Sinhgad Institutes

Sinhgad Technical Education Society
RMD SINHGAD TECHNICAL INSTITUTES CAMPUS
(Approved by AICTE & Affiliated to Savitribai Phule Pune University, Pune)
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1.3.1 Institution integrates crosscutting issues relevant to Professional Ethics, Gender, Human Values, Environment and Sustainability into the Curriculum

Master in Business Administration

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Master of Business Administration (MBA) – Revised Syllabus 2019

2 year, 4 Semester Full time Programme
Choice Based Credit System (CBCS) and Grading System
Outcome Based Education Pattern

MBA I effective from AY 2019-20
MBA II effective from AY 2020-21

1.0 Preamble: The revised MBA Curriculum 2019 builds on the implementation of the Choice Based Credit System (CBCS) and Grading System initiated in the AY 2013. The curriculum takes the MBA programme to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.

2.0 Definitions:

2.1 Outcome Based Education:

2.1.1 Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies:

a) There must be a performer – the student (learner), not only the teacher
b) There must be something performable (thus demonstrable or assessable) to perform
c) The focus is on the performance, not the activity or task to be performed

2.1.2 Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of **broad future-focused student performance outcomes** that explicitly identify what students will be **able to do with what they have learned**, and **what they will be like** after they leave school and are **living full and productive lives**. Thus PEOs are what the programme is preparing graduates for in their **career and professional life** (to attain within a **few years** after graduation[1]).

2.1.3 Graduate Attributes (GAs): Graduate Attributes (GAs) are the **qualities, knowledge and capabilities** that students are encouraged to take responsibility for developing throughout their studies and are the **defining characteristics** of the students passing out of the MBA program**.** These attributes include, but go **beyond, the disciplinary expertise or technical knowledge**.

2.1.4 Programme Outcomes (POs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of the programme** are expected to know and be able to perform or attain **by the time of graduation**.

2.1.5 Programme Specific Outcomes (PSOs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of a particular specialization of the programme** are expected to know and be able to perform or attain **by the time of graduation**. PSOs are also a function of the various course combinations offered by the Institute.

2.1.6 Learning Outcomes: A learning outcome is what a student CAN DO as a result of a learning experience. It describes a **specific task** that he/she is able to perform at a **given level of competence under a certain situation**. The three broad types of learning outcomes are:

a) Disciplinary knowledge and skills
b) Generic skills
c) Attitudes and values

2.1.7 Course Outcomes (COs): A set of specific statements that describes the **complex performances** a student should be capable of as a result of **learning experiences within a course.**

2.1.8 Teaching and Learning Activities (TLAs): The set of **pedagogical tools and techniques** or the teaching and learning activities that aim to **help students to attain** the intended learning outcomes and engage them in these learning activities through the teaching process.

2.1.9 Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What **evidence of student learning** is most **relevant for each learning outcome** and **what standard or criteria** will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

2.2 Credit: *In terms of credits, for a period of one semester of 15 weeks:*

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[1] Graduation refers to passing out of the MBA programme. Graduation does NOT refer to 10+2+3/4 degree e.g. BA, BE, etc.

a) *every ONE hour session per week of L amounts to 1 credit per semester*
b) *a minimum of TWO hours per week of T amounts to 1 credit per semester,*
c) *a minimum of TWO hours per week of P amounts to 1 credit per semester,*

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Director / Head of the Department / Designated academic authority of the Institute.

2.3 **Session:** Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning.

2.4 **Course Announcement:** The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. The decision of the Director shall be final in this case. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

2.5 **Course Registration:** It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

3.0 MBA Programme Focus:

3.1 Programme Educational Objectives (PEOs):

1. **PEO1:** Graduates of the MBA program will *successfully integrate core, cross-functional and inter-disciplinary* aspects of management *theories, models and frameworks* with the *real world practices* and the *sector specific nuances* to *provide solutions to real world business, policy and social issues* in a *dynamic and complex world*.
2. **PEO2:** Graduates of the MBA program will possess excellent *communication skills*, excel in *cross-functional, multi-disciplinary, multi-cultural teams,* and have an appreciation for *local, domestic and global contexts* so as to manage *continuity, change, risk, ambiguity and complexity*.
3. **PEO3:** Graduates of the MBA program will be appreciative of the significance of *Indian ethos and values in managerial decision making* and *exhibit value centered leadership*.
4. **PEO4:** Graduates of the MBA program will be ready to *engage in successful career pursuits* covering a broad spectrum of areas in *corporate, non-profit organizations, public policy, entrepreneurial ventures* and engage in *life-long learning*.
5. **PEO5:** Graduates of the MBA program will be recognized in their chosen fields for their *managerial competence*, *creativity & innovation, integrity & sensitivity* to local and global issues of social relevance and earn the *trust & respect* of others as *inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs* and change agents.

3.2 Programme Outcomes (POs): At the end of the MBA programme the learner will possess the

1. **Generic and Domain Knowledge -** Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.

3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. **LifeLong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

3.3 Programme Specific Outcomes (PSOs): It is expected that **Institutes define the PSOs** for **each specialization / major-minor combination**. PSOs shall also vary based upon the **customized combination** of Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, Enrichment & Alternative Study Credit Courses that they offer.

3.4 Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:
GA1: Managerial competence
GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership
GA3: Competence in Creativity & Innovation
GA4: Research Aptitude, Scholarship & Enquiry
GA5: Global Orientation
GA6: Proficiency in ICT & Digital Literacy
GA7: Entrepreneurship & Intrapreneurship Orientation
GA8: Cross-functional & Inter-disciplinary Orientation
GA9: Results Orientation
GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour
GA11: Life-Long Learning Orientation

4.0 MBA Programme Course Types & Evaluation Pattern:

Sr.No.	Course Type	Credits	Nature	Comprehensive Concurrent Evaluation (CCE)	End Semester Evaluation (ESE) Marks	Total Marks
			BASIC COURSE TYPES			
1	Generic Core (GC)	3	Compulsory	50	50	100
2	Subject Core (SC)	3	Compulsory (Specialization specific)	50	50	100
3	Generic Elective (GE - UL)	2	Elective	0	50	50
4	Generic Elective (GE - IL)	2	Elective	50	0	50
5	Subject Elective (SE - IL)	2	Elective (Specialization specific)	50	0	50
6	Summer Internship Project (SIP)	6	Project (Compulsory)	50	50	100
			ADDITIONAL COURSE TYPES			
1	Enrichment Courses (ENR)	1	Elective	25	0	25

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2	Foundation Courses (FOU)	1	Elective	25	0	25
3	Alternative Study Credit Courses (ASCC)	2	Elective	50	0	50
4	Open Electives (OE)	3 or 2	Subject Core / Subject Elective	As per Subject Core / Subject Elective Pattern		

4.1 Course Types

4.1.1 **Foundation Course:** These courses focus on developing the basic abilities that support the understanding of other courses.

4.1.2 **Core courses** are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.

4.1.3 **Generic Core:** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as Hard Core Courses.

4.1.4 **Subject Core:** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations / electives). These are also known as Soft Core Courses.

4.1.5 **Elective Course:** Elective course is a course which can be chosen from a pool of courses. It may be:

a) Very Specialized or advanced course focusing on a specific aspect
b) Supportive to the discipline of study
c) Providing an extended scope
d) Enabling an exposure to some other discipline/domain
e) Nurturing candidate's proficiency/skills.

4.1.6 **Generic Elective:** An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.

4.1.7 **Generic Elective – University Level**: These elective courses are supportive to the discipline of study and focus on the knowledge aspect of competence building. The course outcomes for such courses can be better assessed through traditional End Semester Evaluation.

4.1.8 **Generic Elective – Institute Level:** These elective courses are aimed to develop inter-personal, technical and other skills aspect of competence building. The course outcomes for such courses can be better assessed through Comprehensive Concurrent Evaluation.

4.1.9 **Subject Elective:** A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester II, III and IV are focused on a specialization.

4.1.10 **Open Elective:** A subject elective course chosen generally from another Discipline / specialization / subject, with an intention to seek cross-functional exposure is called an Open Elective. A Subject Elective offered in one specialization area may be treated as an Open Elective by another specialization area and vice-a-versa.

4.1.11 **Enrichment Course:** This is a course generally offered to bright learners / fast learners for advanced inputs beyond the curriculum. Enrichment / Add-on Course shall be a 1 Credit Course. The course is of the nature of Course of Independent Study (CIS) and is designed for learners who have the ability and inclination to work independently with limited guidance, supervision and interaction with the faculty member(s).

4.1.12 **Alternative Study Credit Courses:** These courses prepare the learners for a VUCA (Volatile Uncertain, Complex and Ambiguous) world by going beyond the boundaries of their campus. Apart from core and elective courses, these courses engage students in discussion, debate and solution of real world challenges.

4.1.13 **Massive Open Online Courses (MOOCs)[2]**: Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equiavelent; following the four quadrant approach and made available on the SWAYAM platform of Government of India.

