person in the Role*

Performance appraisal - Performance Review and Coaching - Training and Learning Organisations

#### Part 4 (6 hours)

##### *Developing the Role for the Person*

Job design/job redesign - Job Enrichment - Quality of Working Life - Role Efficacy

#### Part 5 (8 hours)

##### *Developing self-renewing capability & HRD Audit*

Organisation Development - Research in HRS - HRD Audit

### Pedagogy

Lecture, Case discussion, Exercise - Role Play & Seminar

### Evaluation and Grading

Case Discussion	...	10%
Assignment	...	05%

Exercise	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Udai Pareek, Rao T V (2012). *Designing and Managing Human Resource Systems*, 3/e; New Delhi: Oxford & IBH Publishing Co.

**Reference Books**

1. Rao, T.V. (2008). *HRD Audit - Evaluating the Human Resource Function for Business Improvement*, 1/e; New Delhi: Response Books
2. Werner, M., John, Desimon, L., Randy (2016), *Human Resource Development*, 6/e; New Delhi: Cengage Learning

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Course Title:                   **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**  
 Course Code:                   **MB17IHR**  
 Semester/ Credits:           **ELECTIVE / 3**

**Course Objective**

This course will enable the students to understand the complexities of managing human resources in a multinational context. At the end of the course students would be able to explain the importance and relevance of international HRM practices that helps international companies to gain competitive advantage.

**Course Coverage**

Part 1 (6 hours)

*Introduction to IHRM*

Definition - Differences - Variables Moderating differences - Path to Global Status - Control Mechanism

Part 2 (6 hours)

*Cross-border Alliances and SMEs*

Cross-border Alliances - Cross-border mergers and acquisitions - International Equity Joint Ventures - International SMEs

Part 3 (10 hours)

*Staffing International Assignments*

Approaches to staffing - Transferring staff for international business activities - Roles of Expatriates and Non-Expatriates - Issues in staff selection - Factors moderating performance - Selection criteria - Dual Career Couples

Part 4 (12 hours)

*International Training and Development*

Expatriate training - Pre-departure training programmes - Developing staff through international assignments - Performance management - International Compensation

Part 5 (6 hours)

*Re-entry and Career Issues*

Repatriation Process - Designing Repatriation Programs - Standardization and Localization of HRM Practices - Managing human resources in offshoring countries

Part 6 (5 hours)

*International Industrial Relations*

Key Issues in International Industrial Relations - Trade unions and international industrial relations - Response of trade unions to multinationals

**Pedagogy**

Lecture, Case Discussion, Seminar

**Evaluation and Grading**

Case Discussion	...	15%
Seminar	...	10%
Exercise	...	05%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Dowling, Peter J., Marion Festing, and Allen D. Engle (2015). *International Human Resource Management*, 6/e; New Delhi: Cengage Learning

**Reference Books**

1. Aswathappa, K. and Sadhana Dash (2013). *International Human Resource Management*, 2/e; New Delhi: McGraw Hill Education
2. Edwards, Tony and Chris Rees (2013). *International Human Resource Management*, 1/e; New Delhi: Pearson Education

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Course Title:           **LABOUR LEGISLATION**  
Course Code:            MB17LLN  
Semester/ Credits:     ELECTIVE/ 3

### **Course objective**

This course will enable students to understand the various labour laws which govern employment relationships. At the end of this course, students are expected to demonstrate knowledge in labour laws which protect minimum labour standards and improve working conditions, provide social security benefits, and promote the general welfare of the workers.

### **Course Coverage**

#### Part 1 (10 hours)

*Laws related to Working hours, Conditions of services and Employment*  
Factories Act, 1948 - Contract Labour (Regulation & Abolition) Act, 1970

#### Part 2 (8 hours)

*Laws related to Wages*  
Minimum Wages Act, 1948 - Payment of Bonus Act, 1965

#### Part 3 (12 hours)

*Laws related to Industrial Relations*  
Trade Unions Act, 1926 - Industrial Disputes Act, 1947

#### Part 4 (15 hours)

*Laws related to Social Security*  
Workmen's Compensation Act, 1923 - Employees State Insurance Act, 1948 -  
Employees' Provident Funds and Miscellaneous Provisions Act, 1952

### **Pedagogy**

Lecture, Case Discussion, Panel Discussion

### **Evaluation and Grading**

Case Discussion	...	10%
Assignment	...	10%
Panel Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%



## Text Book

Sinha P.R.N, Sinha, Indu Bala, and Shekhar, Seema Priyadarshini (2011). *Industrial Relations, Trade Unions, and Labour Legislation*, 7/e; New Delhi: Pearson

## Reference Books

1. Pillai R.S.N, & Bagavathi (2011). *Legal Aspects of Business*, 1/e; New Delhi: S Chand & Company Ltd.
2. Mathur, Satish B (2011). *Business Law*, 1/e; New Delhi: McGraw Hill Education

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Course Title:                   **LEARNING AND DEVELOPMENT**  
Course Code:                   **MB17LAD**  
Semester/ Credits:           **ELECTIVE / 3**

## **Course Objective**

The course would enable students to gain an understanding of the latest trends and developments in training. Students will be able to understand the learning process. After completion of the course, students would be able to design training programmes, choose appropriate training methods, and evaluate the effectiveness of learning and development programmes.

## **Course Coverage**

### Part 1 (5 hours)

#### *Training: Overview and Trends*

Significance of Training and Development - Career Opportunities in Training - Strategic Planning - OD - Linkage between Business strategy and Training

### Part 2 (10 hours)

#### *Learning, Motivation, and Performance*

Understanding Motivation and Performance - Understanding Learning - Social Learning Theory - Experiential Learning - Aligning Training Design with Learning Process

### Part 3 (10 hours)

#### *Training Needs Analysis and Design*

Assessing Development Needs - Training Need Analysis - The TNA Model - Operational Performance Gaps - Framework for Conducting TNA - Approaches to TNA Design of Training - Developing Objectives - Facilitation of learning and Transfer

Part 4 (10 hours)

*Training Methods*

Traditional Training Methods - Lecture and demonstrations - Games and Simulations - On-the-job Training - E-learning and use of Technology in Training - Computer based training methods

Part 5 (10 hours)

*Implementation and Evaluation of Training*

Development and Implementation of Training - Transfer of Training - Areas of Organizational Training - Orientation - Diversity training - Safety training - Cross-functional training - Employee Development - Team Training - Cross functional Training

**Pedagogy**

Lecture, Case Discussion, Seminar, Exercise

**Evaluation and Grading**

Seminar	...	10%
Case Discussion	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Blanchard, P. Nick, Thacker, James, V. and Ram, V. Anand (2015). *Effective Training*, 5/e; New Delhi: Pearson Education

**Reference Books**

1. Noe, A. Raymond and Kodwani, D. Amitabh (2016). *Employee Training and Development*, 7/e; New Delhi: McGraw Hill Education
2. Saks M. Alan (2013). *Managing Performance through Training and Development*; 6/e; New Delhi: Cengage

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Course Title:	<b>ORGANIZATIONAL PSYCHOLOGY</b>
Course Code:	<b>MB17ORP</b>
Semester/ Credits:	<b>ELECTIVE/ 3</b>

**Course Objective**

This course will enable the students to understand the behaviour of individuals and groups in organizations. At the end of this course, students are expected to be able to demonstrate knowledge about productive and counterproductive behaviour in

organisations, approaches to managing stress, intergroup behaviour, and measuring and changing organisational culture.

## **Course Coverage**

### Part 1 (7 hours)

#### *Introduction to Organizational Psychology*

Organizational Psychology - Historical evolution of Organizational Psychology - Organizational socialization process - Impact of diversity on socialization

### Part 2 (12 hours)

#### *Productive and Counterproductive Behaviour*

Productive Behaviour in Organizations - Job performance - Organizational citizenship behaviour - Innovation - Counterproductive Behaviour in Organizations - Ineffective job performance - Absenteeism and turnover - Accidents - Theft

### Part 3 (10 hours)

#### *Occupational Stress*

Brief history - Approaches - Occupational stress models - Workplace stressors - Reducing the impact of workplace stressors

### Part 4 (8 hours)

#### *Intergroup Behaviour*

Types of interactions - Predictors of interaction patterns - Intergroup conflict - Improving the quality of intergroup relations

### Part 5 (8 hours)

#### *Organizational Culture*

Organizational Culture - Manifestations of organizational culture, Measuring organizational culture, Changing organizational culture.

