

## Key Indicator- 1.3 Curriculum Enrichment

**1.3.1: Institution integrates crosscutting issues relevant to Professional Ethics, Gender, Human Values, Environment and Sustainability in transacting the Curriculum**

**Additional Information:** The topics of **Professional Ethics, Gender, Human Values, Environment and Sustainability** are integrated in the courses listed below and the concerned topics have been highlighted

### Human Values and Professional Ethics

Sr.No.	Program	Semester	Course Name
1	MMS	I	Perspective Management
2	MMS	I	Business Ethics
3	MMS	I	Organizational Behaviour
4	MMS	I	Introduction to Creativity and Innovation Management
5	MMS	II	Human Resource Management
6	MMS	II	Ethics in Indian Management

### Gender Sensitivity

Sr.No.	Program	Semester	Course Name
1	MMS	II	Entrepreneurship Management
2	MMS	II	Development teams & Effective Leadership
3	MMS	III (HR)	Labour Laws and Implication on Industrial Relations
4	MMS	III (HR)	Employee Relation, Labour Laws and Alternate Dispute Relation
5	MMS	IV	Employee Branding and Employer Value Proposition

### Environment and Sustainability

Sr.No.	Program	Semester	Course Name
1	MMS	I	Operation Management
2	MMS	II	Operation Research
3	MMS	II	Business Environment
4	MMS	II	Corporate Social Responsibility
5	MMS	III	International Business
6	MMS	III (Operation)	International Logistics

# Human Values and Professional Ethics



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**PROGRAM : MMS**

<b>Semester</b>	:	<b>I - Core</b>
<b>Title of the Subject / course</b>	:	<b>Perspective Management</b>
<b>Course Code</b>	:	
<b>Credits</b>	:	<b>4</b>
	<b>Duration in Hrs</b>	<b>: 40</b>

**Learning Objectives**

1	To explain the relationships between organizational mission, goals, and objectives
2	To comprehend the significance and necessity of managing stakeholders
3	To conceptualize how internal and external environment shape organizations and their responses
4	To develop critical thinking skills in identifying ethical, global, and diversity issues in planning, organizing, controlling and leading functions of management
5	To Understand organizational design and structural issues
6	To understand that citizenship involves taking conscious steps for societal advancement at individual level and organizational level

<b>Prerequisites if any</b>	
<b>Connections with Subjects in the current or Future courses</b>	

**Module**

<b>Sr. No.</b>	<b>Content</b>	<b>Activity</b>	<b>Learning outcomes</b>
1	Fundamentals for personal and organisational success Fundamentals of personal leadership	Lecture, interaction, discussion. Examining success stories through videos of industry pioneers followed by discussion	The student will be able to look at multiple perspectives that impact business and life.
2	Management: Science, Theory and Practice – The Evolution of Management Functions of Management Nature and purpose of Planning Objectives, Strategies, Policies and Planning Premises – Decision making – Global Planning	Self-study, Discussion, Quiz	To demonstrate empirical understanding of various organizational processes and behaviors and the theories associated with them

  
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3	Managing your career and understanding organisational dynamics: - Leadership functions and corresponding skills required - Choosing the right positions	Discussion	The student will be able to demonstrate leadership behaviours which will be three pronged: leading self, leading others and leading for change and impact.
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Sr. No.	Content	Activity	Learning outcomes
	- Special dilemmas of early career - Landing stretch assignments - Building a network of relationships - Challenges faced by the minority - Developing ethical judgment - Assessing your career		
4	Managing in adversities / Management of crisis	Case Study	The Student will explore different approaches and their consequences during crisis management
5	Social Responsibility, Ethics and Sustainable Development	Discussion, Case study, Group work, Movie, Student Presentation, Debate on MBA Oath	To understand the role of managers and citizens in society
6	Mind control and spiritual Quotient	Literature Reading, Discussion	The Student will learn ways of staying positive and having a healthy mind
7	Role and Responsibilities of a Manager, Effective and Ineffective Managerial styles	Caselets, role plays and discussions	To understand the roles and functions of managers at various (entry, middle and the top) levels
8	Difference between management and leadership, Understanding Level 5 Leadership	Literature reading and Discussion	The student will understand the behavior, skills and mindset of a manager and of a leader.
9	Strategic Management – Definition, classes of decisions, levels of decision, Strategy, Role of different Strategists, Relevance of Strategic Management and its benefits, Strategic Management in India	Discussion, Student Presentations, Case study	The Student will understand various concepts and examples related to Strategic Management
10	Change Management	Discussion, Movies, Case study	The Student will learn about the various steps to be followed to bring about change

11	Total Quality Management	Discussion, Quiz	The Student will understand the concepts and examples of TQM
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#### Text books

1	Principles and Practices of Management by DrKiranNerkar and Dr Vilas Chopde
2	Principles of Management – Davar
3	Essentials of Management – Koontz & Weihrich
4	Strategic Management – V S P Rao & V Hari Krishna

#### Reference books

1	The Leader Within – DreaZigarmi, Michael O'Connor, Ken Blenhard, Carl Edeburn
2	The Action-Centred Leadership – John Adair
3	Good to Great – Jim Collins
4	Leadership – Rudolph Guliani
5	The Mind and its Control – Swami Budhananda
6	Management – a competency building approach – HeilReigel / Jackson/ Slocum

#### Assessment

Internal	40%
Semester end	60%

  
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PROGRAM : MMS

Semester	:	I - Elective		
Title of the Subject / course	:	Business Ethics		
Course Code	:			
Credits	:	4	Duration in Hrs	: 40

Learning Objectives

1	To have an in-depth knowledge of the issues concerning Morals, Values, Ideologies and Ethics in personal, professional and business lives
2	To prepare the budding managers and entrepreneurs to develop themselves into better corporate citizens
3	To imbibe into students the importance of fair transactions, ethical conduct and conscientious decision making
4	To expect an Integrity-driven work place scenario from students
5	To ensure sustainability as a compulsive tool of driving Organisational Vision and Mission
6	To have a balance between the Theoretical and practical aspects of Ethics in general and Ethics in business in particular.

Prerequisites if any	A thorough understanding of the amalgam of Class Room and Work place driven learning of business studies.
Connections with Subjects in the current or Future courses	1. Perspective Management 2. Ethos in Indian Management 3. Corporate Social Responsibility 4. Organisational Behaviour

Module

Sr. No.	Content	Activity	Learning outcomes
1	<b>Ethics : Types, Characteristics</b> Need, Theories, Merits and Limitations. Moral disintegration in contemporary times and need for it to be controlled.	Discussion, Text Book, Electronic Presentations	Getting to know of the basis and basics of Ethics
2	<b>Role and Features of Business.</b> How Business and Ethics are to be conjoined used integrally to each other. Merits of using Ethics in Business. Chanakya and Gandhi philosophy.	Discussion, Text Book, Electronic Presentations	The compulsive connection between Business and Ethics. How does it help the Business.
3, 4 & 5	<b>Theory of Ethics.</b> Management of Ethics - Ethics analysis [ Hosmer model ]; Ethical dilemma; Ethics in practice - Ethics for managers; Role and function of Ethical managers- Comparative ethical behaviour of managers; Code of	Discussion, Text Book, Electronic Presentations	Strong knowledge of the theory and written material on Ethics, Integrity and Ideologies