4.2 MBA Programme Structure: The Basic Programme Structure shall be as depicted below

[2] AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016

ANNEXURE I

GENERIC CORE (GC) COURSES – 3 Credits Each			
50 Marks CCE, 50 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
101	GC – 01	Managerial Accounting	I
102	GC – 02	Organizational Behaviour	I
103	GC – 03	Economic Analysis for Business Decisions	I
104	GC – 04	Business Research Methods	I
105	GC – 05	Basics of Marketing	I
106	GC – 06	Digital Business	I
201	GC – 07	Marketing Management	II
202	GC – 08	Financial Management	II
203	GC – 09	Human Resources Management	II
204	GC – 10	Operations & Supply Chain Management	II
301	GC – 11	Strategic Management	III
302	GC – 12	Decision Science	III
303	GC – 13	Summer Internship Project*	III
401	GC – 14	Enterprise Performance Management	IV
402	GC – 15	Indian Ethos & Business Ethics	IV

*** Six Credits**

GENERIC ELECTIVES UNIVERSITY LEVEL (GE – UL) COURSES – 2 Credits Each			
00 Marks CCE , 50 Marks ESE			
Course #	**Course Code**	**Course**	**Semester**
Any 3 courses to be selected from the following list in Semester I			
107	GE - UL - 01	Management Fundamentals	I
108	GE - UL - 02	Indian Economy	I
109	GE - UL - 03	Entrepreneurship Development	I
110	GE - UL - 04	Essentials of Psychology for Managers	I
111	GE - UL - 05	Legal Aspects of Business	I
112	GE - UL - 06	Demand Analysis & Forecasting	I
Any 3 courses to be selected from the following list in Semester II			
207	GE - UL - 07	Contemporary Frameworks in Management	II
208	GE - UL - 08	Geopolitics & World Economic Systems	II
209	GE - UL - 09	Start Up and New Venture Management	II
210	GE - UL - 10	Qualitative Research Methods	II
211	GE - UL - 11	Business, Government & Society	II
212	GE - UL - 12	Business Process Re-engineering	II
Any 3 courses to be selected from the following list in Semester III			
306	GE - UL - 13	International Business Economics	III
307	GE - UL - 14	International Business Environment	III
308	GE - UL - 15	Project Management	III
309	GE - UL - 16	Knowledge Management	III
310	GE - UL - 17	Corporate Governance	III
311	GE - UL - 18	Management of Non-profit organizations	III
Any 2 courses to be selected from the following list in Semester IV			
405	GE - UL - 19	Global Strategic Management	IV
406	GE - UL - 20	Technology Competition and Strategy	IV
407	GE - UL - 21	Cyber Laws	IV
408	GE - UL - 22	Corporate Social Responsibility & Sustainability	IV

4. Management Accounting, MadhuVij
5. Fundamentals of Management Accounting, H. V.Jhamb
6. Cost and Management Accounting, M. N. Arora
7. Financial Accounting for Managers, Sanjay Dhmija, Pearson Publications
8. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson
9. Accounting For Management, Jawarhar Lal
10. Accounting, Shukla Grewal
11. Management Accounting, Ravi Kishore
12. Accounting for Managers, Dearden and Bhattacharya

Semester I		**102 - Organizational Behaviour**
3 Credits	**LTP: 2:1:1**	**Compulsory Generic Core Course**

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

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO102.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
CO102.2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
CO102.4	ANALYSING	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
CO102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour inorder to achieve organizational goals.
CO102.6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

1. **Fundamentals of OB:** Evolution of management thought , five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB. **Values, Attitudes and Emotions**: Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ. **Personality & Attitude**: Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude. **(7+2)**

2. **Perception:** Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. **(8+2)**

3. **Group and Team Dynamics :** The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories. **(8+2)**

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

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

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

Suggested Text Books:

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

Suggested Reference Books

1. Understanding OB, Uday Pareek
2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar
3. Human Resource Management, Nkomo, CENGAGE Learning

Semester I		**103 – Economic Analysis for Business Decisions**
3 Credits	**LTP: 2:1:1**	**Compulsory Generic Core Course**

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

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO103.1	REMEMBERING	DEFINE the key terms in micro-economics.
CO103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO103.5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
CO103.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

1. **Managerial Economics:** Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory. **(6+1)**
2. **Utility & Demand Analysis:** Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numericals not expected) **(8+1)**
3. **Supply & Market Equilibrium:** Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run. **(8+1)**
4. **Revenue Analysis and Pricing Policies:** Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost

Role of Small-scale Industries in Indian Economy, Poverty, Vulnerability and Unorganized Sector Employment-The High Degree of Correlation, Estimate of Organized and Unorganized Workers. **(6)**

5. The Foreign Trade of India: Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of India's Foreign Trade, India's Balance of Payments on Current Account, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)-An Overview. **(6)**

Suggested Text Books:

1. Indian Economy , Dutt R and Sundharam K.P.M, S .Chand, Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Pury V.K., Himalaya Publishing House, New Delhi
4. Business Environment , Bedi S K, Excel Books
5. Economic Reforms in India - A Critique, Dutt Ruddar, S. Chand, New Delhi .

Suggested Reference Books:

1. Economic Environment of Business , Adhikary, Sultan Chand and Sons
2. Business, Government and Society, George A and Steiner G A, Macmillan
3. Economic Environment of Business , Ghosh, Vikas
4. Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay
5. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

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

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

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

1. Entrepreneurship: Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, Developing entrepreneurial culture, Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs, Constraints for the Growth of Entrepreneurial Culture, Entrepreneurship as a career, Entrepreneurship as a style of management, Emerging Models of Corporate Entrepreneurship, India's start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India. **(6)**

law of buy-in, The law of victory, The law of the big mo, The law of priorities, The law of sacrifice, The law of timing, The law of explosive growth, The law of legacy.

5. **Good to Great:** Level 5 Leadership - Leaders who are humble, but driven to do what's best for the company, First Who, Then What: Get the right people on the bus, then figure out where to go. Find the right people and try them out in different seats on the bus (different positions in the company), Confront the Brutal Facts: The Stockdale paradox, Hedgehog Concept: Three overlapping circles: What lights your fire ("passion")? What could you be best in the world at ("best at")? What makes you money ("driving resource")? Culture of Discipline: Rinsing the cottage cheese, Technology Accelerators: Using technology to accelerate growth, within the three circles of the hedgehog concept, The Flywheel: The additive effect of many small initiatives.

Suggested Reference Books:

1. Emotional Intelligence, Daniel Goleman
2. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey
3. The Five Dysfunctions of a Team: A Leadership Fable , Patrick M. Lencioni
4. The 21 Irrefutable Law of Leadership-John C. Maxwell
5. Good to Great, Jim Collins

Semester II		**208 - Geopolitics & World Economic Systems**
2 Credits	**LTP: 2:0:0**	**Generic Elective – University Level**

Course Outcomes: At the end of this course, the learner shall be able to

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO208.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO208.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
CO208.3	APPLYING	INDENTIFY the crucial elements of international trade laws.
CO208.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO208.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.

1. **Introduction to Global Economic & political Systems:** Meaning of Global Economy and its History Structure and Components of Global Economy, Theory of Hegemonic Stability, Differences among National Economies, Market Oriented Capitalism, Developmental Capitalism, Social Market Capitalism, Comparative Analysis, Effects of Globalization on Indian Economy. **(6)**
2. **The Trading System:** Debate over Free Trade – Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System, Developments in International Trade Theory, Bi-lateral, Multilateral Trade Agreements, Impact of Trade wars in liberalized economy. **(6)**
3. **International Trade Laws:** International Contracts of Sale of Goods Transactions, International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights. Intellectual property Rights, Dispute settlement Procedures under GATT & WTO, Payment systems in International Trade, International Labour Organization and International Labour Laws. **(6)**
4. **International Monetary System:** The International Financial System - Reform of International Monetary Affairs - The Bretton Wood System and the International Monetary Fund, Controversy over Regulation of International Finance, Developing Countries' Concerns, Exchange Rate Policy of Developing Economies. **(6)**
5. **Contemporary issues and Challenges in Global Economic Environment - Indian perspective:** Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Euro zone Crisis and its impact on India, Issues in Brexit, World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc. **(6)**

Suggested Text Books:

1. Global Political Economy, Robert Gilpin, Princeton University Press
2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook
3. International Trade Law, Indira Carr and Peter Stone

4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty

Suggested Reference Books:

1. International Economics, Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson, Global Edition
2. Globalizing Capital, A history of the International Monetary system, Barry Eichengreen, Princeton University Press.

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

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

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

1. **Being an Entrepreneur:** The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions , Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure–Product/ market, financing, managerial-Resilience. Legal Fundamentals - When, how and where to incorporate. **(5)**
2. **Customer Discovery:** Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Product Development , Managing the product development process, Long Tail markets, Product launch goals, Go-to-Market Strategy, The role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools. **(7)**
3. **The Financial Road Map:** Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital–Friends & Family, Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowd funding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch. **(6)**
4. **Entrepreneurial Leadership:** Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form–partnership, sole proprietorship, Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee. **(5)**
5. **Business Plan:** Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies. Conclusion and appendixes: Résumés, literature, technical descriptions. Executive summary. Elevator pitch, Building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc. **(7)**

Suggested Text Books:

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson

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

Suggested Reference Books:

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

Semester II		**210 – Qualitative Research Methods**
2 Credits	**LTP: 2:0:0**	**Generic Elective – University Level**

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO210.1	REMEMBERING	ENUMERATE the key terms associated with Qualitative research approach.
CO210.2	UNDERSTANDING	COMPARE and CONTRAST Qualitative research approach with the Quantitative approach.
CO210.3	APPLYING	CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
CO210.4	ANALYSING	ILLUSTRATE the use of appropriate qualitative research methods in real world business and non-business contexts.
CO210.5	EVALUATING	EVALUATE the quality of Qualitative Research work
CO210.6	CREATING	COMBINE Qualitative and Quantitative research approaches in a real world research project.