## **Pedagogy**

Lecture, Case Discussion, Role Play, Seminar

## **Evaluation and Grading**

Case Discussion	...	10%
Seminar	...	10%
Role Paly	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Jex, Steve M. & Thomas W. Britt (2014). *Organisational Psychology - A Scientist Practitioner Approach*, 3/e; New Delhi: Wiley

## Reference Books

1. Baron, Robert A. & Nyla R. Branscombe (2012). *Social Psychology*, 13/e; New Delhi: Pearson Education
2. Delamater, John D & Daniel J. Myers (2011). *Social Psychology*, 7/e; New Delhi: Cengage Learning

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Course Title:                   **PERFORMANCE MANAGEMENT**  
Course Code:                   **MB17PMT**  
Semester/Credits:           **ELECTIVE/ 3**

## **Course Objective**

The course intends to enhance the knowledge and skill of students in understanding and employing performance management system effectively in an enterprise. At the end of this course, students will be able to demonstrate knowledge and skills in the contemporary aspects of performance management; and will be able to design performance appraisal systems.

## **Course Coverage**

### Part 1 (5 hours)

#### *Introduction to Performance Management*

Performance Management - Concepts, Philosophy, Overview, Objectives and Standards

### Part 2 (10 hours)

#### *Performance Planning and Appraisal*

Performance Planning - Process, Contents, steps, Process of developing individual to group performance plans

Performance Appraisal and Review - Process and methods, Objectives, steps, Design, Types and Methods of Appraisal, Steps in Review, Effective Performance counselling

### Part 3 (8 hours)

#### *Performance Management Systems*

PMS - Importance, Features, Dimensions, Performance consulting, Four pillars of PMS, Strategic Performance Management systems

Part 4 (8 hours)

*Competency and Team based PMS*

Competency based Performance Management System - Managerial skills and competencies, Developing competencies, Competency Identification and Assessment Process, Competency models

Team Performance Management - Principles, work wheel, Measuring and managing team performance, Stages, Team building, role analysis

Part 5 (8 hours)

*Decisions based on Performance*

Performance based Compensation - Concepts of compensation, Performance related compensation and benefits, skill based pay, competency based pay, Executive compensation - Performance based Career Planning, Career Development and Succession planning

Part 6 (6 hours)

*Contemporary practices of PMT*

Balanced Scorecard - HR Scorecard - Business Process Reengineering - McKinsey 7S framework - Lean Management - Quality management systems, Six-sigma practices, Quick Response Manufacturing

**Pedagogy**

Lecture, Exercise, Case Discussion, Panel Discussions

**Evaluation and Grading**

Exercise	...	10%
Case Discussion	...	10%
Panel Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Bhattacharyya, Dipak Kumar (2011). *Performance Management, Systems and Strategies*, 1/e; New Delhi: Pearson

**Reference Books**

1. Prem Chadha (2011). *Performance Management*, 1/e; New Delhi: McMillan
2. Rao, T.V. (2008). *Performance Management and Appraisal System*, 1/e; New Delhi: Sage

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Course Title:                   **STRATEGIC HUMAN RESOURCE MANAGEMENT**  
Course Code :                   **MB17SHR**  
Semester/ Credits:           **ELECTIVE / 3**

### **Course Objective**

The course will enable students to understand HR function's strategic partner role in contributing to business strategy development. They will be able to understand how HR metrics and practices influence the strategy of an organisation. Students will also be able to demonstrate knowledge of developing of HR practices as strategic differentiators.

### **Course Coverage**

#### Part 1 (13 hours)

The Context of Strategic Human Resource Management - An Investment perspective of Human Resource Management - Understanding and Measuring Human Capital - Human Resource Metrics - Workforce Demographic Changes and Diversity

#### Part 2 (12 hours)

Strategic Management - Corporate Strategies - The evolving/ strategic role of Human Resource Management

#### Part 3 (10 hours)

Human Resource Planning - Design and Redesign of Work Systems - Impact of Technology

#### Part 4 (10 hours)

Implementation of Strategic Human Resource Management - Staffing - Training and Development - Performance Management and Feedback - Compensation

### **Pedagogy**

Lecture, Case Discussion, Seminar

### **Evaluation and Grading**

Seminar	...	10%
Assignment	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Mello, Jeffrey A. (2015). *Strategic Management of Human Resources*, 3/e; New Delhi: Cengage Learning

**Reference Books**

1. Greer, Charles, R. (2012). *Strategic Human Resource Management*, 2/e; New Delhi: Pearson Education
2. Boselie, Paul (2011). *Strategic Human Resource Management*, 1/e; New Delhi: McGraw Hill Education

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Course Title:	TALENT ACQUISITION AND DEPLOYMENT
Course Code:	MB17TAD
Semester/ Credits:	ELECTIVE/ 3

**Course Objective**

This course would enable the students to gain an in-depth understanding of the process of strategic staffing. Students will be able to identify the competencies required for a given job title, identify appropriate recruitment sources, selection tools and techniques and design a customized staffing procedure.

**Course Coverage**

Part 1 (6 hours)

*Strategic Staffing and Staffing Strategies*  
 Staffing Strategy - Components - Firm’s Business Strategy, Talent Philosophy, Staffing Strategy

Part 2 (8 hours)

*Strategic Job Analysis and Competency Modeling*  
 Changing Nature of Jobs - Job Analysis - Competency - Concept, Mapping, Modeling, Identification, Assessment - Job Rewards - Job Analysis for Teams

Part 3 (7 hours)

*Forecasting and Planning*  
 Workforce Planning Process - Forecasting Firm’s Labor Demands and Labor Supply - Staffing planning

Part 4 (14 hours)

*Recruitment and Selection*

Identifying Recruits - Recruiting - Measurement - Assessing External and Internal Candidates

Part 5 (8 hours)

*Choosing and Hiring Candidates and Managing Workforce Flow*

Choosing Candidates - Job Offer Strategies - Employment Contract - Presenting a Job Offer - Negotiating - Closing the Deal - Orienting and Socializing New Employees - Global Mobility - Managing the Flow of the Workforce - Involuntary Employee Separations

Part 6 (2 hours)

*Staffing System Evaluation and Technology*

Staffing Outcomes - Evaluating Staffing Systems - Technology and Staffing Evaluation

**Pedagogy**

Lecture, Case Discussion, Exercise, Seminar

**Evaluation and Grading**

Seminar	...	10%
Case Discussion	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Jean, M. Phillips (2015). *Strategic Staffing*, 3/e; New Delhi: Pearson Education

**Reference Books**

1. Heneman III, G. Herbert and Judge, A. Timothy (2012). *Staffing Organizations*, 6/e; New Delhi: McGraw Hill Education
2. Bhattacharyya, Dipak Kumar (2016). *Recruitment and Selection*, 1/e; New Delhi: Cengage Learning

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## SYLLABUS AND COURSE OUTLINE

### LIST OF ELECTIVES IN MARKETING MANAGEMENT

No.	Code	Title	Credits
1	MB17AMK	Agricultural Marketing	3
2	MB17BMT	Brand Management	3
3	MB17CBR	Consumer Behaviour	3
4	MB17CRM	Customer Relationship Management	3
5	MB17DMK	Digital Marketing	3
6	MB17IMC	Integrated Marketing Communication	3
7	MB17IMT	International Marketing	3
8	MB17RMT	Retail Management	3
9	MB17RUT	Rural Marketing	3
10	MB17SDM	Sales and Distribution Management	3
11	MB17SVM	Services Marketing	3

Course Title:                   **AGRICULTURAL MARKETING**  
Course Code :                   MB17AMK  
Semester/ Credits:           ELECTIVE / 3

### **Course Objective**

This course gives insights on the facets of agricultural marketing scenario, institutions, system and structure in India. At the end of this course, the students will be able to understand the functions and decisions involved in agricultural produce marketing.

### **Course Coverage**

#### Part 1 (9 hours)

##### *Agricultural Marketing and Development*

Need, Scope and Role of Agricultural Marketing - Characteristics of Developed Markets and Ideal System of Agricultural Marketing - Mechanization/Modernization of Food Grain Markets.

#### Part 2 (8 hours)

##### *Marketing Functions*

Meaning - Classification - Packaging - Transportation - Grading - Storage and Warehousing

#### Part 3 (9 hours)

##### *Market Information System*

Meaning - Importance- Types - Collection and Dissemination - Criticism - Genesis of Market Intelligence System in India - IT Application in Agricultural Marketing.