Sr. No.	Content	Activity	Learning outcomes
	ethics; Competitiveness, organizational size, profitability and ethics; Cost of Ethics in Corporate ethics evaluation.		
6	<b>Business and Ecology /</b> Environmental issues in the Indian context and case studies. Green Judicial Activism, Green Tribunal, Economic & Environmental Sustainability	Discussion, Text Book, Electronic Presentations	Importance and respect for Ecological Environment. Green Legislations
7, 8	<b>Compliance and Legal Aspects of Ethics</b>  General and Business Ethics in particular. Political and Legal Environment. Indian Constitution and Ethics, Indian Legal framework, Competition Law, Indian Culture and Values, Concept of Karma, Dharma and Good Conduct	Discussion, Text Book, Electronic Presentations, Seminar by Legal Experts / NGOs, Special Session by experts in Business and Law fields.	Knowledge and respect for Law and natural justice in business. Appreciating the role and importance of respecting the tenets of Natural Law in Business.
9, 10	<b>Environment of Ethics</b> Economic Environment. Economic Growth and Business. Relationship between Profitability and Ethics. Role of Chambers of Commerce & Industry in furthering the cause of Ethical aspects of Business. FICCI, CII, IMC etc. Ethics in International Scenario, Ethics and Globalisation, Etiquettes and International mores.	Discussion, Text Book, Electronic Presentations	Role of Government, Trade Bodies, Economy in Business Ethics.
11	<b>Corporate Governance and Ethics</b>  Code of Conduct, Citizen's Charter, Employee Welfare, Labour Legislations and Privileges, Collective Bargaining, Fair Wage, Sexual Harassment at Workplace, Vishaka V State of Rajasthan guidelines, Future of Governance in Business.	Discussion, Text Book, Electronic Presentations	
12	Live Case Studies, Projects,		

Sr. No.	Content	Activity	Learning outcomes
& 13	Presentations, Submission by Students in Consultation with Industry and Academic Faculty mentors		

#### Reference books


1	S. A. Sherlekar, Ethics in Management, Himalaya Publishing House.
2	Chandrashekhar, Ethics
3	Chakraborty, Business Ethics

#### Text books

1	W. H Shaw, Business Ethics
2	Satheesh Kumar, Corporate Governance
3	Hosmer and Richard, The Ethics of Management

#### Assessment

Internal	40%
Semester end	60%

  
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PROGRAM : MMS

Semester	:	I - Elective		
Title of the Subject / course	:	Organizational Behaviour		
Course Code	:			
Credits	:	4	Duration in Hrs	: 40

Learning Objectives

1	To provide students understanding how and why people behave in organizations as they do, either as individuals or in groups and how their behaviours affect their performance and performance of the organization as a whole.
2	to provide understanding how to effectively modify their behaviour through motivation and leadership for enhanced performance. And also to provide understanding about related concepts such as Org. Structure, Design and Culture.
3	To help students to understand human behaviour in organizations and equip them to enhance their performance as well as performance of the people reporting to them.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to OB	Lecture	Understand the nature and scope of organizational behavior at individual, group, organizational and societal levels
2	Personality: Meaning and Determinants of Personality	Lecture	Comprehend the meaning and determinants of personality and the effects of perception, attitude and values on work
3	Perception, Attitude and Value	Lecture	Understand the concepts of group dynamics, team effectiveness, team roles and conflict management
4	Motivation Concepts : Motives	Lecture	Distinguish between the various theories of motivation and their application in organizations
5	Group Behaviour and Group Dynamics	Lecture	Define the concept of leadership and distinguish between a number of different leadership theories
6	Organisational Design: Structure, size, technology	Lecture	Identify the different bases of power; and discuss how individuals and groups use power in organizations
7	Leadership: Concepts and skills of leadership	Lecture	Understand the impact of organizational culture and structure on organizational behavior
8	Organisation Development	Lecture	Define the concept and practice of change management and

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Sr. No.	Content	Activity	Learning outcomes
			organizational development; with an analytical insight related to application of interventions strategically.
9	Understanding of the Concept of Defence Mechanism; Types of Defence Mechanism; Role of Defence Mechanism in Personality, Perception & Attitude; Significance & Relevance of Defence Mechanism for Interpersonal Relations and Group Dynamics	Video & Role Play	Enhanced understanding of the behavior of superiors, peers and subordinates especially in problem situations and the ways to deal with them more effectively.
10	Case Studies and Presentations		

#### Text books


1	Any textbook of Psychology of undergraduate course (only for Defence Mechanism)
2	
3	

#### Reference books

1	Understanding Organizational Behavior – Udai Pareek
2	Organizational Behavior – Stephen Robbins
3	Organizational Behavior – Fred Luthans
4	Organizational Behavior – L. M. Prasad (Sultan Chand)
5	Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6	Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7	Organisational Behaviour – Meera Shankar – International Book House Ltd
8	Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9	Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10	Organisational Behaviour – McShane – McGraw Hill Publications

#### Assessment

Internal	40%
Semester end	60%

  
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**PROGRAM : MMS**

<b>Semester</b>	:	<b>I - Elective</b>		
<b>Title of the Subject / course</b>	:	<b>Introduction to creativity &amp; Innovation Management</b>		
<b>Course Code</b>	:			
<b>Credits</b>	:	<b>4</b>	<b>Duration in Hrs</b>	: <b>40</b>


**Learning Objectives**

1	To make students aware of their own creative potential and the various ways that each one can contribute to innovation in an organization context
2	To learn tools and techniques for creativity and Innovation
3	To appreciate the importance and impact of innovation in today's business context
4	To understand the process of innovation
5	To understand the various issues related to managing innovation in an organization context

<b>Prerequisites if any</b>	
<b>Connections with Subjects in the current or Future courses</b>	

**Module**

Sr. No.	Content	Activity	Learning outcomes
1	What is creativity and innovation - importance and impact	Lecture/ small in-class exercises	<ul style="list-style-type: none"> <li>Students realize that every one is inherently creative – and they need to nurture this creativity</li> <li>Students understand the difference and relationship between such terms as creativity, invention, innovation etc</li> </ul>
2, 3 & 4	Tools for Creativity	Workshop style activities	Students are exposed to various tools and approaches to stimulating creativity and innovation. Some of these could include – Viewing from Multiple (stakeholder perspective), Lateral Thinking, 6 Thinking Hats, Brainstorming, Use of Analogies and metaphor, Problem reframing etc
5	Basic concepts of Innovation, Types of Innovation	Lecture	Students are now familiar with the various concepts and vocabulary related to innovation – such as incremental innovation, 4Ps of innovation, Disruptive innovation, Innovation in products, processes, experiences, business model etc
6	Historical perspective on innovation in products, processes, business etc	Lecture	Students begin to appreciate how innovations have taken place over the past several decades – the historical perspective sensitizes them to the various drivers and factors which led to or deterred these innovation. These could include but not limited to laws, government initiatives in terms of policy and R&D spends, technology