1. **Qualitative Research:** Nature, Relevance, Need, Characteristics and Limitations of Qualitative Research, Ethics in Qualitative Research, Interrelationship of Qualitative and Quantitative Research, Linking Qualitative and Quantitative Research in One Design, Combining Qualitative and Quantitative Data, Combining Qualitative and Quantitative Methods, Linking Qualitative and Quantitative Results, Triangulation. **(5)**
2. **Qualitative Research Design:** Basic Qualitative Research Designs, Case Studies, Comparative Studies, Retrospective Studies, Longitudinal Qualitative Studies, Appropriateness of the Approach to the Issue, Fitting the Approach into the Research Process. Qualitative Research Sampling **-** Theoretical Sampling, Gradual Selection as a General Principle in Qualitative Research, Purposive Sampling, Width or Depth as Aims of Sampling, Case Constitution in the Sample, Sample Size decisions in Qualitative Research, Principle of Saturation. **(5)**
3. **Qualitative Research Methods:** Focused Interview, Semi-Standardized Interview, Problem-Centered Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography. Grounded Theory Methodology. **(5)**
4. **Projective Techniques:** Principle of projection, applications, association, construction, expression based techniques, design and interpretation, Zaltman's Metaphor Elicitation Techniques. **(5)**

5. **Quality Criteria in Qualitative Research:** Reliability, Validity, Objectivity, Alternative Criteria, Criteria for Evaluating the Building of Theories, Quality Assessment as a Challenge for Qualitative Research, Triangulation, Analytic Induction, Generalization in Qualitative Research, The Constant Comparative Method, Process Evaluation and Quality Management. **(5)**

Suggested Text Books:

1. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE
2. Research Methods in the Social Sciences, Bridget Somekh & Cathy Lewin, 5th Edition, SAGE India

Suggested Reference Books:

1. Qualitative Research Methods in Public Relations and Marketing Communications, Christine Baymon & Immy Holloway, Routledge
2. Qualitative Journeys, Minichiello & Kottler, SAGE

Semester II		**211 – Business, Government & Society**
2 Credits	**LTP: 2:0:0**	**Generic Elective – University Level**

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

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOME**
CO211.1	REMEMBERING	DESCRIBE the economic roles of government in the Indian context.
CO211.2	UNDERSTANDING	EXPLAIN the macroeconomic crises around the world.
CO211.3	APPLYING	ILLUSTRATE the interlinkages between economic growth , poverty and inequality.
CO211.4	ANALYSING	EXAMINE the rationale, success and failures of Public Private Partnerships in the Indian context.
CO211.5	EVALUATING	ASSESS the forces for and against Globalization and the socio-economic impact of Globalization.
CO211.6	CREATING	DISCUSS the interplay between technology, business and society.

1. Roles of Business, Government, and Society: Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Inter-sectoral linkages and role of foreign direct investment, The Constitutional environment , Macroeconomic crises since 1990s- Indian and global experiences.

2. Poverty, Inequality and Economic Growth: Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth.

3. Public Private Partnerships: The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.

4. Multinational Corporations: Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. Domestic and Global forces - for and against Globalization, Brexit and latest developments.

5. Business in a Global Environment: Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities, Changing Workplace - Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations.

Suggested Text Books:

1. Business, Government and Society: A Managerial Perspective byJohn Steiner, George Steiner, Tata McGraw Hill
2. Business, Government, and Society by Douglas E. Greer, Prentice Hall
3. Business and Its Environment by David P., International Edition

1. Project Management by K.Nagarajan, New Age International Publications
2. Principles and Practices of Auditing by Ravindar Kumar & Virendar Sharma, PHI.
3. Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd.
4. Financial Management by Prasanna Chandra, TMGH
5. E business: A Canadian perspective for a Networked World , Gerald Trites, J. Efrim Boritz Pearson

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

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

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO402.1	REMEMBERING	DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary Issues in Business Ethics
CO402.2	UNDERSTANDING	CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover its relevance in business setting, ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.
CO402.3	UNDERSTANDING	APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
CO402.4	APPLYING	DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
CO402.5	ANALYSING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
CO402.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.

1. **Indian Ethos and Values : Its relevance at Workplace: Indian Ethos-** Meaning, Features, Need, Evolution, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Triguna Theory-OSHA Model. Work Ethos meaning, dimensions of Work Ethos. **Values -** Concepts, Values in business, Value system in work culture, and Values of Indian Managers, Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, Ethics v/s Ethos, Eastern Management v/s Western Management. (8+1)
2. **Indian Model of Management:** Concept of Indian Model of Management in the Indian socio-political environment, Laws of Karma and its relevance in business settings, Indian Heritage in Business-Management. Production and Consumption: Management lessons from Indian heritage scriptures (like Mahabharata & Ramayana), Leadership Pointers from Kautilya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, WE theory (West-East Theory) (8+1)
3. **Business Ethics as Applied ethics:** Meaning, Characteristics of Business Ethics, Importance of Business Ethics (Long Term growth, Cost reduction, Risk mitigation, Limited resources, etc.) Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), Factors influencing business ethics. Categories of Ethics (Personal, Professional, Managerial) Business Code of Conduct), Approaches to Business Ethics: Consequentialist & Non- Consequentialist Theories of Ethics - Deontological Theory & Teleological Theory, Kohlberg Six stage moral development. (8+1)
4. **Ethical decision making in business matrix:** Framework of Ethical decision making, Ethical dilemmas in different functional areas of Business (Finance, Marketing HRM and International Business), Intellectual Property Rights and Business Ethics, Ethical challenges for Managers, Ethical Decision Making process, it's Model -STEP Model, PLUS Filter Model. (8+1)
5. **Applications of Ethical Principles to Contemporary, Moral and Ethical problems / issues related to Business:** Contemporary cases on Corporate Strategy and Climate Change, Corporate Strategy and Natural resource depletion, Corporate Social Responsibility, transparency and accountability, Social Media and E-Platforms. Current ethical issues like Bank scams, Airlines etc. (8+1)

Suggested Text Books:

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

Suggested Reference Books:

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

CO 309 .2	Understanding	DESCRIBE the Knowledge Management cycle
CO 309 .3	Applying	DISCUSS the types of Knowledge and its implications.
CO 309 .4	Analysing	OUTLINE the importance of capturing knowledge elements and its structures application as a competitive advantage to business
CO 309 .5	Evaluating	EXPLAIN the human and business aspects of knowledge management.

1. **Introduction to Knowledge:** Meaning of data, information, knowledge and expertise, Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. declarative, tacit Vs. explicit, general Vs. specific, Types of expertise – associational, motor skill, theoretical, Characteristics of knowledge – explicitness, codifiability, teachability, Specificity, Reservoirs of knowledge. (5+1)
2. **KM and KM Cycle:** Why KM, KM system life cycle, and aligning KM and business strategy, KM Cycle: Knowledge creation, capturing tacit knowledge, Types of knowledge and its implications for KM Knowledge codification and system development: codification, system testing and deployment, Knowledge transfer and knowledge sharing- the role of culture and structure (5+1)
3. **KM system :** Analysis design and development: Knowledge infrastructure, Knowledge audit, and knowledge team, Analysis, design and development of KM system, KM tools and Portals: inferences from data, data mining and knowledge portals (5+1)
4. **KM Infrastructure:** Organizational Structure, Organizational Culture, Communities of Practice, Information Technology Infrastructure, Common Knowledge (5+1)
5. **Evaluation of KM effectiveness:** KM Impact: Dimensions of KM Impact – People, Processes, Products & Organizational Performance, Factors influencing impact – universalistic & contingency views, Assessment of KM Impact – Qualitative & quantitative measures, Identification of appropriate KM solutions, Ethical, legal and managerial issues, KM experiences form Indian companies, KM innovation and Learning organization, The future of KM. (5+1)

Suggested Text Books:

1. Fernandez I. B. and Sabherwal, R. (2010). Knowledge Management: System and Resources. PHI Delhi.
2. Tiwana Amrit (1999).The Knowledge Management Toolkit. Prentice Hall PTR.
3. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies, Prentice Hall. ISBN: 0-13-109931-0.
4. Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.

Suggested Reference Books:

1. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.
2. Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.
3. Madanmohan Rao (2004). Knowledge Management Tools and Techniques:Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann.ISBN: 0750678186.
4. Stuart Barnes (Ed.) (2002). Knowledge Management Systems Theory and Practice. Thomson Learning.
5. Kimiz Dalkir, Knowledge Management in Theory and Practice, Elsevier,Butterworth-Hinemann.
6. Shelda Debowski, Knowledge Management, Wiley India Edition.

Semester III		**310– Corporate Governance**
2 Credits	**LTP: 2:0:0**	**Generic Elective – University Level**

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO310.1	REMEMBERING	RECOGNIZE and REMEMBER the scope of Corporate Governance.
CO310.2	UNDERSTANDING	UNDERSTAND the role of Board of Directors and Committees in Good Corporate Governance and key mechanism.
CO310.3	APPLYING	APPLICATION of empirical methods of Corporate Governance and its impact on the Firms.
CO310.4	ANALYSING	Analyze the legal framework of Corporate Governance and formulate Internal control policies.

CO310.5	EVALUATING	Evaluate the legal framework and global perspective of Corporate Governance.
CO310.6	CREATING	FORMULATE and DISCUSS Cases related to CG (Models), their SUCCESS & FAILURES.