#### Part 4 (9 hours)

##### *Marketing Institutions and Channels*

Marketing Institutions - Channels - Contract Farming - Food Retailing for Organized Sector - Supply Chain Management

#### Part 5 (10 hours)

##### *Agricultural Products, Pricing and Promotion*

Marketing Costs, Margins and Price spread - Factors affecting Cost - Limitations - Trade Policy - Share of Agricultural Products in Total Imports/Exports - Suggestions for Promoting Agricultural Exports from India.

### **Pedagogy**

Lecture, Field Study, Seminar

## Evaluation and Grading

Assignment	...	10%
Seminar	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Acharya S. S. and Agarwal N. L (2015). *Agricultural Marketing in India*, 6/e; New Delhi: Oxford & IBH

## Reference Books

1. Venugopal, Pingali and Ram, Koundinya (2014). *Agri in-put Marketing in India*; New Delhi: Sage Publications
2. Murthy, H. L. Nagaraja (2013). *Agricultural Business Management*, 1/e; New Delhi: Himalaya Publishing House

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Course Title: **BRAND MANAGEMENT**  
Course Code : MB17BMT  
Semester/ Credits: ELECTIVE / 3

## Course Objective

This course would give insights on branding initially and then provides a big picture of managing a brand and building brand equity. This course also provides a deep insight on developing and implementing brand equity measurement system. By the end of this course the students will be able to understand the importance of building brands and create a platform to systematically do branding for a product or service.

## Course Coverage

### Part 1 (5 hours)

#### *Brands and Brand Management*

Brands versus Products - Branding Challenges and Opportunities - Strategic Brand Management Process

### Part 2 (10 hours)

#### *Brand Positioning and Values*

Sources of Brand Equity - Building a Strong Brand - Creating Customer Value. Establishing Brand Positioning - Positioning Guidelines - Brand Mantras

Part 3 (11 hours)

*Brand Marketing*

Choosing Brand Elements - Criteria - Options and Tactics for Brand Elements, Designing Marketing Programs to Build Brand Equity - Integrating Marketing - Product - Price - Channel Strategies, Integrated Marketing Communication to Build Brand Equity - Developing IMC Programmes.

Part 4 (10 hours)

*Measuring Brand Performance*

Conducting Brand Audits - Designing Brand Tracking Studies - Establishing a Brand Equity Management System, Measuring Sources of Brand Equity - Qualitative Research Technique - Quantitative Research Technique.

Part 5 (9 hours)

*Brand Strategies*

Brand Architecture - Brand Hierarchy - Designing Branding Strategy - Using Cause Marketing to Build Brand Equity.

**Pedagogy**

Lecture, Responsive Learning, Case Discussion, Field Study

**Evaluation and Grading**

Peer Evaluation	...	10%
Case Discussion	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Keller, Kevin Lane, Parameswaran M.G. and Jacob, Isaac (2015). *Strategic Brand Management*, 4/e; New Delhi: Pearson Education

**Reference Books**

1. Panda, Tapan K (2016). *Product and Brand Management*, 1/e; New Delhi: Oxford University Press
2. Dutta Kirti (2012). *Brand Management: Principles & Practises*, 1/e; New Delhi: Oxford University Press

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Course Title:               **CONSUMER BEHAVIOUR**  
Course Code:                MB17CBB  
Semester / Credits:        ELECTIVE / 3

### **Course Objective**

The course explains how the examination and application of consumer behaviour is central to the planning, development, and implementation of marketing strategies. At the end of the course, the students will be able to develop insights on how the cultural, social, personal and psychological factors influence the consumer behaviour and decision making process.

### **Course Coverage**

#### Part 1 (9 hours)

##### *Introduction to Consumer Behaviour*

Defining Consumer Behaviour - Scope and Application of Consumer Behavior - The Interdisciplinary Nature of Consumer behavior - Digital Revolution and consumer behaviour - A Model of Consumer Decision Making

#### Part 2 (12 hours)

##### *Psychological Influences and Learning on Consumer Decision Making*

Motivation - Personality - Perception - Attitudes - Learning

#### Part 3 (12 hours)

##### *Sociological Influences on Consumer Decision Making*

The Family and Social Class - Culture and Subculture - Cross-Cultural Behaviour - Reference Groups and Word-of-Mouth

#### Part 4 (7 hours)

##### *Consumers' Decision-Making*

Levels of Consumer Decision-Making - Basic Model of Consumer Behaviour - Kotler's Model of Buyer Behaviour - Brand Equity and Consumer Decision-Making Process- Consumer research

#### Part 5 (5 hours)

##### *Diffusion and Adoption of Innovations*

Types of Innovations - The Diffusion of Innovations - The Adoption Process

### **Pedagogy**

Lecture, Case Discussion, Field Study, Responsive Learning

## Evaluation and Grading

Case Discussion	...	10%
Responsive Learning	...	05%
Field study	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Schiffman, G.L., Wisenblit, J. and Rameshkumar, S. (2015). *Consumer Behaviour*, 11/e; New Delhi: Pearson Education

## Reference Books

1. Hawkins, I. Del, Mothersbaugh L. David, Mookerjee Amit (2015). *Consumer Behaviour: Building Marketing Strategy*, 12/e; New Delhi: McGraw Hill Education
2. Solomon, Michael R (2015). *Consumer Behavior: Buying, Having, and Being*, 11/e; New Delhi: Pearson Education

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Course Title:                   **CUSTOMER RELATIONSHIP MANAGEMENT**  
Course Code :                   **MB17CRM**  
Semester/ Credits:           **ELECTIVE / 3**

## Course Objective

This course intends to give an insight on the process of acquiring, retaining and managing long term relationships with customers. It also enables the students to understand the utilization of technology in managing customer relationships. At the end of the course students can understand the benefits of CRM and the competitive advantage it provides to organizations. Students can have exposure to best CRM practices in different sectors.

## Course Coverage

### Part 1 (8 hours)

#### *Fundamentals of CRM*

Relationship- Theoretical Perspective - Types of Relationships, Stages of Relationship, Issues in Relationships, Evolution of Relationships as a marketing tool, Emergence of CRM Practice, CRM Cycle, Stakeholders in CRM, Attributes Of CRM, Strategic issues in Relationship Marketing, CRM Success Factors

## Part 2 (10 hours)

### *Types of CRM*

Operational CRM- Sales Force Automation, Customer Service, Campaign Management, Analytical CRM- Managing and sharing customer data - Customer information databases, Technological Solutions, Collaborative CRM - Customer Interactions Centre, Contact Centre, Portals in Building Relationship

## Part 3 (10 hours)

### *IT dynamics in CRM*

E-CRM - Features, Advantages, Technologies, Functional components of CRM solution, CRM Software Programs, Applications of e-CRM, IT Implementation in CRM - Data Base Management, Database Construction, Data Ware housing, Data Mining. Customer Care Management-EPOS, Multimedia contact centre, Leveraging Internet

## Part 4 (8 hours)

### *Applications of CRM in different sectors*

Service Sector - Banking, Financial Sector, Insurance, Health Care, Hotel, Aviation Industry, Retail Industry, Telecom Industry, Higher Education, Agriculture

## Part 5 (9 hours)

### *Emerging trends in CRM*

Customer Retention - Customer Retention Management, Customer Recall Management, Customer Experience Management, Service Recovery Management - Service Failure, Reasons for failure, Service Recovery Stages, Importance of Employee Factor, Emerging Concepts - Cost Benefit Analysis, Customer Life Time Value, Enterprise Marketing Management, Social CRM

## **Pedagogy**

Lecture, Case Discussion, CRM Software Demo

## **Evaluation and Grading**

Quiz	...	05%
Assignment	...	15%
Case Discussion	...	10%
Mid semester Examination	...	20%
End semester Examination	...	50%

## **Text Book**

Rai, Alok Kumar (2016). *Customer Relationship Management, Concepts and Cases*, 2/e; New Delhi: Prentice Hall

## **Reference Books**

1. Mullick. N. H (2016). *Customer Relationship Management*; New Delhi: Oxford University Press
2. Peelan Ed, (2015). *Customer Relationship Management*, 2/e; New Delhi: Pearson Education

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Course Title:               **DIGITAL MARKETING**  
Course Code:               **MB17DMK**  
Semester/ Credits:       **ELECTIVE / 3**

## **Course Objective**

The objective of this course is to help the students to grasp the key concepts in digital marketing and to have an overall understanding of various digital marketing platforms.

At the end of the course students will understand the scope of digital marketing and how it integrates with overall business and marketing strategy. Students can recognize the use of different forms of digital marketing in the development of an online presence.