  
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Sr. No.	Content	Activity	Learning outcomes
			available, etc. They also learn about various milestones – and realize that a timeline based study of any industry could help identify triggers/opportunities for innovation –
7,8	Over view of the Innovation process	Lecture/video eg IDEO's Shopping cart video/ small in-class exercise to help students actually experience the innovation process – from observation to ideation, concept development, prototyping etc	<ul style="list-style-type: none"> <li>• Student learns the importance of each stage of the innovation process and how to work through each stage</li> <li>• The stages understood include contextual inquiry/ immersive study, insight development, ideation , concept development, prototyping , validation</li> </ul>
9	Innovation processes and practices in Highly Innovative companies	Lecture/Discussion	Students understand how various leading innovative companies such as IDEO, Apple, Samsung, 3M, Google etc innovate and develop a comparative understanding of their approach , tools and techniques and processes for innovation
10	Developing an Innovation culture	Lecture	<ul style="list-style-type: none"> <li>• Students understand the basic concept of culture , the elements of and the unique attributes of a culture for innovation</li> <li>• Students realize the barriers to innovation in an organization context and how these could be overcome</li> </ul>
11	Managing an Innovation project	Lecture/ case /examples to highlight challenges faced in managing innovation	Students develop and understanding of the various problems faced in managing an innovation project in an organizational context and how can it be managed effectively as a project
12 and 13	Strategic innovation Management	Lecture	<ul style="list-style-type: none"> <li>• Students realize how Innovation can provide a competitive advantage</li> <li>• Students become familiar with strategic innovation methods/ frameworks used at a strategic level such as Blue Ocean Strategy, Scenario planning , Osterwalder's Business Model Canvas etc</li> <li>• Students realize how innovation can help in creating Intellectual property which can be create entry barriers for competition</li> <li>• Students also become familiar with the</li> </ul>



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Sr. No.	Content	Activity	Learning outcomes
			challenges of evaluating innovation either for recognition or funding
14	Presentations & Case Studies/		
15	Presentations & Case Studies/		

**Text books**


1	Innovation management – Besant and Tidd
2	Innovation and Entrepreneurship – Besant and Tidd
3	Ten Rules of Strategic Innovation – Vijay Govindrajana

**Reference books**

1	Ten Faces of Innovation – Tom Kelly
2	Design Lead Innovation by Prof Sten Ekman et all
3	Edward DeBono – books related to Lateral thinking, 6 thinking hats
4	The Innovator’s Dilema – Clayton Christensen
5	Business Model innovation by Osterwalder
6	The Art of Innovation – Tom Kelly

**Assessment**

Internal	40%
Semester end	60%

  
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PROGRAM : MMS

Semester	:	II – Core		
Title of the Subject / course	:	Human Resource Management		
Course Code	:			
Credits	:	4	Duration in Hrs	: 40

Learning Objectives

1	To prepare a student for a career in industry and services.
2	To facilitate learning in modern concepts, techniques and practices in the management of human resources
3	To expose the student to different functional areas of Human Resource Management to enhance the effectiveness.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Human Resource Management	Lecture	Apply the theoretical and practical aspects of human resource management to formulate strategies that will enable organizations to achieve both operational and strategic goals related to the organization's human capital. Understand the scope of HRM and its relationship to other social sciences
2	Organization of Personnel Functions	Lecture	Study the personnel function with respect to its organization , policies and responsibilities in an organization
3	Manpower Planning	Lecture	Understand the importance and the process of man power planning, the process of job analysis, compare and contrast methods used for selection and placement of human resources.
4	Motivating Employees	Lecture	Understand the application of the theories of motivation , explaining the difference between internal and external equity in terms of monetary and non-monetary rewards and recognition

Sr. No.	Content	Activity	Learning outcomes
5	Performance Appraisal Systems	Lecture	Discuss the importance and process of performance management, organizational strategic planning and succession planning.
6	Training & Development	Lecture	Describe the steps required to analyze needs , develop and evaluate an employee training and development programs in organizations
7	Organisation Development	Lecture	Define the concept of organizational development and an insight into different types of OD interventions
8	Management of Organizational Change	Lecture	Define the concept and practice of change management and organizational development; with an analytical insight related to application of OD interventions strategically
9	HRD Strategies for Long Term Planning & Growth	Lecture	Discuss different types of HRD strategies for increasing productivity and long term planning for an organization
10	Case Studies and Presentations	Lecture	

#### Text and Reference books

1	Human Resource Management – P.SubbaRao
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#### Text and Reference books

1	Personnel Management – C.B. Mammoria
2	Dessler: Human Resource Management(Prentice Hall India)
3	Personnel/Human Resource Management: DeCenzo& Robbins (Prentice Hall India)
4	D. K. Bhattacharya: Human Resource Management (Excel)
5	VSP Rao – Human Resource Management(Excel)
6	Gomez: Managing Human Resource (Prentice Hall India)
7	Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

#### Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	:	I - Elective		
Title of the Subject / course	:	Business Ethics		
Course Code	:			
Credits	:	4	Duration in Hrs	: 40

Learning Objectives

1	To have an in-depth knowledge of the issues concerning Morals, Values, Ideologies and Ethics in personal, professional and business lives
2	To prepare the budding managers and entrepreneurs to develop themselves into better corporate citizens
3	To imbibe into students the importance of fair transactions, ethical conduct and conscientious decision making
4	To expect an Integrity-driven work place scenario from students
5	To ensure sustainability as a compulsive tool of driving Organisational Vision and Mission
6	To have a balance between the Theoretical and practical aspects of Ethics in general and Ethics in business in particular.

Prerequisites if any	A thorough understanding of the amalgam of Class Room and Work place driven learning of business studies.
Connections with Subjects in the current or Future courses	1. Perspective Management 2. Ethos in Indian Management 3. Corporate Social Responsibility 4. Organisational Behaviour

Module

Sr. No.	Content	Activity	Learning outcomes
1	<b>Ethics : Types, Characteristics</b> Need, Theories, Merits and Limitations. Moral disintegration in contemporary times and need for it to be controlled.	Discussion, Text Book, Electronic Presentations	Getting to know of the basis and basics of Ethics
2	<b>Role and Features of Business.</b> How Business and Ethics are to be conjoined used integrally to each other. Merits of using Ethics in Business. Chanakya and Gandhi philosophy.	Discussion, Text Book, Electronic Presentations	The compulsive connection between Business and Ethics. How does it help the Business.
3, 4 & 5	<b>Theory of Ethics.</b> Management of Ethics - Ethics analysis [ Hosmer model ]; Ethical dilemma; Ethics in practice - Ethics for managers; Role and function of Ethical managers- Comparative ethical behaviour of managers; Code of	Discussion, Text Book, Electronic Presentations	Strong knowledge of the theory and written material on Ethics, Integrity and Ideologies