1. **Conceptual Framework of Corporate Governance:** Introduction, Need and Scope Evolution of Corporate Governance, Developments in India. Corporate Governance Code and Agency Theory. Elements of Good Corporate Governance, Recent Corporate Governance Committee reports like N. R. Narayan Murthy Committee, J. J. Irani Committee etc. (5+1)
2. **Board Effectiveness & Various Board Committees:** Issues and Challenges : Board Composition; Diversity in Board Room; Types of Directors; Board's Role and Responsibilities, Chairman, CEO, Separation of Roles, Relationship between Directors and Executives, Visionary Leadership, Board Charter, Meetings and Processes, Directors' Training and Development. Performance Evaluation of Board and Directors Board Committees Various. Board Committees, their Composition, Role and Responsibilities, Contribution to Board Governance. (5+1)
3. **Corporate Governance and Other Stakeholders:** Shareholders: Rights of Shareholders, Challenges in Exercising Shareholders Rights Ownership structure & firm Performance, Legal Protection of small shareholders, Corporate Governance issues with regard to Related Party Transactions, Role of Investor Associations in Securing Shareholders Rights, Role of Institutional Investors in Corporate. Governance. Corporate Governance and Other Stakeholders: Employees, Customers, Lenders, Vendors, Government, Society. (5+1)
4. **Legislative Framework of Corporate Governance in India:** Under Listing Agreement, SEBI Guidelines, Companies Act, Corporate Governance in PSUs, Banks, Insurance Companies, Service Sector, IT Sector. Risk Management and Internal Control: Risk Management and Oversight, Enterprise Risk Management, Roles and Functions of Internal Control, Disclosure about Risk, Risk Management and Internal Control. Global Perspective of Corporate Governance: An International Perspective Australia, Singapore, South Africa, United Kingdom, Contemporary Developments in the Global Arena. (5+1)
5. **Recent Cases on Corporate Governance in India:** Corporate governance failure at Ricoh India: rebuilding lost trust, ICICI Bank- case of Chanda Kochhar, Corporate Governance at Infosys – A benchmark for Corporate Governance, Corporate Governance in India: Case Study of Satyam, Tata Group & Cyrus Mistry dispute, PNB, Kingfisher Airlines, Fortis etc. (5+1)

Suggested Text Books:
1. S. M. Dewan, Corporate governance in public sector enterprises, Pearson Longman, 2006.
2. Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition.
3. Corporate Governance by Christine A Mallin, Oxford University Press
4. Corporate Governance – Global Concepts & Practices, Dr. S Singh, Excel Books.

Suggested Reference Books:
1. Corporate Governance, Principles, policies and Practices – A.C. Fernando, Pearson Education.
2. Corporate Governance – IICA, Taxmann.
3. The Art of Corporate Governance – Dr. Joffy George.
4. The Essential Book of Corporate Governance by G. N. Bajpai.
5. Companies Act 2013 and Rules.
6. SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015
7. Case Studies on Ethics and Corporate Governance Vol I and II, ICFAI Books.

Semester III		**311–Management of Non-profit organizations**
2 Credits	**LTP: 2:0:0**	**Generic Elective – University Level**

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

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO311.1	REMEMBERING	DESCRIBE the basic concepts and frameworks in the field of Non-Profit Sector & Non-Profit Organization.
CO311.2	UNDERSTANDING	EXPLAIN the characteristics of Non-Profit organizations, summarizing the factors affecting development of Non-Profit organization.

5. Guide to Cyber and E- Commerce Laws by P.M. Bukshi and R.K. Suri, Bharat Law House, New Delhi
6. Guide to Cyber Laws by Rodney D. Ryder, Wadhwa and Company, Nagpur

Suggested Reference Books:

1. The Information technology Act, 2000, Bare Act- Professional Book Publishers, New Delhi
2. Computer Forensics: Principles and Practices by Linda Volonino, Reynaldo Anzaldua and Jana Godwin; Pearson Prentice-Hall
3. First Responder's Guide to Computer Forensics by Richard Nolan et al; Carnegi Mellon

Semester IV		**408 – Corporate Social Responsibility & Sustainability**
2 Credits	**LTP: 2:0:0**	**Generic Elective – University Level**

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO408.1	REMEMBERING	Enumerate the different concepts, legislative provisions, environmental aspects, best practices, complexity, scope, reports, social framework etc. related to CSR, business ethics & sustainability development.
CO408.2	UNDERSTANDING	Compare different CSR theories, cases, dimensions of Sustainability and demonstrate a multi stake holder perspective in viewing CSR, Business ethics & Sustainability issues etc.
CO408.3	APPLYING	Apply the different models, theories, approaches, cases etc. for implementation & monitoring of CSR activities & Sustainability and its impact on corporate culture & society at large.
CO408.4	ANALYSING	Analyze the different reports, cases, various legal issues relating to CSR, different sustainability reports and various national and global initiatives related to CSR, Business ethics & Sustainability.
CO408.5	EVALUATING	Evaluate the level of commitment of different organizations to CSR, Business ethics in attaining Sustainability development & show its competitive advantages.
CO408.6	CREATING	Create & Implement a CSR policy in attaining Sustainability development and its impact on various stakeholders.

1. **Corporate Social Responsibility**: Fundamental Concepts, Nature and Significance of CSR.Principles of CSR: Accountability-Transparency-Sustainability. Concept of Charity, Corporate Philanthropy, Difference between Charity and Philanthropy, CSR as a key to business success. CSR as a Marketing and Brandingtool for the businesses, Strategic advantage of CSR, Corporate Citizenship, and Sustainable Business. Other main aspects: CSR and Corporate Governance, Environmental Aspects of CSR. Evolution and Implementation of CSR in India. Best Global Practices of CSR, OECD principles and CSR. **CSR Projects**: Conducting CSR activity by involving students at Institute level.(5 + 1)
2. **CSR Legislations in India**: Section 135 of Companies Act 2013. Scope of CSR, Activities under schedule VII, Leadership and CSR. Identifying the key Stakeholders of CSR, CSR & Triple Bottom Line- 3 aspects (Economic, Social, and Environmental). Role of Public sector, Non Profit Organizations and Local self-Governments in implementation of CSR projects. Contemporary issues andhurdles in CSR. Current Trends and Opportunities in CSR, including a Strategic Business tool for sustainable Development. CSR and Business Ethics, Effect of Globalization on CSR, CSR Funds- Criteria & Policies with legal framework. **Case studies**: Major CSR Initiatives. **Project Work**: Interview of CSR head of any Organization. (5+1)
3. **Introduction to Sustainability & Sustainable Development:** Definition & Concept of Sustainability & Sustainable development, need, importance, education, Philosophical development, Gandhian Thought on Sustainable Development, Sustainable Development and social framework, equitable distribution, difference between sustainable development and green development, criticism, 17-Point charterunder United Nations agenda for Global Peace and Sustainable Development – 2030. Sustainability report. **Stakeholder Impact:** Stakeholders and the power they wield, Reducing socio- environmental costs and risks: managing the downside, driving revenues and creating intangible value: managing the upside. **Cast Study** – Bhutan Case for Inclusive Growth on Environment protection and Reducing carbon footprints, IKEA Company & Sustainability (5+1)
4. **Dimensions of Sustainable Development: (a) Environmental:** Natural Resources & Resource Depletion, Management of human energy consumption, Solid waste generation & waste management, Global Greenhouse

emission, Air & Water Pollution and Climate Change, Ozone Hole NASA report. Understanding ecological "footprint": Eco-tracking, carbon marketing, carbon credits, economics of sustainability, Designing for the environment and 'greening' the supply chain, regulation. **(b) Economic:** Achieving economic growth with minimal Environmental degradation, Nature as an economic externality, economic opportunity, introduction & implementation of inclusive growth models for rural development, Sustainable livelihoods for tribal communities. **(c) Social:** Peace, Security, Social equity & justice, Sustainability and poverty, Human relationship with nature, Human-Nature conflicts, human settlements. **Role of Stakeholders:** Stakeholder's Engagement, Study of business models for sustainable development: Indian & Global perspectives **Role of Volunteers:** Role of NGO's, Industries & citizens' participation in sustainable development **Project:** Prepare a report on how the countries like Sweden, Denmark etc. are achieving the UN sustainable development goals by performing well in Social & economic issues (5+1)

5. **Sustainable Development & Business Ethics: Sustainability reporting:** Triple bottom line reports - The content of sustainability reports (also CSR reports, ESG reports, social and environmental reports) **Social accountability standard - ISO 26000:** Social responsibility guidance standard, Global Compact Principles, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment. **Indian Values and Ethics:** Respect for Elders, Hierarchy and Status, Need for Security, Non – Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Holistic relationship between Man and Nature, Attitudes and Beliefs. **Project:** Student to study the Covid-19/ any other current crisis, do a desk research and submit the report.(5+1)

Suggested Text Books:

1. CSR & Sustainability by Michael Hopkins
2. Corporate Social Responsibility by David Crowther and Guler Aras
3. Corporate Social Responsibility in India by Sanjay K Agarwal
4. Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition.
5. Ethics, Business & Society Edited by Ananda Das Gupta, Response Books
6. Business Ethics by Crane and Matten, Oxford University Press, 2nd Edition.
7. Business Ethics – An Indian Perspective, by Ronald Francis and Mukti Mishra, TMGH.

Suggested Reference Books:

1. Corporate Social Responsibility in India, Cases and Developments after the legal Mandate, Nayana Mitra and Rene Schmidpeter
2. CSR Strategies-for a competitive edge in emerging markets by Sri Urip
3. The Sustainable Enterprise –Profiting from best practice by Simmons and Simmons, Kogan Page,2nd Edition.
4. Business Ethics – Text and Cases by CSV Murthy, Himalaya Publications, 2nd Revised Edition.
5. Case Studies on Ethics and Corporate Governance Vol I and II, ICFAI Books
6. Target 3 Billion- Innovative Solutions Towards Sustainable Development , A.P.J. Abdul Kalam, Srijan Pal Singh

Websites

www.india.gov.in
https://www.un.org

Journals

1. Business & Society
2. Journal of Business Ethics
3. Ethics & Accountability in a Context of Governance & New Public Management

E-Resources

https://www.youtube.com/watch?v=dy8kit9gnbM
https://www.youtube.com/watch?v=47Wtk0sGOng
https://www.youtube.com/watch?v=elPdTts3La4
https://www.youtube.com/watch?v=PDyzNBcD2nM
https://www.youtube.com/watch?v=yv_e1fy3Gsk
https://www.youtube.com/watch?v=FqyaYljTjEw

Subject Core (SC) Courses - Semester III

Savitribai Phule Pune University

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Ref. No.: 299

Date: 25.11.2014

To,

Hon. Principals/Directors of all affiliated colleges of Arts, Commerce, Science, Law and Management.