## **Course Coverage**

### **Part 1** (9 hours)

#### *Introduction and SEO*

An introduction to Digital Marketing, Search Engine Optimization - Search Engine Result Pages, Search Behavior, The Process - Goals, On-Page Optimization, Off-Page Optimization, Analyze, Exercises

### **Part 2** (9 hours)

#### *Pay Per Click and Digital Display Ads*

PPC Definition, Process - Goals, Setup, Manage and Analyze, Digital Display Advertising Definition, Process - Define, Format, Configure and Analyze, Display Advertising - Industry Overview

### **Part 3** (9 hours)

#### *Email Marketing and Mobile Marketing*

Email Marketing - Definition, Process - Data, Design, Delivery and Discovery, Mobile Marketing - Definition, Process - Opportunity - Mobile Industry Opportunities and Challenges, Optimize - Mobile Optimized websites, App Development, Advertise - Proximity Marketing, SMS Marketing, Analyze - Mobile Analytics.

### **Part 4** (10 hours)

#### *Social Media Marketing*



Definition, Process - Goals, Channels - Facebook, LinkedIn, Twitter, Google+, YouTube, Blogs, Pinterest, Instagram, Implement - Listening, Publishing, Events, Groups, Jobs and Advertising , Analyze - Facebook Insights, LinkedIn Analytics, Twitter Analytics, Google+ Insights, YouTube Analytics, Social Media KPIs, Exercises

Part 5 (8 hours)

*Strategy and Planning*

Digital Marketing Plan: Structure - Situation Analysis, Audience - Information Gathering, Google Tools, Building Customer Profile, Activities - Objectives, Tools, Action plan, Budget, Analysis

**Pedagogy**

Lecture, Case Discussion, Web Exercise, Online Course

**Evaluation and Grading**

Online Course & Quiz	...	10%
Assignment	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Dodson Ian, (2017), *The Art of Digital Marketing*, New Delhi: Wiley India

**Reference Books**

1. Ahuja Vandana (2016), *Digital marketing*, New Delhi: Oxford University Press
2. Ryan Damian, (2016), *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*, 4/e; New Delhi: Kogan Page Limited

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Course Title: **INTEGRATED MARKETING COMMUNICATION**  
 Course Code: MB17IMC  
 Semester/ Credits: ELECTIVE / 3

**Course Objective**

This course will enable the students to understand promotion as an element of marketing and also to recognize the role of various communication tools such as advertising, sales promotion, public relations, publicity, social media marketing in the changing environment. At the end of the course students will be able to develop an overall IMC Plan for an organization and can evaluate the effectiveness of IMC.

## Course Coverage

### Part 1 (8 hours)

#### *Introduction to Integrated Marketing Communication*

Introduction to IMC - The Evolution of IMC - The Tools for IMC - The IMC Planning Process - The Role of IMC in the Marketing Process

### Part 2 (9 hours)

#### *Integrated Marketing Communication Program Situation Analysis*

Organising for Advertising and Promotion - Advertising Agencies - Evaluating Agencies - Integrated Marketing Communication Process - Perspectives on Consumer Behaviour

### Part 3 (10 hours)

#### *Analysing the communication Process*

The Communication Process - Source, Message and Channel Factors - Objectives and Budgeting for Integrated Marketing Communication Programs

### Part 4 (11 hours)

#### *Developing the Integrated Marketing Communication Program*

Creative Strategy Planning and Development - Creative Strategy Implementation and Evaluation - Media Planning and Strategy - Evaluation of Media

### Part 5 (7 hours)

#### *Monitoring Evaluation and Control*

Measuring the Effectiveness of the Promotional Program - Measuring the Effectiveness of other Program Elements

## **Pedagogy**

Lecture, Media Planning, Group Discussion

## **Evaluation and Grading**

Media Planning	...	10%
Assignment	...	10%
Group Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## **Text Book**

Belch, E. George, Belch, A. Michael and Purani K. (2016). *Advertising and Promotion: An Integrated Marketing Communications Perspective*, 9/e; New Delhi: McGraw Hill Education

## **Reference Books**

1. Shah, Kruti and D'Souza, Alan (2014). *Advertisement and Promotion - An IMC Perspective*, 1/e; New Delhi: McGraw Hill Education
2. Baack, E. Donald and Clow, E. Kenneth (2014). *Integrated Advertising, Promotion and Marketing Communications*, 6/e; New Delhi: Pearson Education

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Course Title:                   **INTERNATIONAL MARKETING**  
Course Code:                   **MB17IMT**  
Semester / Credits:           **ELECTIVE / 3**

## **Course Objective**

This course will enable the students to identify and analyse business opportunities in the international marketing environment. By the end of this course, the students will be able to understand the dynamics of global marketplace and develop effective marketing strategies for international operations.

## **Course Coverage**

### **Part 1** (10 hours)

#### *Overview of International Marketing*

The Scope and Challenge of International Marketing - Dynamic Environment of International Trade

### **Part 2** (12 hours)

#### *The International Marketing Environment*

The Foundations of Culture and Cultural Dynamics - The Political Environment - The International Legal Environment - The Economic Environment - The Technological Environment

### **Part 3** (13 hours)

#### *Developing Strategies for International Markets*

Identifying the International Market Opportunities - International Marketing Mix Decisions

### **Part 4** (10 hours)

#### *Implementing Strategies*

Negotiating with International Customers, Partners, and Regulators - New Directions and Challenges

## **Pedagogy**

Lecture, Case Discussion, Debate

**Evaluation and Grading**

Debate	...	10%
Case Discussion	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Cateora, R. Philip, Graham, L. John, and Graham, L. John (2015). *International Marketing*, 15/e; New Delhi: McGraw Hill Education

**Reference Books**

1. Joshi Rakesh Mohan (2014). *International Marketing*, 2/e; New Delhi: Oxford University Press
2. Gerald Albaum, Jesper Strandskov, Edwin Duerr (2014). *International Marketing and Export Management*, 7/e; New Delhi: Pearson Education

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Course Title:           **RETAIL MANAGEMENT**  
 Course Code:           **MB17RMT**  
 Semester/ Credits:     **ELECTIVE / 3**

**Course Objective**

This course enables the students to understand the retail industry, especially in India, and the functions and formats of retail. By the end of this course, the students will be able to develop strategies for the establishment, management and expansion of a retail institution in the dynamic retail environment.

**Course Coverage**

Part 1 (9 hours)

*Introduction*

Overview of Retailing - Retail Formats - Theories of Retail Development - Retailing in India - Retailing in Key Regions of the World

Part 2 (9 hours)

*Strategy and Planning*

Understanding the Retail Consumer - Retail Strategy - Store Site Selection - Methods of Retail Expansion

Part 3 (10 hours)

*Merchandise Management*

Retail merchandising - Process of Merchandise Planning, Methods of Merchandise Procurement - Retail Pricing - Development of Private Labels - Category Management

Part 4 (8 hours)

*Managing a Retail Environment*

Human Resource Management in Retail - Retail Store Operations - Store Design, Layout, Visual Merchandising

Part 5 (9 hours)

*Creating and Sustaining Value*

Managing Retail Infrastructure - Supply Chain Management - Retail Marketing and Branding - Servicing the Retail Customer - Role of Technology in Retailing - The Changing Facets of Retailing

**Pedagogy**

Lecture, Case Discussion, Field Study

**Evaluation and Grading**

Case Discussion	...	10%
Field Study	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Pradhan, Swapna (2017). *Retailing Management: Text and Cases*, 5/e; New Delhi: McGraw Hill

**Reference Books**

1. Carver, R. James, Patrick, M. Dunne and Robert, F. Lusch (2015). *Retailing*, 8/e: Cengage India
2. Berman, Barry and Joel, R. Evans (2012). *Retail Management - A Strategic Approach*, 12/e; New Delhi: Pearson Education

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Course Title: **RURAL MARKETING**  
Course Code: MB17RUT  
Semester / Credits: ELECTIVE / 3

### **Course Objective**

This course will give insights on the rural markets of India, its peculiarities and evolving environment. At the end of this course, the students will be able to create marketing strategies that are relevant for the rural consumers.