Sr. No.	Content	Activity	Learning outcomes
	ethics; Competitiveness, organizational size, profitability and ethics; Cost of Ethics in Corporate ethics evaluation.		
6	<b><u>Business and Ecology</u></b> / Environmental issues in the Indian context and case studies. Green Judicial Activism, Green Tribunal, Economic & Environmental Sustainability	Discussion, Text Book, Electronic Presentations	Importance and respect for Ecological Environment. Green Legislations
7, 8	<b><u>Compliance and Legal Aspects of Ethics</u></b> General and Business Ethics in particular. Political and Legal Environment. Indian Constitution and Ethics, Indian Legal framework, Competition Law, Indian Culture and Values, Concept of Karma, Dharma and Good Conduct	Discussion, Text Book, Electronic Presentations, Seminar by Legal Experts / NGOs, Special Session by experts in Business and Law fields.	Knowledge and respect for Law and natural justice in business. Appreciating the role and importance of respecting the tenets of Natural Law in Business.
9, 10	<b><u>Environment of Ethics</u></b> Economic Environment. Economic Growth and Business. Relationship between Profitability and Ethics. Role of Chambers of Commerce & Industry in furthering the cause of Ethical aspects of Business. FICCI, CII, IMC etc. Ethics in International Scenario, Ethics and Globalisation, Etiquettes and International mores.	Discussion, Text Book, Electronic Presentations	Role of Government, Trade Bodies, Economy in Business Ethics.
11	<b><u>Corporate Governance and Ethics</u></b> Code of Conduct, Citizen's Charter, Employee Welfare, Labour Legislations and Privileges, Collective Bargaining, Fair Wage, Sexual Harassment at Workplace, Vishaka V State of Rajasthan guidelines, Future of Governance in Business.	Discussion, Text Book, Electronic Presentations	
12	Live Case Studies, Projects,		

  
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Sr. No.	Content	Activity	Learning outcomes
& 13	Presentations, Submission by Students in Consultation with Industry and Academic Faculty mentors		

#### Reference books

1	S. A. Sherlekar, Ethics in Management, Himalaya Publishing House.
2	Chandrashekhar, Ethics
3	Chakraborty, Business Ethics

#### Text books

1	W. H Shaw, Business Ethics
2	Satheesh Kumar, Corporate Governance
3	Hosmer and Richard, The Ethics of Management

#### Assessment

Internal	40%
Semester end	60%

  
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# GENDER SENSITIVITY



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PROGRAM : MMS

Semester	:	II – Elective		
Title of the Subject / course	:	Entrepreneurship Management		
Course Code	:			
Credits	:	4	Duration in Hrs	: 40

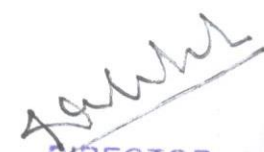
Learning Objectives

1	To acquaint the students with both the theory and practice of Entrepreneurship,
2	to expose the students to the finer nuances of the subject, and,
3	to re-orient the outlook of students towards new business ventures and start ups and also to help them to look at these as a possible career option.

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	1) Entrepreneurship Management would both supplement and complement the knowledge gained after doing papers like Business Environment in the second semester, and, 2) it would also pave the way for studying papers like Strategic Management (Semester III) and Project Management (Semester IV).

Module

Sr. No.	Content	Activity	Learning outcomes
1	<b>(A) Entrepreneurial Perspective :</b> • Concept of entrepreneur, entrepreneurship and enterprise, advantages of entrepreneurship • Nature and development of entrepreneur and entrepreneurship	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
2	• opportunity -based entrepreneurship • social entrepreneurship • entrepreneurship by Dalits • technopreneurship	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
3	Gender bias and women entrepreneurs	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
4	Entrepreneurs, managers and intrapreneurs : similarities and differences	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
5	Innovation, creativity and entrepreneurship	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to

  
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Sr. No.	Content	Activity	Learning outcomes
			realise and harness the potential of new ventures and start ups.
6	<b>(B) The Entrepreneurial Environment:</b> <ul style="list-style-type: none"> <li>• Analysis of business opportunities in both the domestic and global economies, including the analysis of PEST factors</li> </ul>	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
7	<ul style="list-style-type: none"> <li>• Quick-start routes to establish a business (franchising, ancillarising and asquisitioning)</li> <li>• Support organisations for an entrepreneur and their role</li> </ul>	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
8	<ul style="list-style-type: none"> <li>• Legal framework for starting a business in India</li> <li>• The Make in India Campaign, the Digital India Campaign and the opportunities for start ups in India</li> </ul>	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
9	<b>(C) The Enterprise Launching :</b> <ul style="list-style-type: none"> <li>• Product / Project identification</li> <li>• Preparing a Business Plan</li> </ul>	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
10	<ul style="list-style-type: none"> <li>• Business financing, including venture capital finance and private equity</li> </ul>	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
11	<ul style="list-style-type: none"> <li>• Managing early growth of business</li> <li>• New venture expansion - strategies and issues</li> </ul>	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
12	<ul style="list-style-type: none"> <li>• International variations in entrepreneurship ( including cultural and political differences)</li> <li>• Indian Family Business: genesis, features, issues and challenges</li> </ul>	-- Do --	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
13	Presentations by students		To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.

1	Entrepreneurship Management by P N Singh and J C Saboo.
2	Entrepreneurship by Rajeev Roy
3	Entrepreneurship by Robert Hisrich, Michael Peters and Dean Shepperd

**Reference books**

1	Beyond Entrepreneurship by James C Collins and William C Lazier
2	Dynamics of Entrepreneurial Development by Vasant Desai
3	Entrepreneurship Development in India by B Ghosh

**Assessment**

Internal	40%
Semester end	60%

  
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PROGRAM: MMS

Semester	:	II			
Title of the Subject / course	:	Developing Teams and Effective Leadership			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

#### Learning Objectives

1	Developing and managing a team
2	Understand how to adapt your leadership style to effectively lead and influence others
3	Strategies for coping with team challenges
4	Define your leadership philosophy and learn how to communicate it
5	Earning trust and building relationships
6	Leading virtual teams

Prerequisites if any	Base knowledge of Management and HRM
Connections with Subjects in the current or Future courses	Organizational Behaviour and Leadership Theories

#### Module

Sr. No.	Content	Activity	Learning outcomes
1	Team Building	Role play	Types of Teams and Team Building Stages
2	Role of leader in team development	Role play	Manage your team, your boss, and your colleagues more effectively
3	Art of using negotiations, power and influence	Case studies	Influencing others from a position of authority
4	Stress Management and Time Management	Case studies	Effective management of time and strategies to handle stress
5	Leading Virtual Teams	Videos, Case studies	Strategies for leading a virtual team

#### Text books

1	Management - Hellriegel, Slocum and Jackson
2	Leadership Theories - Composite
3	

#### Reference books

1	Leadership – Warren Bennis
2	Organizational Behaviour – Ashwathapa
3	Personnel management – ArunMonappa

#### Assessment

Internal	40% - Tests, Assignments
Semester end	60% - Exam

  
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Semester	:	III-Core		
Title of the Subject / course	:	Labour Laws and Implications on Industrial Relations		
Course Code	:			
Credits	:	4	Duration	: 40

### Learning Objectives

1	Understanding Nature and Importance of Labour Laws
2	To understand various legislations with their history, basic provisions & case laws
3	To study current amendments in Labour laws
4	Highlight Labour Laws with IR implications

### Module

Sr. No.	Content	Activity	Learning outcomes
1.	<b>Overview of IR</b> <ul style="list-style-type: none"> <li>IR history in brief, System approach to IR and IR model,</li> <li>Collective Bargaining, Basic Grievance machinery and disciplinary procedure</li> <li>Importance of Workers Participation in Management with few egs.</li> <li>Relating IR to labor laws</li> <li>Labor laws with IR implications for futuristic India</li> </ul>		This is to give a snapshot of IR and the faculty to relate importance of IR to Labor Laws, changing dynamics of IR
2	<b>Introduction to Labor Laws</b> <ul style="list-style-type: none"> <li>Government of India Structure, Constitutional provisions for labor</li> <li>Structure of Courts and appropriate authorities in India.</li> <li>Principles of Labor Laws Classification of Labor Laws viz: Regulative, Employment, Wage,</li> <li>Social Security &amp; IR</li> </ul>		Understanding court jurisdictions and basics of labor laws
3	<b>Industrial Relations Legislations</b> <ul style="list-style-type: none"> <li>Industrial Dispute Act 1947</li> <li>Trade Union Act 1926 &amp;</li> </ul>	Case Laws	To study history, provisions, case laws & amendments under each law.