Subject: Guidelines regarding evaluation of skill-based courses of 4 credits incorporated in the syllabi of post-graduate degree programmes with effect from June 2014.

Dear Sir/ Madam,

Skill-based training courses of 4 credits have been already incorporated in the syllabi of Post graduate degree curricula of Savitribai Phule Pune University after the approval from academic council vide approval no. ब ५१ पीए/ ५१/१४ ३ जून २०१४ . We, hereby, would like to give the guidelines for the evaluation of these courses. It should be noted that :

1.It will be **internal constintent evaluation** and will be carried over a period of two years PG degree programme.

2.College may conduct the first term end examination for this year in January 2015 and final test at the time of yearly examination for the students appearing for part II of the PG degree course.

3.However, for the students appearing for part I, evaluation can be carried out as per given components throughout two years of PG degree course.

4.The final marklists of Part II students of all components of evaluation i. e. written test I and II and practical work should be sent to Savitribai Phule Pune University.

Guidelines are attached herewith. Please kindly take a note and do the needful.

Dr.V.B.Gaikwad,
Director,BCUD.

Guidelines for Evaluation of Skill-based Courses of 4 Credits

From the academic year 2014-15, the skill- based courses for 4 credits have been incorporated in the curriculum of Post-graduate degree programmes of Savitribai Phule Pune University.

Evaluation comprises of the ***Internal Assessment*** on the basis of following components:

Table No. 1: Components of Evaluation

Sr. No.	Evaluation Head	Marks
1.	Skill-based practical work	60
2.	Written Test I	20
3.	Written Test II	20
	Total Marks	**100**

I. Evaluation of Skill-based Practical work:

Course- related skill-based practical work will be entirely based on the skills to be developed in the students. It may include the topics as has been prescribed in the syllabi of every course. Practical components may be based on laboratory work, on job industrial training, working with NGO or similar organizations, project, field work, group discussion, presentation etc. ***unless otherwise clearly specified*** in the given syllabi of all the courses.

College is supposed to maintain the record of marks allotted to the practical work carried out by the students.

The following criteria can be used for designing the tool for evaluation of practical work.

A. For Science and technical subjects:

The criteria as indicated below are suggestive and you may refer to it as a guideline for designing your own tool for evaluation if necessary. However, evaluation of each student for practical work must be done objectively and should be based on actual supervision by the trainer.

Total marks: 60

Table No 2: Evaluation tool for practical work in science and technical subjects:

Sr. No.	***Evaluation Criteria***	***Marks out of***	***Excellent (10)***	***Very good (8)***	***Good (6)***	***Satisfactory (4)***	***Needs improvement (2)***
1.	Knowledge of underlying principles	**10**					
2.	**Level of proficiency acquired in the respective skill:** (each of the following point carries 10 points)						
a	Operational skills related to instruments, machines	**10**					
b	Procedural skills	**10**					
c	Precision (accuracy)	**10**					
d	Adaptation and origination(evolving new creative patterns in specific situations thus proving highly developed skills)	**10**					
e	Quality of work accomplished	**10**					
	Total Marks	**60**					

A. **For the faculty of arts, mental, moral and social sciences, education, management, law, commerce: (*Any 6* of the following criteria may be chosen for designing evaluation tool):**

Table No. 3: Evaluation tool for practical work in subjects specified as above:

Total marls: 60

Sr. No.	**Evaluation criteria**	**Marks out of**	***Excellent (10)***	***Very good (8)***	***Good (6)***	***Satisfactory (4)***	***Needs improvement (2)***
1.	Interpersonal skills	**10**					
2	Critical thinking	**10**					
3	Decision making	**10**					
4	Problem solving	**10**					
5	Preparing layout of execution plan	**10**					
6	Effective implementation of plan	**10**					
7	Presentation	**10**					
8	Ability to work in social set-up	**10**					
9	Co-ordination and organizational skills	**10**					
10	Time management	**10**					
	Total marks (for any of the above 6 criteria)	**(Out of 60)**					

II. Term-end examination/ Annual Examination: 20 marks

There will be two written examinations conducted by the college one at the end of each term. College will set the question paper for the skill-based course that has been selected. College has to send a copy of question-paper, model answers and record of students' marks to SPPU. Pattern for the question paper is as follows:

A. **Objective questions** (*8 questions from any of the following or combination of two):* **8 Marks**
   a. Multiple choice questions
   b. Define/ Answer in one sentence/ Name the following:
B. **Descriptive Questions** *(4 questions from any of the following or combination)*: **12 Marks**
   Answer in short/ Short notes/ Give reasons/ Discuss/ Draw diagrams.

Moderation of Internal Assessment by SPPU:

SPPU committee may visit the college for the inspection and moderation of internal assessment work of the Skill-based courses in the month of April with prior notice.

4 CREDIT COURSE FOR DEPARTMENT OF MANAGEMENT SCIENCES

Rules And Norms for the ease of programme:

1. The department shall provide for four credit course (any two of the following) based on the facilities and resources available.
2. The course shall be taught in the final year of the masters degree program.
3. The department shall decide the evaluation pattern based on the curriculum. It will consist of variety of assessment techniques, and in accordance with the continuous comprehensive evaluation system.
4. Departmental committee will determine both the choice of credits and evaluation pattern.

S. NO.	NAME OF COURSE	CREDITS
1	Soft Skills	2 credits
2	Marketing Associate	2 credits
3	Human Resource Associate	2 credits
4	Finance associate	2 credits
5	Tally – ERP	2 credits
6	SAP – Business One Module	2 credits
7	SAS (Statistical Analysis System)	2 credits
8	Data Science LAB	2 credits
9	Event Management	2 credits
10	Marketing Analytics	2 credits
11	Customer Analytics	2 credits
12	Risk Analytics	2 credits
13	Web Analytics	2 credits
14	Human Resource Analytics	2 credits
15	Selling Skills	2 credits
16	Corporate Social Responsibility (CSR) & Sustainability	2 credits

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

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

Objevtives:

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

S.No.	PRACTICAL	THEORY	Duration in hours
1	**Development of Proficiency in English :** • Practice on Oral and spoken communication skill & testing – voice & accent, voice clarity, voice modulation & intonation , word stress etc. • Feedback and questioning Technique • Objectiveness in Argument • Development etiquettes and manners • Study of different pictorial expression of non-verbal communication and its analysis	**Concepts of effective communication:** • Components of effective communication • Communication process and handling them • KISS (Keep it short and sweet) in communication – Composing effective messages. • Non – Verbal Communication : its importance and nuances : Facial Expression , Posture , Gesture , Eye contact, appearance (dress code).	**9**
2	**Written Communication Skill Practice for:** • Correction of errors • Making of Sentences • Paragraph Writing • Leave Application and simple letter writing	**Grammatical use:** • Punctuation • Meaning & opposites • Real Life conversations • Vocabulary building Understanding the Audience, Need analaysis through pre presentation feedback form	**6**
3	**Presentation Skill practice** • Preparing in presentation • Delivery of presentation	**Concept of 4 method for presentation6** • Prepara6tion & introduction • Presentation • Evaluation / feedback • Summarization / Conclusion Team Building games, Together Everyone Achieves Miracle(TEAM) , issues when there is no team work, Leadership emerging through team, How to identify team players	**6**
4	**Team Building / Coordination Skills** • Team Building Practices through group exercises , team task / role play • Ability to mixing & accommodation • Ability to work together	**Concept of** • Group • Group Dynamics • Team building	**4**
5	**Telecommunication Skills**	**Electronic Communication concept**	**2**

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VAIBHAV VITTHALRAO DIXIT
30.01.2023 12:39

	• Tele – etiquette • Receiving Calls • Transferring calls • Taking Message/ Voice Mails • Making Outgoing Calls • Receiving Fax	• Working principle of Mini exchange and its features and facilities.	
6	**Self Management** • Self Evaluation • Self Discipline • Self Criticism • Recognition of one's own limits and deficiencies • Independency etc. • Thoughtful & Responsible • Self Awareness	**Self Management** • Identifying one's strengths and weaknesses • Planning & Goal setting • Managing self – emotions, ego, pride.	**2**
7	**Team Management Technique** Practice by gameplay & other learning methodology for achieving targets and getting of right first time.	**Time Management concept** • Attendance , Discipline & Punctuality • Act in time on commitment • Quality/ Productive Time	**1**

References :

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

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

Syllabus for Marketing Associate (2 CREDIT COURSE – 30 hours)

Objectives:

1. To understand about the various techniques of selling.
2. To develop the required body language in the future marketing professionals.