### **Course Coverage**

#### Part 1 (8 hours)

##### *Introduction to Rural Marketing*

Rural Marketing - Concept, Scope, Nature, and Approaches - Urban Vs. Rural - Rural Marketing Management Perspectives - Challenges to Indian Marketer - Policy Interventions - Reforms in Rural towards Digital India

#### Part 2 (8 hours)

##### *Rural Marketing Environment and Consumer Behaviour*

The Evolution of Rural Marketing - The Rural Environment - The Rural Economic Structure - Changing Profile of Rural Consumers - Influence of Rural Consumer

#### Part 3 (8 hours)

##### *Selection of Rural Market*

Rural Marketing Research - Segmenting Rural Markets - Concepts, Degrees, Bases, and Guides to Effective Segmentation - Targeting Rural Markets - Positioning in Rural Markets

#### Part 4 (13 hours)

##### *Rural Marketing Mix*

Product - Concept, Product Mix Decisions, Competitive Product Strategies - Pricing - Concept, Significance, Objectives, Influencing Factors and Pricing Strategy - Rural Distribution - Challenges, Dynamics, New Players and New Approaches, and Coverage Strategy. Promotion - Challenges, Developing Effective Rural Communication, Rural Media, and Promotion Strategy

#### Part 5 (8 hours)

##### *Future of Rural Marketing*

The Rural Boom - The Rural Dividend

### **Pedagogy**

Lecture, Case Discussion, Field Study

## Evaluation and Grading

Case Discussion	...	10%
Field Study	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Pradeep Kashyap (2016). *Rural Marketing*, 3/e; New Delhi: Pearson Education

## Reference Books

1. Badi, V. Ravindranath and Narayansa. V. Badi (2015). *Rural Marketing*, New Delhi: Himalaya Publishing House
2. Krishnamacharyulu, C.S.G. and Lalitha Ramakrishnan (2011). *Rural Marketing - Text and Cases*, 2/e; New Delhi: Pearson Education

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Course Title:                   **SALES AND DISTRIBUTION MANAGEMENT**  
Course Code :                 **MB17SDM**  
Semester/ Credits:         **ELECTIVE / 3**

## Course Objective

This course intends to develop an understanding of the sales and distribution processes in organizations. By the end of this course, students will gain insights on the approaches, strategic aspects and trends in sales force and distribution channel management.

## Course Coverage

### Part 1 (9 hours)

#### *Introduction to Sales Management*

Sales Management - Evolution, Nature and Importance - Sales Management Positions - Women in Sales, Sales Objectives, Strategies and tactics, Emerging Trends -Linking Sales and Distribution Management

### Part 2 (10 hours)

#### *Managing the Sales force*

Changing role of a sales force - Personal Selling - Planning, Sales Forecasting, and Budgeting -Designing and Managing Sales Territories - Organizing and staffing the sales force, training, motivating, compensating and leading the sales force, controlling the sales force.

Part 3 (9 hours)

*Basics of Distribution Management*

Distribution Management, Need for Distribution Channels, Marketing Channels - Evolution, Formats, and Levels - Prominent Channel Systems - Costs and Margins in the Distribution System

Part 4 (9 hours)

Designing Channel Systems

Channel design and Planning Process, Channel Design Implementation - Channel Management and Channel Strategy - Channel Information systems - Elements, Performance evaluation, Channel Implementation

Part 5 (8 hours)

*Emerging Trends in Sales and Distribution Management*

Electronic form of Selling and Distribution - E-Commerce and e-tailing as a Channel of Distribution - Electronic intermediaries - e-enabled Logistics Management and Tracking Systems

**Pedagogy**

Lecture, Case Discussion, Seminar

**Evaluation and Grading**

Case Discussion	...	10%
Seminar	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Havaladar, K. Krishna and Cavale, M. Vasant (2015). *Sales and Distribution Management - Text and Cases*, 2/e; New Delhi: McGraw-Hill Education

**Reference Books**

1. Nag, A. (2013), *Sales and Distribution Management*; New Delhi: McGraw-Hill Education
2. Panda, K. Tapan and Sahadev, Sunil (2012). *Sales and Distribution Management*, 2/e; New Delhi: Oxford University Press

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Course Title: **SERVICES MARKETING**  
Course Code: MB17SVM  
Semester/ Credits: ELECTIVE / 3

### **Course Objective**

This course enable the students to understand the fundamental concepts of services marketing and various gaps existing in the service delivery process. At the end of this course students will be able explain the unique challenges of services providers and find out the suitable strategies to fill the various gaps existing in the service delivery process to create service excellence.

### **Course Coverage**

#### Part 1 (5 hours)

##### *Foundations for Services Marketing*

Introduction to Services - Service Based Economies - Service and Technology - Characteristics of Services - Service Marketing Mix - The Gaps Model of Service Quality

#### Part 2 (10 hours)

##### *Focus on the Customer*

Customer Expectations of Services - Customer Perceptions of Services - Service Quality - Service Encounters - The Building Blocks for Customer Perceptions

#### Part 3 (10 hours)

##### *Understanding Customer Requirements*

Customer Research to Understand Customer Perceptions - Elements in an Effective Services Marketing Research Programme - Building Customer Relationships - Service Recovery - Service Recovery Strategies

#### Part 4 (10 hours)

##### *Aligning Service Design and Standards*

Service Innovation and Design - Types of Service Innovation - Stages in Service Innovation and Development - Service Blueprinting - Customer Defined Service Standards - Physical Evidence and the Servicescape

#### Part 5 (10 hours)

##### *Delivering and Performing Service*

Role of Employees in Service Delivery - Role of Customers in Service Delivery - Managing Demand and Capacity - Managing Service Promises - Pricing of Services

### **Pedagogy**

Lecture, Case Discussion, Field Study, Flipped Class

## Evaluation and Grading

Flipped Class	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Valarie, A. Zeithaml, Mary, Jo Bitner, Dwayne, D. Gremler and Pandit Ajay (2016). *Services Marketing*, 6/e; New Delhi: McGraw Hill Education

## Reference Books

1. Christopher Lovelock, Jochen Wirtz (2013). *Services Marketing*, 7/e; New Delhi: Pearson Education
2. Harsh, V. Verma (2013). *Services Marketing: Text and Cases*, 2/e; New Delhi: Pearson Education

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## SYLLABUS AND COURSE OUTLINE

### LIST OF ELECTIVES IN GENERAL MANAGEMENT

No.	Code	Title	Credits
1	MB17BAN	Business Analytics	3
2	MB17EMT	Environmental Management	3
3	MB17IEM	Indian Ethos in Modern Management	3
4	MB17PRJ	Project Management	3
5	MB17PPA	Public Policy and Administration	3
6	MB17SCM	Supply Chain Management	3
7	MB17TQM	Total Quality Management	3

Course Title: **BUSINESS ANALYTICS**  
Course Code: MB17BAN  
Semester/ Credits: ELECTIVE / 3

### **Course Objective**

To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. At the end of the course students will understand the role of business analytics within the organization. Students can demonstrate the ability to translate data into clear, actionable insights using appropriate techniques.

### **Course Coverage**

#### Part 1 (8 hours)

##### *Introduction to Business Analytics*

What is business analytics? Evolution, Data for business analytics, Data Models, Problem solving and decision making

#### Part 2 (9 hours)

##### *Predictive Modeling and analysis*

Logic driven modeling, Data driven modeling, Model analysis using risk solver platform

#### Part 3 (10 hours)

##### *Simulation and Risk Analysis*

Spreadsheet models with random variables, New Product development model, Newsvendor model, Cash budget model

#### Part 4 (9 hours)

##### *Data Mining*

Data Exploration and reduction - Cluster Analysis, Logistic regression, Association rule mining, Cause and Effect modeling

#### Part 5 (9 hours)

##### *Linear optimization*

Solving linear optimization models using Standard solver and premium solver, Solver outcomes and solution messages, Using optimization models for prediction and insight, Decision Analysis - decision trees

### **Pedagogy**

Lecture, Seminar, Exercise

## Evaluation and Grading

Assignment	...	05%
Quiz	...	05%
Seminar	...	10%
Exercise	...	10%
Mid semester examination	...	20%
End Semester Examination	...	50%

## Text Book

Evans, R. James (2016). *Business Analytics - Methods, Models and Decisions*, 3/e; New Delhi: Pearson Education

## Reference Books

1. Laursen, G.H.N (2016). *Business Analytics for Managers: Taking Business Intelligence Beyond Reporting*, New Delhi: Wiley India
2. Albright, S. Christian and Winston, L. Wayne (2015). *Business Analytics & Decision Making*, 5/e; New Delhi: Cengage Learning

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Course Title:                   **ENVIRONMENTAL MANAGEMENT**  
Course Code :                   **MB17EMT**  
Semester/ Credits:           **ELECTIVE / 3**

## Course Objective

The course is designed to provide a critical overview on the various aspects of environmental management. At the end of the course the students will show sensitivity to issues of environmental concerns and environmental conservation, understand Global and Indian environmental policies and laws, be able to enhance their synthesis skills to evolve strategic corporate responses to integrate social/environmental issues into business management