Sr. No.	Content	Activity	Learning outcomes
	MRTUP & PULP 1971 (only unions politics & recognition provision) • Industrial Employment (Standing Order) Act 1946		
4	<b>Regulative Laws</b> • The Factories Act, 1948 • The Bombay Shop and Establishment Act, 1948	Case Laws	To study history, provisions, case laws & amendments under each law.
5	<b>Social Security Legislations</b> • Workmen's Compensation Act 1923 (with sums) • ESI Act 1948 • Gratuity Act 1972 • Provident Fund Act & Mis. 1952	Case Laws	To study history, provisions, case laws & amendments under each law.
6	<b>Wage Legislations</b> • Payment of Wages Act 1936 • Minimum Wages Act 1948	Case Laws	To study history, provisions, case laws & amendments under each law.
8	<b>Overview of few laws</b> • Maternity Benefit Act 1961 • Apprentice Act 1961 • Employment Exchange Act 1951 • Payment of Bonus Act 1965	Case Laws	Just an overview needs to be taught
9.	Internal Assessments Overview of Alternate Dispute Resolution Mechanisms		
10.	Revision		

#### Text and Reference books

1	Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
2	Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
3	Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
4	Sharma, A. M. Industrial Relations: Industrial Jurisprudence and Labour Legislation. Himalaya Publishing House
5	Kapoor, N.D: Elements of Mercantile Law. Sultan Chand & Sons

#### Assessment

Internal	40%
Semester end	60%

Semester	:	III - Elective		
Title of the Subject / course	:	Employee Relations and Labour Laws and Alternate Dispute Resolution		
Course Code	:			
Credits	:	4	Duration in Hrs	: 40


### Learning Objectives

1	Understanding Nature and Importance of IR
2	To understand Conflict preventing & resolution methods under IR
3	Discussing practical cases in IR
4	New trends in IR and future of IR

### Module

Sr. No.	Content	Activity	Learning outcomes
1	<p><b><u>History &amp; Growth of IR in India</u></b></p> <ul style="list-style-type: none"> <li>• Pre independence</li> <li>• Post independence.</li> <li>• Post Liberalization.</li> <li>• India &amp; ILO</li> </ul>		Discuss the history of the IR movement and growth in India
2	<p><b><u>IR issues in Organizations</u></b></p> <ul style="list-style-type: none"> <li>• IR Definitions</li> <li>• Different approaches to IR:</li> </ul> <p>a) Functional approach b) Systems approach &amp; Dunlop's Contribution c) Oxford Model d) HR approach e) Comprehensive IR model of internalist &amp; externalist approach</p>		Discuss various definitions of IR & IR approaches with their advantages and disadvantages
3	<p><b><u>Prevention Machinery of Conflict in IR</u></b></p> <ul style="list-style-type: none"> <li>• Issues &amp; Levels of conflict in IR, The State &amp; Industrial Relations Policy, Tripartite &amp; Bipartite Bodies, Ethical Codes &amp; IR,</li> <li>• Industrial Employment (Standing Orders) Act, 1946, Model Grievance Procedure &amp; Disciplinary Proceedings</li> <li>• Overview of Trade Union Movement, Union Politics, Difference between Trade union registration &amp; recognition. Trade Union Registration Act 1926. Union</li> </ul>	Case Studies	Understanding the genesis of conflict in IR and various methods prevent the same.

	<p>recognition under MRTUP&amp;PULP &amp; Code of Discipline</p> <ul style="list-style-type: none"> <li>• Conditions for effective Collective Bargaining and process of CB.</li> </ul>		
4	<p><b><u>Conflict Settlement Machinery in IR - II</u></b></p> <ul style="list-style-type: none"> <li>• Industrial Dispute Act – 1947</li> <li>• Alternate Dispute Resolution (ADR) <ul style="list-style-type: none"> <li>a) What is It?</li> <li>b) Discuss cases using ADR to settle cross cultural, environment, healthcare business disputes</li> <li>c) ADR Clause Drafting</li> </ul> </li> </ul>	Cases Studies	Understanding various methods to solve the conflict. Drafting simple settlement agreements and discuss issues related to enforceability of agreements
5	<p><b><u>Labor Welfare</u></b></p> <ul style="list-style-type: none"> <li>• Labor Welfare- <ul style="list-style-type: none"> <li>a) Concept of Labor Welfare</li> <li>b) Approaches to Labor Welfare</li> <li>c) Statutory and Non-Statutory Welfare</li> </ul> </li> <li>• Workers Participation in Management- <ul style="list-style-type: none"> <li>a) Experiences of Germany, France &amp; Britain.</li> <li>b) Indian experience, Suggestion schemes, Kaizen, Quality circles, TQM, ISO, Productivity Bargaining</li> </ul> </li> </ul>	Case Studies	To highlight the importance of Labor welfare & workers participation in management and how can it help for smooth industrial relations
6	<p><b><u>New trends in IR &amp; Future of IR in India 2020</u></b></p> <ul style="list-style-type: none"> <li>• The changing demographics of Indian Industry, manufacturing to service sector, from formal to informal, digitization etc.</li> <li>• Expected changes in the dynamics of IR in this changed Industry model</li> <li>• Ways to cope up with these problems</li> <li>• Collaboration a new outlook to IR</li> </ul>	Guest Lecture	This chapter is expected to be thought completely with practical examples of companies. No particular book required for the same
7	Internal Assessments		
8	Revision		


  
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### Text and Reference books

1	Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
2	Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
3	Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
4	Venkata Ratnam, C. S. Industrial Relations. Oxford University Press
5	Industrial Relations – Late C.S Venkata Ratnam – Oxford Publications
6	Industrial Relations, Trade Unions and Labour Legislation – P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar – Pearson Publications
7	Alternative Methods of Dispute Resolution By Martin A. Frey
8	ADR principles and practice By Henry J. Brown
9	Getting to Yes: Negotiating Agreement Without Giving In By Roger Fisher and William Ury
10	Dispute resolution : negotiation, mediation, arbitration, and other processes By Stephen B. Goldberg,
11	Sharma, A. M. Industrial Relations: Aspects of Labour Welfare & and Social Security. Himalaya Publishing House
12	Sharma, A. M. Industrial Relations: Industrial Jurisprudence and Labour Legislation. Himalaya Publishing House

### Assessment

Internal	40%
Semester end	60%

  
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Semester	:	III-Electives		
Title of the Subject / course	:	Employee Branding and Employer Value Proposition		
Course Code	:			
Credits	:	4	Duration	: 40