S.NO.	PRACTICAL	THEORY	DURATION
1	Understanding of customer's thinking and align products and services to meet the customer need.	Understand the various factors impacting consumer behavior like Personality, Perception, Product life cycle. Role of Consumer behavior in decision making.	6
2	Demonstration of techniques on how to sell the services	Discussion of different types of products and how the selling techniques of different products and services varies from sector to sector.	6
3	Do a simple project work , by designing a research questionnaire for an FMCG product . Forecast Future sales by using forecasting techniques.	• Basic Knowledge of Statistical Tools • Devise a questionnaire • Learn Forecasting techniques • Analyze and evaluate the focus group model and assess the total market through primary and secondary data.	14
4	• Demonstrate learning of different types of body languages. • Dress Properly • Demonstrate understanding of business etiquettes.	Selling Skills • Decoding body language • Power Dressing • General Business Etiquette • Self Motivation	4

References :

1. How customers think : essential Insights into The Mind of the Market, Harvard University Press by Gerald Zaltman
2. The Little Red book of Selling , Jeffrey Gitomer
3.ABC's of Selling with etiquette, Canterbury House Publishing, Dale Brakhage & Edie Hand

Syllabus for Human Resource Associate (2 CREDIT COURSE – 30 hours)

Objectives :

1. To understand various practical applications in HR and its calculation.

S.NO.	PRACTICAL	THEORY	DURATION
1	Practical experience on Excel	Time Office /Excel	2
2	Form filling	Payroll Administration	2
3		Independently handling departments	2
4	Process and Implementation	Recruitment - HRIMS Competency Mapping Manpower Planning Induction Joining Formalities HR audit	6
5	Calculation :	Bonus /Gratuity Break-up of Salary Designing salary components CTC TDS Calculations	4
6	Software used for Attendance and Leave management system shall be introduced while conduction.	Attendance Management Leave Management Medical Reports CL/ SL /PL	6
7	Excel application	V-Look up H- Look up Goal seeking pivot table	4
8	Payroll Administration	Wage Administration Payroll Process (Manual & Software) HR Wage Package Operations E.S.I. / P.F. / PT	4

References :

1 Microsoft Excel 2010 Bible, Wiley India Pvt. Ltd. , John Walkenbach
2. HR and Payroll Software Practices demo version : www.sysforehrms.com/
3. Leave Management Software : www.mentishrms.com/
4. Free books on Attendance Management System at Freebooez.com
5. HR Audit Toolkit – elite edition , Ruben Benmergui
6. www.humanresourcesiq.com/business-strategies/articles/hr-audit-an-essential-improvement-tool/

Syllabus for Finance Associate (2 CREDIT COURSE – 30 hours)

Objectives:

1. To understand about the various practical concepts of accounting and its hand on experience.

S.NO.	PRACTICAL	THEORY	DURATION
1	• Prepare receipt and payments account. Income and expenditure account. • Use of Accounting software	• Basic Accounting Principles • Prepare receipts & payments account	4
2	• Use systems of accounting & different methods of investment. • Case studies	Analyze different methods of investment in associates, different forms of joint venture, bonus issue of capital and capital reduction and impact of currency translation.	4
3	Apply basics of cost accounting	Accounting – Performance analysis • How to read balance sheet , preparation of profit and loss account , annual balance sheet account and cashbook ratio analysis.	4
4	Composite statement , common size statement , trade analysis , CVP analysis.	Theory & Concepts	6
5	Demonstrate how to maximize profits by investing resources in stocks and in international market.	Develop an understanding for evaluation of a project, Cash flow determination, and determination of cost of capital.	6
6	Analyze capital market for investment. Web based training	• Evaluate the intricacies of the securities market, capital market and their analysis from the investor's point of view. • Understand the process of making Fundamental Analysis & Technical Analysis of the project , along with the industry analysis.	6

References :

1. Financial Management – I M Pandey
2. How to read a balance sheet by IBH, Oxford
3. International Research Journal of applied Finance , Case studies in Finance & Accounting
4. Short Stories from the stock market , Kindle Edition, Amit Kumar.

Syllabus for Tally – ERP (2 CREDIT COURSE – 30 hours)

Objectives:-

1. Understand the nature of a Service organization.
2. Under the requirements in relation to accounting data maintenance of a Business Organization
3. Understand the statutory implications in various Business Activities.

S.NO.	**CONTENT**	**INSTRUCTIONAL HOURS**
1	Introduction – Tally a Accounting and Inventory Management Solution to Business	2
2	Maintenance of Company Data	2
3	Maintenance of Company Data - Practical	2
4	Back up Creation & Key Functions	2
5	Creating Masters	2
6	Advanced Voucher Entry – Contra, Payment & Receipt	2
7	Advanced Voucher Entry - Practical	2
8	Advanced Voucher Entry – Sales, Purchase, Journal	2
9	Advanced Voucher Entry – Practical	2
10	Advanced Voucher Entry – Debit Notes & Credit Notes	2
11	Case study, Case solution, Cost centres, Short – cut keys,	2
12	Creating – Inventory Masters, Groups & Ledger	2
13	Inventory Transactions	2
14	Accounting & Inventory Reports in Tally.ERP	2
15	Technology advantage of Tally.ERP 9	2

References:

1. Lab Notes
2. Tall. ERP 9 Training Guide, BPB Publications, Nadhani.
3. Tally 9 book.com

Syllabus for SAP – Business One Model (2 CREDIT COURSE – 30 hours)

Objectives:-

1. Understand the basic concept of SAP.

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	**Introduction to SAP Business One:** Introduction to ERP and SAP business One.	4
2	**Module-1** **Administration:** How to get started with SAP-B1,Basics of SAP B 1	4
3	**Module-2** **Financial:** Chart of Accounts,. Edit Chart of Accounts, Journal Entry, Journal Vouchers, Profit Centers, General Ledger	4
4	**Module-3** **Sales opportunities:** Sales Stages, Various Sales Reports	4
5	**Module-4** **Sales A/R:** Sales quotation, Sales order, Delivery document, Return Document, A/R Invoice, A/R credit Memo, Document Generation Wizard, Dunning Wizard, Reports.	4
6	**Module-5** **Purchase A/P:** Purchase Order, Goods Receipt PO, Goods Return, A/P Credit Memo, Landed Costs, Purchase Analysis	4
7	**Module-6** **Banking:** Incoming Payments, Deposits, Outgoing Payments.	4
8	**Cases and Exercises**	2

References:

1. Notes
2. Free books download at pdf.docdownload.org/sap-business-one-s3.pdf
3. www.businesserp.org/learning/sap-b1-book.htm
4. Introduction to SAP Business One , Galileo Press, Robert Mayerhofer.
5. SAP Business One : Simple But Powerful, Premier Press, Thomas Teufel, Monika Nquyen Nam & Roland Heun.

Syllabus for Statistical Analysis System (SAS) (2 CREDIT COURSE – 30 hours)

Objectives:

1. To learn and understand the basic concepts of SAS and its application.

S.NO.	PRACTICAL	THEORY	DURATION
1	Installation of the software	Introduction to SAS, Early history of SAS, Version history	3
2	**Essentials of SAS Programming** Accessing Data • Use FORMATTED and LIST input to read raw data files. • Use INFILE statement options to control processing when reading raw data files. • Use various components of an INPUT statement to process raw data files including column and line pointer controls , trailing @ controls. • Combine SAS Data sets • Access an Excel workbook. • Creating Data Structures • Create temporary and permanent SAS data sets. • Create and manipulate SAS data values • Export data to create standard and comma – delimited raw data files. • Control which observations and variables in a SAS data set are processed and output.		8
3	**Data Manipulation Techniques** Managing Data • Investigate SAS data libraries using base SAS utility procedures. • Sort observations in in a SAS data set. • Conditionally execute SAS statements. • Use assignment statements in the DATA step. • Modify variable attributes using options and statements in the DATA step. • Accumulate sub – totals and totals using DATA step statements. • Use SAS functions to manipulate character data , numeric data , and SAS date values. • Use SAS functions to convert character data to numeric and vice versa. • Process data using DO LOOPS • Process data using SAS arrays. • Validate and clean data.		6
4	Generating Reports • Generate list reports using the PRINT procedure. • Generate summary reports and frequency tables using BASE SAS procedures. • Enhance reports through the use of user – defined formats, titles, footnotes and SAS system reporting. • Generate reports using ODS system.		7
5	Handling Errors • Identify and resolve programming logic errors. • Recognize and correct syntax errors. • Examine and resolve data errors.		6

References:

1. Lab Notes by Trainer
2. Base SAS Programming, Black Book, Dreamtech Press, N. Jyoti Bass K. Madhavi Lata Kogent Solutions Inc.
3.The Little SAS Book: A Primer, Third Edition.

Syllabus for Data Science Lab (2 CREDIT COURSE – 30 hours)

Objectives:-

1. Leveraging students with latest statistical innovative techniques using excel and excel add-ins.
2. This course shall prepare the students for various technical profiles like Business analytics.

S.NO.	**CONTENT**	**INSTRUCTIONAL HOURS**
1	Clustering Techniques – I; What is cluster , visualization techniques.	4
2	Clustering techniques – II; Hierarchical clustering (including linkage methods) divisive vs. agglomerative approaches; distance measures ; the dendogram.	5
3	Decision Tree – multistage decision problems, constructing the tree, evaluation of decision, value of perfect and imperfect information.	4
4	Time Series Forecasting	4
5	Introduction to Predictive Modelling	4
6	Fitting a model to data – model based clustering	4
7	Optimization techniques; use of dissimilarity matrices and the partition about medoids approach ; choosing the number of groups ; evaluating clusters.	5

References:

1. Introduction to cluster analysis ; visualizing clusters: Everitt et al., Cluster analysis (4th ed)
2. Cluster analysis : Everitt & Dunn , applied Multivariate Data Analysis.
3. Cluster Analysis: Manly , Multivariate Statistical Methods , A Primer (2nd Ed.)
4. Finding groups in data : an introduction to Cluster Analysis , Kaufman & Rousseeuw.

Syllabus for Event Management (2 CREDIT COURSE – 30 hours)

Objectives:

- To understand about planning and managing an event.
- To understand how to market an event, publicize it , generate interest and attract participants.