## Course Coverage

### Part 1 (12 hours)

#### *The Global Environmental Crisis*

Population - Water and Sanitation - Biodiversity - Forests - Land - Pollution - Disasters - Global Warming - The Scientific and Industrial Revolution - Ecological Footprint - The world's response to Environmental Crisis

### Part 2 (10 hours)

#### *Environmental Pollution*

Air and Noise Pollution - Water, Soil and Marine Pollution - Solid Waste Management - Disaster Management

Part 3 (10 hours)

*Human Population and The Environment*

Population Growth - Environment and Human Health - Women and Child Welfare

Part 4 (13 hours)

*Social Issues and The Environment*

Sustainable Development - Global Warming, Acid Rain and Ozone Depletion -  
Environmental Laws and Regulation

**Pedagogy**

Lecture, Case Discussion, Audio-Visual Aids, Field Study

**Evaluation and Grading**

Case Discussion	...	10%
Field Study	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Rajagopalan, R. (2016). *Environmental Studies: From Crisis to Cure*, 3/e; New Delhi: Oxford

**Reference Books**

1. Miller, G. Tyler Jr. (2014). *Environmental Science*, 14/e; New Delhi : Cengage Learning
2. Uberoi, N.K. (2010). *Environmental Management*, 2/e; New Delhi: Excel Books

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Course Title: **INDIAN ETHOS IN MODERN MANAGEMENT**  
Course Code : **MB17IEM**  
Semester/ Credits: **ELECTIVE / 3**

**Course Objective**

The objective of this course is to acquaint the students with Indian Ethos and its relevance to managerial decision making. At the end of this course, students will acquire knowledge and capability to develop ethical practices for effective management.

## Course Coverage

### Part 1 (9 hours)

#### *Philosophy of Indian Ethos in Modern Management*

Indian Ethos: Distinctive Characteristics - Model of Modern Management in Indian Socio-Political Environment - Indian Perspective on Functions of Management - Indian Perspective on General and Functional Management - Indian Heritage in Production and Consumption

### Part 2 (9 hours)

#### *Values and Ethics for Modern Management*

Values and Ethics: Concepts - Criteria for Ethical Evaluation - Ethics and Business - Ethical Dilemmas. Universalism vs Utilitarianism. Societal Values: Attitude to Other Beings - Values and Society - Values for Managers.

### Part 3 (9 hours)

#### *Indian Spiritual Values in Modern Management*

The Concept of Karma - Spirituality: The Essence - Religion and Spirituality - Behavioural Implications - Humility - Meditation: Introduction - Benefits - Methods - The Primeval Sound.

### Part 4 (9 hours)

#### *Social Responsibility and Trusteeship*

The Concept of Duty - Spirituality and Duty - Corporations and Social Responsibility - Trusteeship: Concept, Principles, Accountability - Social Responsiveness and Social Responsibility.

### Part 5 (9 hours)

#### *Leadership and Personal Effectiveness*

Personal Leadership - Responsibilities - Demotivators - Integrity - Leader as Head of the Family - Personal Effectiveness : Learning - Intangibility of Objectives - Mind and Effectiveness - Desires and Pleasures - Managing the Mind - Interdependence - Creativity - Confidence and Responsibility.

## Pedagogy

Lecture, Panel Discussion, Role Play

## Evaluation and Grading

Panel Discussion	...	10%
Role plays	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Balachandran, S., Raja, K.C.R. and Nair, B.K. (2008). *Ethics, Indian Ethos and Management*, 2/e; Mumbai: Shroff Publishers and Distributors

## Reference Books

1. Khandelwal, N.M. (2011). *Indian Ethos and Values for Managers*, 1/e; New Delhi: Himalaya Publishing House
2. Devdutt Patanaik, (2013). *Business Sutras: A Very Indian Approach to Management*, 1/e; New Delhi: Aleph Book Company

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Course Title:                   **PROJECT MANAGEMENT**  
Course Code:                   MB17PRJ  
Semester/ Credits:           ELECTIVE/ 3

## **Course Objective**

The course would enable the students to gain knowledge on the principles and tools of project management. At the end of the course students will be able to apply the principles and tools of project management in business on regular basis to accomplish unique outcomes with limited resources under critical time constraints.

## **Course Coverage**

### Part 1 (5 hours)

Project- Definition, Purpose of Project Management, Project Life Cycle, Project Management Growth

### Part 2 (15 hours)

Project Initiation - Strategic Management and Project Selection, The Project Manager, Managing Conflict and the Art of Negotiation, The Project in the Organizational Structure

### Part 3 (15 hours)

Project Planning - Project Activity and Risk Planning, Estimating Project Costs and Risks, Scheduling, Resource Allocation

### Part 4 (10 hours)

Project Execution - Monitoring the Information Systems, Project Control, Project Auditing, Project Termination



## **Pedagogy**

Lecture, Case Discussion, Exercise, Seminar

## **Evaluation and Grading**

Seminar	...	10%
Case Discussion	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## **Text Book**

Meredith, R. Jack and Samuel J. Mantel (2012). *Project Management: A Managerial Approach*, 8 /e; New Delhi: Wiley India

## **Reference Books**

1. Chandra, Prasanna (2014). *Projects - Planning, Selection, Financing, Implementation and Review*, 8/e; New Delhi: McGraw Hill Education
2. Kerzner, Harold (2014). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, 10/e; New Delhi: Wiley India

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Course Title: **PUBLIC POLICY AND ADMINISTRATION**  
Course Code: MB17PPA  
Semester/ Credits: ELECTIVE/ 3

## **Course Objective**

This course provides the students with an overview of evolution of Indian public administration, structure of Indian Constitution and its execution. On completion of this course the students will be able to recognize the roles and responsibilities at various levels of administrators involved in Public administration and identify the challenges in the process of making public policy in the changing environment.

## **Course Coverage**

### **Part 1** (5 hours)

#### ***Evolutionary Perspective & Constitutional Setting***

Kautilya's Administrative State, Mughal Administration, Administration under British rule; Value Premises of Indian Constitution, Parliamentary Democracy in India, Union - State Relations

Part 2 (10 hours)

*The Union Executive & State Administration*

Roles and Responsibilities of Indian President, Prime minister, Council of Ministers, Cabinet Secretariat, Central Secretariat, Ministries and Departments; The Governor, Chief Minister and State Secretariat

Part 3 (10 hours)

*Area Administration & Civil Service System*

District Collector, Urban local Governance, Panchayati Raj - Struggle for Effectiveness

Part 4 (10 hours)

*Development Administration & Accountability System*

Planning System - Central, State, and District, Rural Development Programmes - Foci and Strategies; Parliamentary Control over Public Expenditure, Comptroller and Auditor General of India

Part 5 (10 hours)

*Issue Areas & Public Policy*

Administrative Reforms in India, Integrity in Civil Service, The Right to Information; Public Policy - Nature and Scope, Public Policy Making Process

**Pedagogy**

Lecture, Case Discussion

**Evaluation and Grading**

Quiz	...	05%
Assignment	...	10%
Case Discussion	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Arora, K. Ramesh, Rajni Goyal (2014), *Indian Public Administration, Institutions and Issues*, 3/e; New Delhi: New Age International

**Reference Books**

1. Medury, Uma (2012), *Public Administration in the Globalization Era, The New Public Management Perspective*, 1/e; New Delhi: Orient Blackswan
2. Basu, Durga Das (2013), *Introduction to the Constitution of India*, 21/e; Gurgaon: LexisNexis

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Course Title: **SUPPLY CHAIN MANAGEMENT**  
Course Code : MB17SCM  
Semester/ Credits: ELECTIVE / 3

### **Course Objective**

This course is designed to recognize the elements of supply chain and its impact on overall performance of the organization and also to impart the metrics for assessing the supply chain performance. At the end of this course students would be able to appreciate the strategic framework of supply chains, plan and manage inventories in a supply chain, design and plan transportation networks and also the role of information technology in supply chain.

### **Course Coverage**

#### Part 1 (10 Hours)

##### *Building a Strategic Framework to Analyse Supply Chain*

Understanding the Supply Chain - Supply Chain Performance - Supply Chain Drivers and Metrics - Designing the Supply Chain Network - Network Design in Supply Chain.

#### Part 2 (15 Hours)

##### *Planning Demand and Supply in a Supply Chain*

Demand Forecasting in a Supply Chain - Aggregate Planning in a Supply Chain - Sales and Operations Planning - Planning and Managing Inventories in a Supply Chain - Managing Uncertainty in a Supply Chain.