### Learning Objectives

1	Concept of Employee Brand
2	Concept of Employer Value Proposition
3	Creating and Nurturing Employee Brand

Prerequisites if any	
Connections with Subjects in the current or Future courses	

### Module

Sr. No.	Content	Activity	Learning outcomes
1	<b>Birth of Employee Brand Concept</b> Changing needs and aspirations of employees : Challenge of managing people : Leadership and its role : Birth of Employee Brand Concept	Case Study/ Role-play/ Drama/ Group Discussion	Learning factors leading to birth of employee brand
2	<b>Fundamentals of Branding</b> Definition : Brand Personality : Brand Positioning and Differentiation : Brand Vision : Brand Hierarchy : Brand Reality : Brand Management and Development : Brand Consistency and Continuity	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concept of a brand
3	<b>Benefits of Employee Branding</b> Functional Benefits : Emotional Benefits : Higher Order Benefits : Life Cycle Benefits	Case Study/ Role-play/ Drama/ Group Discussion	Learning the benefits of employee branding
4	<b>Employee Brand Insight</b> Employee Insights : Labor Market Insights	Case Study/ Role-play/ Drama/ Group Discussion	Employee Brand Insights
5	<b>Before Employee Brand Creation</b> Diagnosing Employee Brand : Preparing to create the Employee Brand	Case Study/ Role-play/ Drama/ Group Discussion	Preparing to create an employee brand
6	<b>Employee Brand Creation</b> Creation of Employee Brand : Operationalization of Employee Brand	Case Study/ Role-play/ Drama/ Group Discussion	Creation and Operationalization of Employee Brand

Sr. No.	Content	Activity	Learning outcomes
7	<b>Employee Brand Creation</b> Brand Identity : Brand Integration : Corporate Brand Hierarchy : Key components of Positioning Model : Brand Reality Model : Brand Vision Model	Case Study/ Role-play/ Drama/ Group Discussion	Learning the different facets of brand creation
8	<b>Nurturing the Employee Brand</b> Documentation : Change Management : Measurement of Impact	Case Study/ Role-play/ Drama/ Group Discussion	Learning about the methods of Nurturing the Employee Brand
9	<b>Employer Value Proposition</b> Definition of Employer Value Proposition : Link to theories of motivation	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concept of Employer Value Proposition
10	<b>Employee Brand Communication</b> Identity : Launch : Rational Understanding : Emotional Engagement : Employee Commitment and behavior change	Case Study/ Role-play/ Drama/ Group Discussion	Learning various Employee Brand Communication techniques
11	<b>Employer Brand Management : Big Picture</b> Policy : External Reputation : Internal Communication : Senior Leadership : Values and CSR : Internal Measurement System	Case Study/ Role-play/ Drama/ Group Discussion	Employer Brand Management at a larger scale
12	<b>Employer Brand Management : Local Picture</b> Recruitment and Induction : Team Management : Performance Appraisal : Learning and Development : Reward and Recognition	Case Study/ Role-play/ Drama/ Group Discussion	Employer Brand Management at a smaller scale
13	<b>Durability of Concept of Employee Brand</b>	Case Study/ Role-play/ Drama/ Group Discussion	Durability of Concept of Employee Brand

#### Text books

1	The Employer Brand Bringing the Best of Brand Management to People at Work: Simon Barrow & Richard Mosley
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#### Reference Books

1	Brand From the Inside: Libby Sartain & Mark Schuman
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#### Assessment

Internal	40%
Semester end	60%

# Environment and Sustainability



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**PROGRAM: MMS**

<b>Semester</b>	:	<b>I - Core</b>			
<b>Title of the Subject / course</b>	:	<b>Operations Management</b>			
<b>Course Code</b>	:				
<b>Credits</b>	:	<b>4</b>	<b>Duration in Hrs.</b>	:	<b>40</b>


**Learning Objectives**

1	To expose a student of Management to operations principles.
2	To understand basic operating principles in product and service industry
3	To be able to apply different analytical techniques of operations Management in different industry sectors like hotel, hospital, mall, BPO, Airlines, manufacturing, consulting etc.

<b>Prerequisites if any</b>	Exposure to MS-excel
<b>Connections with Subjects in the current or Future courses</b>	Manufacturing Resources planning and control, Quantitative models in Operations, Operations analytics, Operations applications and cases

**Module**

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Operations Management, applications in product and service industry, use of competitive advantage	Lecture, examples	Understand the basic concepts and learn how to apply the same.
2	Process analysis in Industry	Lectures, cases	Understand the physical processes
3	Facility location	Lecture, examples	Understand characteristics of equipment, machines and workflow
4	Facility layout	Lecture, examples	Understand characteristics of equipment, machines and workflow
5	Inventory Management, EOQ, ABC analysis, Discount policy	Lecture, examples, cases	Understand how, when, what and how much to order, stock and cost implications
6	Capacity and introduction to aggregate planning, PPC	Lecture, examples, cases	Understand capacity utilization, overall production planning and control
7	Basics of MRP	Lecture, examples, cases	Understand concept of dependency
8	Sequencing techniques	Lecture, examples,	Understand and implement optimal ordering of jobs
9	Introduction to Service Operation management	lecture, examples, cases	Understand application of operation to services
10	Work study and method study	lecture, examples	Understand measurement of time management
11	QC and SQC	lecture, examples	Understand quality and control methods, understand sources of variation and identify them on charts, process improvement

  
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Sr. No	Content	Activity	Learning outcomes
12	ISO systems, Value engineering and analysis	lecture	Understand global standards, cost reduction
13	Introduction to supply chain management	Lecture	Understand basic concept of supply chain
Cases and presentation			

#### Text books


1 Theory & Problems in Production & Operations Management- S N Chary, Tata McGraw Hill
2 Production & Operations Management -Kanishka Bedi , Oxford University Press

#### Reference books

1 Production and Operations Management-S N Chary, Tata McGraw Hill
2 Production and Operations Management- Chunawalla & Patel, Himalaya Publishing
3 Operations Management for competitive advantage-Chase & Jacob, McGraw-Hill/Irwin

#### Assessment

Internal	40%
Semester end	60%

  
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PROGRAM: MMS

Semester	:	II - Core		
Title of the Subject / course	:	Operations Research		
Course Code	:	For Office use		
Credits	:	4	Duration in Hrs	: 40hrs

Learning Objectives

1	To know optimizing techniques
2	To understand its use in decision making in business
3	To Identify and develop operational research model from realsystem
4	To appreciate the mathematical basis for business decision making

Prerequisites if any	Statistics for management, Operations and production management, economics
Connections with Subjects in the current or Future courses	Project Management, Quantitative Techniques,

Module

Sr. No.	Content	Activity	Learning outcomes
1	Linear Programming- Formulation, Solution by graph, Simplex, Duality, post optimality and Sensitivity Analysis	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand application in business. Data Envelopment Analysis as extension of LPP model
2	Transportation problem with special cases	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand special cases of LPP and apply in appropriate situation
3	Assignment Problem with special cases	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand special case of LPP and apply in appropriate situation
4	Game theory- Zerosum games	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand Competitive environment of business
5	Decision Theory- Under Risk, Uncertainty, decision tree	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand project management techniques
6	Waiting lines model- (M M 1):(FIFO ∞ ∞) with cost implication	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand queue model as a measure of performance of system

7	Simulation- queue system, inventory and demand simulation	Create models in Microsoft Excel	In want of assumptions of the model a working system can be created
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#### Text books