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Principles of Project/ Event Management – Understand project management, resources, activities, risk management , delegation , project selection, role of the event manager.	3
2	Understanding the facts – Conducting market research, establishing viability, capacities, costs and facilities , plans, time scales , contracts.	3
3	Preparing a proposal – Clarity , SWOT analysis, estimating attendance, media coverage, advertising, budget , special considerations, success.	3
4	Crisis management plan – Crisis planning, prevention, provision, action phase, handling negative publicity, structuring the plan.	3
5	Seeking sponsors – Different types of sponsorship , definition, objectives, target market, budget, strategic development, implementation, evaluation.	3
6	Organising the event – Purpose, Venue, timing, guest list , invitations, food & drink, room dressing, equipment, guest of honour, speakers, media, photographers , podium, exhibition.	4
7	Marketing tools – Types of advertising, merchandising, give aways, competitions, promotions, website and text messaging.	3
8	Media tools – Media invitations, photo calls, press releases, TV opportunities, radio interviews.	3
9	Promotional tools – Flyers, Posters, Invitations, Website, newsletters, ezines, blogs, tweets.	3
10	Evaluation- Budget, cost of event, return on investment, media coverage, attendance, feedback.	2

References:

1. Event Management : A blooming industry and an eventful career, Har Anand Publication, Devesh Kishore & Ganga Sagar singh
2.The Art of Successful Event Management , APH Publishing Corporation, Leelamma Devasia & V.V. Devasia
3. Start your own event planning business 3/E: Your step by step guide to success, Perseus Books Group, Cheryl Kimball, Entrepreneur Press.

Syllabus for Marketing Analytics (2 CREDIT COURSE – 30 hours)

Objectives:

- To understand about practices of measuring, analyzing, and managing marketing performance to maximize its effectiveness and optimize ROI .

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Marketing Mix optimization: Use of various techniques like multivariate regression to analyse sales and marketing time series data, Effects of various marketing tactics in order to find out the optimal mix of various marketing activities to maximize revenue and /or profitability.	8
2	Marketing Mix Modelling : Use of this technique to analyse and optimize the marketing spend.	6
3	Price Analysis : Determination of the price elasticity of a product using historical price and sales data, Application of results to find out expected volume at new prices , key price points, changing price sensitivity, and competitive price matching.	8
4	Promotions Analysis : Analysis of promotions data to understand the sales lift and ROI from various promotional activities such as In-store displays , Newspaper & Pre-print features , coupons, In-store, Mail/ online offers, Special packs, Special events, and discounts etc.	8

References:

1.Marketing Mix Optimization Rules by Andrew A. Mitchell, College of Business Administration , Pennsylvania State University, 1975.

2. Market Response and Marketing Mix Problems : Trends and Research Opportunities , Douglas Bowman and Hubert Gatignon, New Publishers Inc.

3. Pring on Price patterns: the definitive guide to price pattern analysis and interpretation, Martin J. Pring, Mc Graw Hill Publications

Syllabus for Customer/ Loyalty Analytics (2 CREDIT COURSE – 30 hours)

Objectives:

- To understand how to do the analysis of customer behavior and demographics to develop a better understanding of the consumer leading to better business decisions .

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Customer Segmentation :Classification of a large customer population into smaller homogeneous groups using modeling techniques such as regression modeling, clustering and decision trees.	10
2	Life time value Analysis : Quantify the life time value of a customer to the business, identification of the most profitable customer. Example of telecom and e-tailing should be discussed.	10
3	Attrition analysis : Identification of customers who attrite in short time, Devising strategies to stop or prevent attrition	10

References:

1. Generalized approach to Customer segmentation and Building Predictive Models of Segmented Behavior, Tianyi Jiang,
2. Customer Segmentation and clustering using SAS Enterprise Miner , Second edition, Randall S. colica , SAS institute
3. Customer Lifetime value analysis : an integrated empirical framework for measurement and explaination, Werner Josef Reinartz, University of Houston, 1999
4. An analysis of Sample attrition in Panel Data : the Michigan Panel study of Icome dynamics , Issue 1156, John Fitzgerald, Peter Gottschalk, Robert Moffitt, National Bureau of Economic Research , 1998.
5. A History of Modern Wars of Attrition , Carter Malkasian, Greenwood Publishing group.

Syllabus for Risk Analytics (2 CREDIT COURSE – 30 hours)

Objectives:

- To understand how to do the analysis to understand, quantify and manage the risk associated with an activity.

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Acquisition Modelling: Application of acquisition modeling on application data, Prediction of likelihood of future default.	8
2	Behavioural scoring : Predicting the risk and profitability of existing customers using their transaction and credit history , classification of customers based on their risk profile.	10
3	Base II analytics : Use of Base II Accord (issued by International committee on Banking supervision) to improve risk management practices, Accurate estimation of risk exposures. Applications of Base II analytics – Computation of Probability of Default (CPD), Computation of Loss Given Default (LGD), Computation of exposure at default (EAD), Collection Scorecard development.	12

References:

1. Risk Analysis – A Quantitative Guide, David Vose, John wiley & Sons.
2. Risk Analysis Foundations, Models and Methods; Louis Anthony Cox Jr. , Springer London Limited.

Syllabus for Web Analytics (2 CREDIT COURSE – 30 hours)

Objectives:

- To understand the analysis of internet data to understanding and optimizing web usage..

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Off site web analytics : Web measurement and analysis , Measurement of website's potential audience (opportunity), share of voice (visibility), and buzz (comments) on internet.	10
2	On – site web analytics : Measurement of visitor's journey including drivers and conversations, tracking pages that encourage people to make a purchase and measures the commercial performance of the website. Comparison of data with key performance indicators, Implication to improve marketing campaign's audience response.	10
3	Adequate hands on experience on the above mentioned topics are required	10

References:

1. Web Analytics 2.0 : The art of online accountability and science of customer centricity (Google ebook), Avinash Kaushik, John wiley & sons.
2. Web Analytics : an hour a day, Avinash Kaushik, John Wiley & Sons.

Syllabus for Human Resource Analytics (2 CREDIT COURSE – 30 hours)

Objectives:

- To understand the functions of Human Resource Information systems in an organization.

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Understanding human resource information system of an organization. Identification of information that can be extracted like hiring date, compensation , growth over time, promotions, roles , performance ratings, skill ratings, previous experience, trainings attended etc.	6
2	Use of above collected data to predict the employees likely to leave and use measures to retain the desirable one and manage the attrition rate	6
3	Identification of training needs and processes with the help of above data.	6
4	Vendor management systems data : To track efficiency and effectiveness of recruitment process	6
5	Demonstrating examples of sports clubs like AC Milan (Football) , Patriots (American football) etc who have employed quantitative HR techniques.	6

Reference:

1. Human Resource Information Systems: Basics, Applications, and Future directions; Michael J. Kavanagh, Mohan Thite , Richard D. Johnson, Sage Publications.
2. Developing Human resource Information System , Ashok Kumar Gupta, Daya Publishing House
3. Training Needs Assessment : Methods, Tools & Techniques, Jean Barbezette, John Wiley & sons.
4. The vendor Management Office: Unleashing the power of strategic sourcing, Stephen Guth, Lulu.com, 2007.

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

Objectives:

- To learn the basic skill of selling an idea in any organization.

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Product Knowledge : Selling technique for B2C and for B2B, Taking apptmt through tel call, How to prepare sales pitch for telecallers, FAB, Objection handling	4
2	Prospect Identification through cold calls etc.	4
3	Seek Appointment via Telephone, E-mails etc.	6
4	Product presentation – Demonstration etc.	6
5	Closing skills & Order Processing	6
6	In – store selling	4
	The syllabus should be taught as training and full practical sessions should be adopted.	

References:

1. Notes by trainer
2. The complete idiot's guide to cold calling, Keith Rosen
3. How to master the art of selling, Tom Hopkins
4. Spin Selling , Neil Reckham
5. Words that sell , Richard Bayan

Syllabus for Corporate Social Responsibility (CSR) & Sustainability (2 CREDIT COURSE – 30 hours)

Objectives:

- To develop an understanding for corporate citizenship and sustainability from business perspective.
- To learn how to strategically manage CSR within your organization.
- To understand how to improve your company's sustainability performance.

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Understanding about various issues related to Corporate citizenship. Various corporate players and risk involved in mismanaging corporate citizenship.	4
2	Identification of Corporate Social Responsibility and role of the organization in CSR, Assessment of the organization's performance in regards to CSR.	4
3	Elements of CSR, Importance of CSR, Role of CSR commitments,	4
4	Importance of capturing the value created from CSR efforts, Role of annual reporting in Value capture, Difference between tangible and intangible CSR value.	4
5	Application of CSR strategy to a real life example	4
6	A survey on how different companies has fulfilled their corporate social responsibilities	6
7	Assessing how well a company is capturing the value of its CSR efforts.	4

References:

1. Notes by trainer
2. Corporate Social Responsibility : doing the most good for your company and your cause, Philip Kotler & Nancy Lee
3. Small Giants companies that choose to be great instead of big – Bo Burlingham, Penguin 2007
4. Investing in Corporate Social Responsibility: A guide to Best Practice, Business Planning & the Uk's Leading Companies, Kogan Page Publishers, John Hancock

The syllabus

Course I

Introduction to Human Rights and Duties

Credit: 1

I) Basic Concept

a) Human Values- Dignity , Liberty, Equality , Justice, Unity in Diversity, Ethics and Morals

b) Meaning and significance of Human Rights Education

II) Perspectives of Rights and Duties

a) Rights: Inherent-Inalienable-Universal- Individual and Groups

b) Nature and concept of Duties

c) Interrelationship of Rights and Duties

III) Introduction to Terminology of Various Legal Instruments

a) Meaning of Legal Instrument- Binding Nature

b) Types of Instruments: Covenant-Charter-Declaration-Treaty-Convention-Protocol-Executive Orders and Statutes