#### Part 3 (10 Hours)

##### *Designing and Planning Transportation Networks*

Transportation in a Supply Chain - Managing Cross Functional Drivers in a Supply Chain- Pricing and Revenue Management in Supply Chain.

#### Part 4 (10 Hours)

##### *Information Technology in a Supply Chain*

The role of IT in a supply chain - the supply chain IT framework - the future of IT in the supply chain - Risk management in IT - Supply chain IT in practice - coordination in a supply chain.

### **Pedagogy**

Lecture, Field Study, Class Discussion, Seminar

### **Evaluation and Grading**

Case Discussion	...	10%
Field Study	...	10%

Seminar	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Chopra, Sunil, Meindl, Peter and Kalra, D.V. (2015). *Supply chain Management: Strategy, planning and operation*, 6/e; New Delhi: Pearson Education

**Reference Books**

1. Shah, Janat (2009). *Supply Chain Management - Text and cases*, New Delhi: Pearson Education
2. Sahay, B.S. (2012). *Supply Chain Management for Global Competiveness*, 2/e; New Delhi: Macmillan

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Course Title: **TOTAL QUALITY MANAGEMENT**  
 Course Code: MB17TQM  
 Semester/ Credits: ELECTIVE / 3

**Course Objective**

This course is designed to provide the students with the knowledge of the underlying philosophies and core values of TQM. At the end of the course students can understand the importance of HR dimensions of TQM and compare and contrast the various tools used in quality management.

**Course Coverage**

Part 1 (6 hours)

*Introduction to Total Quality Management*

Introduction, Gurus of TQM, TQM Framework, Defining Quality, Historical review, Obstacles and Benefits of TQM

Part 2 (7 hours)

*Leadership*

Characteristics of Quality leaders, 7 Habits of highly effective people, Deming Philosophy, Role of TQM leaders, Core values, Quality Statement, Strategic Planning, Communication, Decision making

Part 3 (12 hours)

*Human Resource Dimension of TQM*

Customer Satisfaction - Customer perception of quality, Feedback, Using customer complaints, Service Quality, Translating Customer needs into requirements, Customer Retention

Employee Involvement - Empowerment, Teams, Suggestion system, Recognition and rewards, Performance Appraisal, Benefits  
Supplier Partnership - Principles, Partnering, Sourcing, Supplier selection, certification, Rating and Relationship development

Part 4 (8 hours)

*Process and Performance*

Continuous Process Improvement - Process, improvement strategies, Types of problems, PDSA Cycle, Problem Solving method, Kaizen, Reengineering, Six-sigma, Quality awards

Part 5 (12 hours)

*Tools and Techniques*

Benchmarking, Quality Management System, Environmental and Occupational health and safety management systems, Quality Function Deployment, Management Tools and Statistical Process Control

**Pedagogy**

Lecture, Case Discussion, Exercise, Field Study

**Evaluation and Grading**

Quiz	...	05%
Assignment	...	05%
Case Discussion	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Besterfield, D.H., Besterfield-Michna, Carol, Besterfield-Sacre, Mary and Besterfield, H. Glen (2015). *Total Quality Management*, 4/e; New Delhi: Pearson Education

**Reference Books**

1. Oakland, John S (2014). *Total Quality Management and Operational Excellence: Text with Cases*, 4/e; New York: Routledge
2. Kiran, D.R (2016). *Total Quality Management - Key Concepts and Case Studies*, 1/e; UK: Butterworth-Heinemann, Imprint of Elsevier

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## SYLLABUS AND COURSE OUTLINE

### LIST OF ELECTIVES IN ENTREPRENEURSHIP MANAGEMENT

No.	Code	Title	Credits
1	MB17BPD	Business Plan Development	3
2	MB17ENF	Entrepreneurial Finance	3
3	MB17EPS	Entrepreneurship	3
4	MB17NVC	New Venture Creation	3
5	MB17SBM	Small Business Management	3
6	MB17SEN	Social Entrepreneurship	3

Course Title: **BUSINESS PLAN DEVELOPMENT**  
Course Code : MB17BPD  
Semester/ Credits: ELECTIVE / 3

### **Course Objective**

To enable students to understand the importance and various components of a business plan and lead them through a step by step process of developing , preparing and presenting a comprehensive and effective business plan. After completing this course the students will be able to develop a business plan and write an executive summary, identify the target market and competition, develop an exit plan and address the business and strategic aspects of internet business activities, as well as give a structure to outline the technology needs when planning an 'E - Business' or adding an internet component to their business.

### **Course Coverage**

#### Part 1 (6 hours)

##### *Starting the Process*

The Successful Business - Getting Your Plan Started - Making Your Plan Compelling.

#### Part 2 (15 hours)

##### *Business Plan Components*

The Executive Summary - Company Description - Industry Analysis and Trends - Target Market - Competition - Strategic Position and Risk Assessment - Marketing Plan and Sales Strategy - Operations - Technology Plan - Management and Organisation - Community Involvement and Social Responsibility - Development - Milestones and Exit Plan - The Financials - The Plans Appendix.

#### Part 3 (12 hours)

##### *Putting the Plan to Work*

Preparing - Presenting and Sending Out Your Plan - Looking for Money - Using Your Plan for Class and Competitions - Internal Planning for Existing Business and Corporations - Time Saving Tips.

#### Part 4 (12 hours)

##### *Special Considerations*

Considerations for Internet , 'E- Business' - Considerations for Retailers - Considerations for Manufacturers - Considerations for Service Businesses - Business Planning in a Weak or Strong Economy.

### **Pedagogy**

Lecture, Case Discussion, Exercise - Business Plan Development

## Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Kleiner, Eugene, Abrams , Rhonda (2014). *The Successful Business Plan: Secrets & Strategies*, 6/e; New Delhi: Prentice Hall

## Reference Books

1. Chandra, Prasanna (2016). *Projects - Planning, Analysis, Selection, Financing, Implementation and Review*, 8/e; New Delhi: McGraw Hill Education
2. Barringer, R. Bruce (2014). *Preparing Effective Business Plans: An Entrepreneurial Approach*, 2/e; New Delhi: Pearson Education

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Course Title:                   **ENTREPRENEURIAL FINANCE**  
Course Code:                   MB17ENF  
Semester / Credits:           ELECTIVE / 3

## Course Objective

This course enables the student to build their skill and knowledge in entrepreneurial finance by recognizing and valuing the opportunity, various sources of finance, venture capital, various financing techniques and strategic partnering. At the end of this course they would be able to learn the financial management practices and were able to find the various sources of financial capital and the related investment process.

## Course Coverage

### Part 1 (8 hours)

#### *The Entrepreneurial Environment*

Introduction to Finance for Entrepreneurs - Developing the Business Idea

### Part 2 (8 hours)

#### *Organizing and Operating the venture*

Organizing and Financing a New Venture - Preparing and using Financial Statements  
- Evaluating Operating and Financial Performance



Part 3 (8 hours)

*Planning for the future*

Managing Cash Flow - Types and Costs of Financial Capital - Securities Law  
Considerations when obtaining Venture Financing

Part 4 (8 hours)

*Creating and Recognizing Venture Value*

Projecting Financial Statements - Valuing Early Stage Ventures - Venture Capital  
Valuation Methods

Part 5 (8 hours)

*Structuring Financing for the growing venture*

Professional Venture Capital - Other Financing Alternatives - Security Structures  
and Determining Enterprise Values

Part 6 (5 hours)

*Exit and Turnaround Strategies*

Harvesting the Business Venture Investment- Financially troubled Ventures,  
Turnaround Opportunities

**Pedagogy**

Lecture, Exercise, Seminar

**Evaluation and Grading**

Exercise	...	10%
Assignment	...	10%
Seminar	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Leach J. Chris, Melicher W. Ronald (2016). *Entrepreneurial Finance*, 5/e; New  
Delhi: Cengage Learning

**Reference Books**

1. Alhabeeb, M. J, (2015). *Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business*, New Jersey: John Wiley & Sons
2. Steven, Rogers and Roza, Makonnen (2014). *Entrepreneurial Finance - Finance and Business Strategies for the Serious Entrepreneur*, 3/e; New Delhi: McGraw Hill Education

Course Title:               **ENTREPRENEURSHIP**  
Course Code :               MB17EPS  
Semester/ Credits:       ELECTIVE / 3

### **Course Objective**

This course is designed to enable the students to analyse the business environment to recognise the business opportunity and generation of business ideas and also to imbibe the concept and spirit of entrepreneurship. At the end of this course the students will be able to do the self-analysis, apply the elements of entrepreneurship in their real life and develop a feasible business plan and develop knowledge to start the venture.