1	Operation Research – AN introduction- HamdyTaha, Prentice Hall Of India
2	Quantitative Techniques in Management -N D Vohra, Tata McGraw Hill
3	Operations Research Theory and Applications- J K sharma, Macmillan Business books

#### Reference books

1	Principles of Operations Research –Wagner, Prentice Hall of India
2	Operations Research- Hilier, Liberman, Tata McGraw Hill
3	An introduction to Management Science – Anderson Sweeney Williams, Cengage Learning

#### Assessment

Internal	40%
Semester end	60%

  
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PROGRAM: MMS

Semester	:	II		
Title of the Subject / course	:	Business Environment		
Course Code	:			
Credits	:	4	Duration in Hrs	: 40

Learning Objectives

1	To sensitize the students to the multi-faceted environment of business.
2	to enable them to appreciate the finer nuances of the environment, and,
3	to improve their ability to operate effectively in the contemporary globalized world as managers or entrepreneurs

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	1: It would also deal with macroeconomic issues, and, thus become an essential sequel to Managerial Economics dealing with microeconomics in Semester I, and, 2: it would be an essential pre-requisite to the University paper on Strategic Management in Semester III.

Module

Sr. No	Content	Activity	Learning outcomes
1	Business environment - definition, nature and scope, distinction between internal and external environment of business, limitations of environmental analysis.	Lecture	The students should be able to decipher, analyse and understand the environment of business.
2	Socio-cultural environment of business: elements of culture, the impact of culture on business, multiculturalism	Lecture and a case study	The students should be able to decipher, analyse and understand the environment of business.
3	Political environment of business: The State and it's branches, political ideals including liberty, equality, fraternity and tolerance. The politics of coalition governments	Lecture and a case study	The students should be able to decipher, analyse and understand the environment of business.
4	Regulatory environment of business, including the need for effective regulation and governance as well as the ingredients of a good system of regulation	Lecture	The students should be able to decipher, analyse and understand the environment of business.
5	Regulatory environment of business, including the need for effective regulation and governance as well as the ingredients of a good system of regulation	Lecture	The students should be able to decipher, analyse and understand the environment of business.

6	Ecological issues and sustainable development	-- Do --	The students should be able to decipher, analyse and understand the environment of business.
7	National Income: Growth and development. Interconnectivity between macroeconomic variables & Business Cycles.  The concept of Inclusive growth  Subsidies, JAM (Jandhan, Aadhar and Mobile) and the "Make in India Campaign".	Lecture	Students should be able to understand the need for various campaigns and also the impact of changes in the various macroeconomic variables on economy as well as on business.
8	Money and Banking: including money supply, demand for money, credit creation.	Lecture	Students should be able to understand the need for various campaigns and also the impact of changes in the various macroeconomic variables on economy as well as on business
9	Central Banking and Monetary Policy: instruments of credit control, objectives of monetary policy. <b>Inflation: the concept</b> , demand pull, cost push inflation. Inflation & monetary policy	Lecture	Students should be able to understand the various instruments of credit control, and its impact on economy and business.
10	Budget, budgetary deficit, fiscal deficit and fiscal policy: aims, objectives and efficacy.	Lecture and a case study	Students will develop understanding about the Union Budget and its impact on the various sectors
11	The LPG model (Liberalisation, Privatization and Globalisation) : genesis, features, problems and prospects	Lecture	Students should develop an understanding of the opportunities & challenges of the policies relating to LPG with reference to business.
12	Balance of Payments. International trade blocks, IMF, IBRD, WTO.	Lecture	Students should develop a holistic understanding of the external sector as well as multilateral organization.
13	Presentations by students		Students should develop a holistic understanding of the external sector as well as multilateral organization

  
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1	Economics by Paul Samuelson and Richard Nordhaus: Indian Adaptation, 19th edition
2	Indian Economy by Mishra and Puri
3	Macroeconomics for Management students by A. Nag

**Reference books**

1	Business Environment and Public Policy by R A Buchholz
2	Economic Survey by Ministry of Finance, Government of India - Different issues
3	World Development Report by the World Bank - different issues

**Assessment**

Internal	40%
Semester end	60%

  
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PROGRAM: MMS

Semester	:	II - Elective		
Title of the Subject / course	:	Corporate Social Responsibility		
Course Code	:			
Credits	:	4	Duration in Hrs	: 40

Learning Objectives

1	A fundamental assumption of Ethics & Social Responsibility is that organizations exist in uncertain, changing environment and continually confront new challenges and problems. Managers must find solutions to these concerns if organizations are to survive, prosper and perform effectively.
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Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1.	Corporate Social Responsibility (CSR) – Meaning and Scope	Case Study	1. To have a good understanding of the different ways in which CSR can be managed effectively and integrated throughout an organization and acquire the practical skills to develop, manage and measure the impact of a CSR strategy. 2. Understand the ways in which CSR interventions can be planned, implemented, monitored and evaluated in an organization 3. Create an integrated approach to embed CSR within the core business and culture of an organization 4. Comprehend the ways in which CSR can make meaningful contribution to a sustainable culture within an organization
2.	CSR Models	Case Study	
3.	CSR and Business Ethics	Case Study	
4.	Role of Institutions in CSR	Case Study	
5.	Environmental Aspect of CSR: Environmental Issues for India and the world (Global Warming, Waste Disposal & Pollution) and CSR Efforts of Indian Companies for mitigation of these problems	Case Study	
6.	CSR and Corporate Sustainability: Introduction to Sustainability; Sustainability and its Challenges	Case Study	
7.	Global CSR	Case Study	
8.	Understanding Framework for Rating CSR: Global Reporting Initiatives, ISO 26000	Case Study	
9.	Project on CSR	Case Study	

Text books


1	Madhumita Chatterji, <i>Corporate Social Responsibility</i> , Oxford University Press.
2	Krishnamoorthy : <i>Environmental Management</i> (Prentice – Hall India)

**Reference books**

1.	Michael Blowfield and Alan Murray, <i>Corporate Responsibility</i> , Oxford University Press.
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**Assessment**

Internal	40%
Semester end	60%

  
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## Programme - Masters in Management Studies

### Semester - III

#### COMMON SUBJECT

Semester	:	III-Core		
Title of the Subject / course	:	International Business		
Course Code	:			
Credits	:	4	Duration	: 40


#### Learning Objectives

1.	To develop a deep understanding of International Management
2.	To develop the analytical ability of the student to attain an insight into International Management contexts

Prerequisites if any	Business Management
Connection with subjects in the current or future courses	International Marketing Strategic Management

#### Module

Sr. No.	Content	Activity	Learning Outcome
1.	Introduction <ul style="list-style-type: none"> <li>➤ Objective</li> <li>➤ Scope</li> <li>➤ Perlmutter's EPRG Model</li> </ul>	Lecture	Understanding the scope of international business
2.	Country Analysis <ul style="list-style-type: none"> <li>➤ PESTEL analysis</li> <li>➤ The Atlas of Economic Complexity</li> <li>➤ Porters Diamond</li> <li>➤ Country Risk analysis</li> </ul>	<a href="http://atlas.cid.harvard.edu">http://atlas.cid.harvard.edu</a> Activity on PESTEL of emerging markets Lecture	Evaluating country attractiveness, impact on business models
3.	Cross Cultural Management <ul style="list-style-type: none"> <li>➤ Hofstede's Cultural Dimension</li> <li>➤ CAGE Framework Pankaj Ghemawat</li> <li>➤ Culture and Leader Effectiveness: The GLOBE Study</li> </ul>	Case/ lecture	Understanding cultural differences and impact on business operations
4.	Mode of Entry <ul style="list-style-type: none"> <li>➤ Market/Country Entry</li> <li>➤ Strategic Alliances/- JV / M&amp;A</li> </ul>	Case / lecture	Optimal way to enter a market