### **Course Coverage**

#### Part 1 (10 hours)

##### *The Entrepreneurial Perspective*

The Nature and Importance of Entrepreneurs - Entrepreneurship and the Entrepreneurial Mind-set - The Individual Entrepreneur - International Entrepreneur Opportunities - Entrepreneurial strategy

#### Part 2 (9 hours)

##### *Creating and Starting the Venture*

Creativity and the Business Idea - Identifying and Analysing Domestic and International Opportunities - Protecting the Idea - legal Issues for the Entrepreneur

#### Part 3 (8 hours)

##### *Opportunity to the Business Plan*

*The Business Plan -The Marketing Plan - The Organisational Plan - The Financial Plan*

#### Part 4 (9 hours)

##### *Business Plan to Funding the Venture*

Sources of Funds - Informal Risk Capital - Venture Capital and Going Public

#### Part 5 (9 hours)

##### *Funding the Venture to Launching, Growing and Ending the New Venture*

Strategies for Growth and Managing the Implications of Growth - Accessing Resources for Growth from External Sources - Strategies for Harvesting and Ending the Venture

### **Pedagogy**

Lecture, Case Discussion, Exercise

## Evaluation and Grading

Case Discussion	...	10%
Assignment	...	05%
Exercise	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Hisrich, D. Robert, Peters, P. Michael, and Shepherd, A. Dean (2017). *Entrepreneurship, 9/e*; New Delhi: McGraw Hill Education

## Reference Books

1. Kuratko, F. Donald, Rao, T. V, (2015). *Entrepreneurship, 1/e*; New Delhi: Cengage Learning
2. Holt, H. David (2016). *Entrepreneurship, 1/e*; New Delhi: Pearson Education

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Course Title:               **NEW VENTURE CREATION**  
Course Code:               **MB17CEN**  
Semester/ Credits:       **ELECTIVE/ 3**

## Course Objective

This course enables the students to understand and appreciate the benefits and risk associated with the new venture creation and learns how to create different forms of new ventures by overcoming various risks involved in the existing environment. At the end of this course the students will be able to understand the process of planning, financing, leading, managing and evaluating the new venture.

## Course Coverage

### Part 1 (9 hours)

#### *Entrepreneurship and Free Enterprise*

Entrepreneurship and New Venture Opportunities - Entrepreneurship and Innovation Small Business and Corporate Entrepreneurship - Contrasting enterprise - A Model for New Ventures - Feasibility Planning

### Part 2 (9 hours)

#### *Product and Service Concepts for New Ventures*

The Product Concept and Commercial Opportunities - Product Protection- patents - Trademarks - Copyrights - Services - The Human Side of Entrepreneurship

Part 3 (9 hours)

*Marketing and New Venture Development*

Marketing Research for New Ventures - Marketing - Functions and Strategies - International Markets - New Venture Opportunities

Part 4 (9 hours)

*Organizing and Financing the New Venture*

The Entrepreneurial Team and Business Formation - Business Acquisitions and Franchising - Financial Resources for New Ventures - Managing Growth and Transition

Part 5 (9 hours)

*Startup for Creating the Adventure*

The Rise of the Startup Economy - The Six Forces of Change - The Big Idea - Creating Great Customer Experiences - The New Brand Order - Scaling to New Heights - Creating the Adventure - Choose your Own Adventure

**Pedagogy**

Lecture, Case Discussion, Field Study

**Evaluation and Grading**

Filed Study	...	10%
Case Discussion	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Holt H., David (2017). *Entrepreneurship: New Venture Creation*, New Delhi: Pearson Education

**Reference Books**

1. Kumar Arya (2017). *Entrepreneurship: Creating and Leading an Entrepreneurial Organisation*, New Delhi: Pearson Education
2. Barringer R., Bruce, Ireland R., Duane (2017). *Entrepreneurship: Successfully Launching New Ventures*, 4/e; New Delhi: Pearson Education
3. Fisher, Steven, Duane, Ja-Nae (2016). *Startup Equation - A Visual Guidebook for Building your Startup*, New Delhi: Tata McGraw-Hill

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Course Title: **SMALL BUSINESS MANAGEMENT**  
Course Code: MB17SBM  
Semester / Credits: ELECTIVE / 3

### **Course Objective**

This course enables the students to plan, start and managing the small business by learning the various topics include small business, financing small business, the use of accounting as a management tool, legal constraints of small business, developing realistic marketing plan, issues involved in managing the family business and work life balance. At the end of this course students can evaluate the options for entering into a small business.

### **Course Coverage**

#### Part 1 (9 hours)

##### *Entrepreneurs and Ideas: The Basis of Small Business*

Small Business - Small Business Ethics - Small Business Entrepreneurs - Small Business Ideas

#### Part 2 (9 hours)

##### *Small Business Paths and Plans*

Small Business Entry - Path to Part Time Entrepreneurship - Paths to Full Time Entrepreneurship - Small Business Strategies - Business Plans

#### Part 3 (9 hours)

##### *Marketing in the Small Business*

Small Business Marketing - Small Business Promotion - Small Business Distribution and Location - Marketing Plans

#### Part 4 (9 hours)

##### *Cash Accounting and Finance in the Small Business*

Small Business Accounting - Cash Life blood of the Business - Small Business Finance - Small Business Protection - Legal Issues - Human Resource Management - Achieving Success in the Small Business

#### Part 5 (9 hours)

##### *Family Business*

Role and Importance of the Family Business - Contributions of Family Business in India - Stages of Development of a Family Business - Characteristics and Types of Family Business - Roles , Responsibilities and Rights of the Family - The Three Circle Model of Family Business - Challenges Faced by Family Business - Succession in Family Business-Improving the Performance of the Family Business.

## Pedagogy

Lecture, Field Study, Case Discussion

## Evaluation and Grading

Assignment	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

## Text Book

Katz, Jerome and Richard, Green (2015). *Entrepreneurial Small Business*, 2/e; New Delhi: McGraw Hill Education

## Reference Books

1. Scarborough, M. Norman, Cornwall, R. Jeffrey (2016). *Essentials of Entrepreneurship and Small Business Management*, 8/e; New Delhi: Pearson Education
2. Charantimath M. Poornima (2014) *Entrepreneurship Development and Small Business Enterprises*, 2/e; New Delhi: Pearson Education

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Course Title:               **SOCIAL ENTREPRENEURSHIP**  
Course Code:               **MB17SEN**  
Semester / Credits:       **ELECTIVE / 3**

## Course Objective

This course prepares the students for innovatively approaching public needs with a combination of entrepreneurial practices and social purposes with the vision of developing social enterprises. This course also provides a working knowledge of the concepts, opportunities and challenges of social entrepreneurship. At the end of this course the students will be able to identify the contemporary issues in management of social sector and also to create the social enterprises through collaborative learning with social enterprises.

## Course Coverage

### Part 1 (12 hours)

#### *Social Entrepreneurship*

Introduction - Social Entrepreneurship Definition - Theories and Models of Social Entrepreneurship - Describing the Social Entrepreneur

Part 2 (12 hours)

*Key Elements of Social Entrepreneurship*

Value Creation - Entrepreneur and Stakeholders Perspective - Global Context - The Role of Culture in forming Social Ventures - The Role of Innovation in Developing Solutions for Social Problems

Part 3 (11 hours)

*Process and Management in Social Ventures*

The Process of Social Entrepreneurship - The Founding Team in the Social Venture - Managing the Social Venture - Financing Non-profit and For-profit Social Ventures

Part 4 (10 hours)

*Creating a Sustainable Change*

Measuring Success - Scaling the Social Venture - Creating an Impact and Sharing Best Practices in Social Entrepreneurship

**Pedagogy**

Lecture, Field Study, Exercise

**Evaluation and Grading**

Exercise	...	10%
Case Discussion	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

**Text Book**

Coleman, Susan, Kariv, Dafna (2015). *Creating the Social Venture*, New York: Routledge

**Reference Books**

1. Bornstein, David (2007). *How to Change the World: Social Entrepreneurs and the Power of New Ideas*, New Delhi: Oxford University Press
2. Keohane, Georgia Levenson (2013). *Social Entrepreneurship for the 21<sup>st</sup> Century: Innovation Across the Nonprofit, Private, and Public Sectors*, USA: McGraw Hill Education
3. Wei-Skillern, J., Austin, J., Leonard, H., & Stevenson, H. (2007). *Entrepreneurship in the Social Sector (ESS)*, New Delhi: Sage Publications

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