  
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Sr. No.	Content	Activity	Learning Outcome
5.	Investment Decisions <ul style="list-style-type: none"> <li>➤ Drivers of FDI – Special emphasis on emerging markets</li> <li>➤ Offshore Banking</li> <li>➤ Forex Management – ADR-GDR's- EU bonds</li> </ul>	Case / lecture	International finance decisions and impact on operations
6.	WTO Regional Trade Agreements <ul style="list-style-type: none"> <li>➤ Building Blocks of WTO</li> <li>➤ Major agreements of WTO</li> </ul>	Case / lecture	Basics of WTO from the perspective of a business manager
7	Managing of Multinationals <ul style="list-style-type: none"> <li>➤ Organization Structure <ul style="list-style-type: none"> <li>-Matrix</li> <li>-Geographic</li> <li>-Product</li> </ul> </li> <li>➤ International HRM <ul style="list-style-type: none"> <li>-Expatriate Management</li> <li>-Staffing of Subsidiaries</li> </ul> </li> <li>➤ Integration Response Models <ul style="list-style-type: none"> <li>-Types of subsidiaries</li> <li>-Control of subsidiaries</li> </ul> </li> <li>➤ Global manufacturing and supply chain <ul style="list-style-type: none"> <li>- Optimizing of Supply chain</li> <li>- Offshoring V/S Outsourcing</li> </ul> </li> </ul>	Cases / Lectures/Assignment	Multinational and subsidiary development and management. Impact of I-R model on subsidiary management.

#### Text Books

- 1) International Business - Mike W. Peng; Klaus E. Meyer - Cengage Learning
- 2) International Business Environment, The: Text and Cases- J Stewart Black ; Anant K Sundaram – Prentice Hall India
- 3) International Business –Charles W L Hill - McGraw Hill

#### Reference Books

1. International Management - Arvind V Pathak - TMH
2. The Cultural Dimension of International Business – Gary P Ferraro – Pearson
3. Multinational Management – John B. Cullen \_ Thomson
4. International Business: Challenges and Choices - Alan Sitkin, Nick Bowen – Oxford Press

#### Assessment

Internal	40%
Semester-end	60%

  
**DIRECTOR**  
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 Plot No. 149, Sector - 12,  
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Semester	:	III Electives		
Title of the Subject / course	:	International Logistics		
Course Code	:			
Credits	:	4	Duration	: 40

### Learning Objectives


1	Develop knowledge about international logistics and understand role of various players like logistics firms, Companies, governments, physical flow of goods, physical facilities and more importantly sources of information for international logistics.
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Prerequisites if any: Logistics and Supply chain

Connections with Subjects in the current or Future courses

### Module

	Content	Activity	Learning outcomes
1	<b>Introduction</b> International Trade Volume. Historical Development of International Logistics International Logistics Definition and Components. The Economic Importance of International Logistics.	Lecture and discussion.	Understanding of International logistics
2	<b>Methods of Entry into Foreign Markets.</b> Indirect Exporting, Active Exporting. Production Abroad-Contract, Licensing, Franchising, Joint Venture, Subsidiary. Foreign Trade Zones, Maquiladoras, Foreign Corrupt Practices Act.	Lecture and discussion.	Understanding of Exports
3	<b>International Contracts</b> International Sales Contracts and CISG. Agency versus Distribution Legal Issues. Elements of an Agency or Distributor Contract. Termination and Arbitration.	Lecture and discussion.	Understanding of International contracts
4	<b>Terms of Trade or Incoterms</b> Understanding Incoterms, Incoterm Strategy, Ex-Works, Free Carrier. FAS, FOB, CFR, CIF, CPT, CIP, DES, DEQ, DAF, DDU, DDP. Electronic Data Interchange.	Lecture and discussion.	Understanding of various Incoterms
5	<b>Terms of Payment</b> Introduction, Alternative Terms of Payment, Cash in Advance. Open Account, Letter of Credit, Documentary Collection. Purchasing Cards-Procurement Cards, Tradecard. Bank Guarantees.	Lecture and discussion.	Understanding of various payment methods

  
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	Content	Activity	Learning outcomes
6	<b>Currency of Payment - (Managing Transaction Risks)</b> Sales Contracts' Currency of Quote, the System of Currency Exchange Rates. Theories of Exchange Rate Determinations, Exchange Rate Forecasting. Managing Transaction Exposure, International Banking Institutions.	Lecture and discussion.	Understanding of importance of currency
7	<b>International Commercial Documents</b> Invoices, Export Documents, Import Documents. Transportation Documents, Electronic Data Interchange.	Lecture and discussion.	Understanding of various international commercial documents
8	<b>International Insurance - Insurance Glossary.</b> Perils of the Sea, Perils Associated with Air Shipments. Insurable Interest. Risk Management, Marine Insurance Policies, Coverage under a Marine Cargo. Elements of an Airfreight Policy. Lloyd's-Principles, Commercial Credit Insurance.	Lecture and discussion.	Understanding of Importance of Insurance.
9	<b>International Ocean Transportation</b> Types of Service, Size of vessels, Types of Vessels. Flag, Conferences, Liability Conventions, Non-Vessel-Operating Common Carriers.	Lecture and discussion.	Understanding of Ocean Transportation
10	<b>International Air Transportation</b> Types of Aircrafts, International Regulations.	Lecture and discussion.	Understanding of Air transportation
11	<b>International Land and Multi-Modal Transportation</b> Truck Transportation, Rail Transportation. Intermodal Transportation. Freight Forwarders, Project Cargo, Alternative Means of Transportation.	Lecture and discussion.	Understanding of multimodal Transportation
12	<b>Packaging for Export</b> Introduction. Packaging Objectives, Ocean Cargo. Air Transport. Road and Rail Transport, Security. Hazardous Cargo, Refrigerated Goods. Domestic Packaging Issues.	Lecture and discussion.	Understanding of Packing used in Import-Export
13	<b>Customs Clearance</b> Duty, Non-Tariff Barriers. Customs Clearing Process. Foreign Trade Zones.	Lecture and discussion.	Understanding of custom clearance process
14	<b>International Logistics Infrastructure</b> Transportation Infrastructure, Communication Infrastructure, Utilities Infrastructure.	Lecture and discussion.	Understanding of Logistics infrastructure

  
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<b>Text books</b>		
1	International Logistics	Pierre David
2	Global Supply Chain Management and International Logistics	Alan E.Branch
3	Logistics in International Business	Rajiv Aserkar
4	Global Logistics and Supply chain Management	John Morgan, Chandra Lalwani

<b>Reference books</b>		
1	International Logistics by Pierre David – PUBLISHED BY Bizantra	
2	Logistics in International Business By Rajiv Aserkar Shroff Publishers	

<b>Assessment</b>		
Internal		40%
Semester end		60%

  
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