IV) United Nations And Human Rights

a) Brief History of Human Rights- International and National Perspectives

b) Provision of the charters of United Nations

c) Universal Declaration of Human Rights- Significance-Preamble

d) Civil and Political Rights-(Art. 1-21)

e) Economic, Social and Cultural Rights-(Art.22-28)

f) Duties and Limitations-(Art. 29)

g) Final Provision (Art. 30)

Course II

Human rights of vulnerable and disadvantaged groups

Credit: 1

I) **General Introduction**

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

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

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

III) Status of Social and Economically Disadvantaged people

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

IV) Human rights of vulnerable groups

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

Course III

Human Rights and Duties in India: Law, Policy, Society and Enforcement Mechanism

Credit: 1

I. Human Rights in Indian Context

a) Indian Bill of Rights And Sarvodaya
b) Preamble- Fundamental Rights- Directive Principles-Fundamental Duties

II. Human Rights- Enforcement Mechanism

a) Human Rights Act, 1993
b) Judicial Organs- Supreme Court (Art 32) And High Courts(Art 226)
c) Human Rights Commission- National and State of Maharashtra
d) Commission of Women, children , Minority, SC/ST
e) Survey of International Mechanism

III. Human Rights Violations and Indian Polity

a) Inequalities in society-population-illiteracy-poverty-caster-inaccessibility of legal redress
b) Abuse of Executive Power-Corruption-Nepotism and favoritism
c) Human Rights and Good Governance
d)

IV. Role of Advocacy Groups

a) Professional Bodies: Press, Media, Role of Lawyers-Legal Aid
b) Educational Institutions
c) Role of Corporate Sector
d) NGO's

Savitribai Phule Pune University

Revised Syllabus

Master of Business Administration

(MBA)

Choice Based Credit System and Grading System

Two Year Full Time Four Semester

POST GRADUATE PROGRAMME

MBA I Year Curriculum Applicable w.e.f. AY 2016-17

MBA II Year Curriculum Applicable w.e.f. AY 2017-18

Annexure I - Detailed Programme Structure

Table IV – A: Generic Core Courses

	Generic Core Courses	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
101	Accounting for Business Decisions	3	I	30	20	50	100
102	Economic Analysis for Business Decisions	3	I	30	20	50	100
103	Legal Aspects of Business	3	I	30	20	50	100
104	Business Research Methods	3	I	30	20	50	100
105	Organizational Behaviour	3	I	30	20	50	100
106	Basics of Marketing	3	I	30	20	50	100
201	Marketing Management	3	II	30	20	50	100
202	Financial Management	3	II	30	20	50	100
203	Human Resource Management	3	II	30	20	50	100
204	Decision Science	3	II	30	20	50	100
205	Operations & Supply Chain Management	3	II	30	20	50	100
206	Management Information Systems	3	II	30	20	50	100
301	Strategic Management	3	III	30	20	50	100
302	Enterprise Performance Management	3	III	30	20	50	100
303	Startup and New Venture Management	3	III	30	20	50	100
304	Summer Internship Project	4	III	50	00	50	100
401	Managing for Sustainability	3	IV	30	20	50	100
402	Dissertation	4	IV	50	00	50	100

Note: Each Generic Core Course is a Full Credit course of 45 hours. Out of 45 hours 35 hours shall be devoted to teaching – learning sessions and 10 hours for evaluation/projects.

30 marks shall be reserved for concurrent evaluation to be carried out by the Institute, 20 marks for online mid-term evaluation to be conducted by the University and 50 marks shall be term end written examination to be conducted by the University.

Course 304 - SIP shall have 4 Credits and 100 marks. (50 Marks for Concurrent Evaluation & 50 Marks for University Evaluation)

Course 402 – Dissertation shall have 4 Credits and 100 marks. (50 Marks for Concurrent Evaluation & 50 Marks for University Evaluation)

Table IV – B: Generic Elective Courses

	Generic Elective Courses	Credits	Semester	Concurrent Evaluation	Total Marks
107	Management Fundamentals	2	I	50	50
108	Business Communication Lab	2	I	50	50
109	MS Excel & Advanced Excel Lab	2	I	50	50
110	Selling & Negotiation Skills Lab	2	I	50	50
111	Business, Government & Society	2	I	50	50
112	Leadership Lab	2	I	50	50
113	Personality Development Lab	2	I	50	50
114	Foreign Language - I Lab	2	I	50	50
115	Enterprise Analysis - Desk Research	2	I	50	50
207	Emotional Intelligence and Managerial Effectiveness Lab	2	II	50	50
208	Statistical Software Lab	2	II	50	50
209	MS Project Lab	2	II	50	50
210	Life Skills Lab	2	II	50	50
211	Geopolitics & the World Economic System	2	II	50	50
212	Business Systems & Procedures	2	II	50	50
213	Computer Aided Personal Productivity Tools Lab	2	II	50	50
214	Foreign Language - II Lab	2	II	50	50
215	Industry Analysis - Desk Research	2	II	50	50

Note: Each Generic Elective Course is a Half Credit course of 30 hours. Out of 30 hours 25 hours shall be devoted to teaching – learning sessions and 5 hours for evaluation/projects.

50 marks shall be devoted for concurrent evaluation to be carried out by the Institute.

There shall not be any evaluation by the University (online / subjective) for all Half Credit Courses.

308 OPE	Maintenance Management	2	III	50	50
309 OPE	Facilities Planning	2	III	50	50
310 OPE	Manufacturing Resource Planning	2	III	50	50
311 OPE	Technology Management	2	III	50	50
312 OPE	Six Sigma	2	III	50	50
313 OPE	Designing Operations Systems	2	III	50	50
314 OPE	Toyota Production System	2	III	50	50
315 OPE	Project Management	2	III	50	50
316OPE	Theory of Constraints	2	III	50	50
405 OPE	Quality Management Standards	2	IV	50	50
406 OPE	World Class Manufacturing	2	IV	50	50
407 OPE	Business Process reengineering	2	IV	50	50
408 OPE	Enterprise Resource Planning	2	IV	50	50
409 OPE	Financial Perspectives in Operations Management	2	IV	50	50
410 OPE	Service Operations Management	2	IV	50	50
411 OPE	Business Process Management	2	IV	50	50
412 OPE	Challenges and Opportunities in Operations Management	2	IV	50	50
413 OPE	Lean Manufacturing	2	IV	50	50

	Subject Elective Courses (Human Resources Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 HR	Employee Health, Safety& Welfare	2	III	50	50
308 HR	Compensation Management	2	III	50	50
309 HR	HR Audit	2	III	50	50
310 HR	Human Resource Information System	2	III	50	50
311 HR	Outsourcing of HR	2	III	50	50
312 HR	Public Relations & Corporate Communication	2	III	50	50
313 HR	Quality Management System	2	III	50	50
314 HR	Lab in Recruitment and Selection	2	III	50	50
315 HR	Lab in Job Design and Analysis	2	III	50	50
316 HR	Lab in Training	2	III	50	50
317 HR	Lab in Labour Laws – I	2	III	50	50
318 HR	Lab in Personnel Administration & Appln Procedures	2	III	50	50
405 HR	Organizational Design and Development	2	IV	50	50
406 HR	Global HRI	2	IV	50	50
407 HR	Employee Reward Management	2	IV	50	50
408 HR	Change Management	2	IV	50	50

Semester	I	Specialization	NA
Course Code	105	Type	Generic - Core
Course Title	Organizational Behaviour		

Course Objectives:	
1	To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective.
2	To obtain frameworks and tools to effectively analyze and approach various Organizational situations.
3	To reflect upon your own beliefs, assumptions, and behaviors with respect to how individuals, groups, and organizations act in order to expand your options of approaches and increase your own effectiveness.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Fundamentals of OB:** Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive, behavioristic and social cognitive), Limitations of OB.	7 + 2
2	**Individual Process And Behavior:** 2.1 **Personality & Attitude:** Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality & job – fit theory), Personality Tests and their practical applications, **Johari Window** Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes 2.2 **Perception:** Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). 2.3 **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation	8 + 2
3	**Interpersonal Processes And Behavior, Team And Leadership Development:**	8 + 2

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	3.1 **Foundations of Group Behavior:** The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development **3.2 Managing Teams:** Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building 3.3 **Leadership:** Concept of Leadership, Styles of Leadership, Trait Approach, Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Contemporary issues in leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.	
4	**Organization System:** **4.1Organizational Culture:** Meaning & Definition of Organizational Culture, Creating & Sustaining Organizational Culture, Types of Culture (Strong vs. Weak Culture, Soft vs. Hard Culture & formal vs. Informal Culture) , Creating Positive Organizational Culture, Concept of Workplace Spirituality. **4.2 Stress Management: Work stress:** Meaning of stress, Stressors, Sources of Stress, Tyes of stress, Burnout. Stress Management – Individual & Organizational Strategies	5 + 2
5	**Managing Change :** 5.1 **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. 5.2 **Implementing Organizational Change:** How to overcome the Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin's- Three step model, Seven Stage model of Change & Kotter's Eight-Step plan for Implementing Change, Leading the Change Process, Facilitating Change, Dealing with Individual & Group Resistance, Intervention Strategies for Facilitating Organizational Change, Methods of Implementing Organizational Change, Developing a Learning Organization	7 + 2

Learning Resources:		
1	Text Books	Organizational Behaviour - 2nd Edn. By Hema Balakrishnan Organizational Behaviour by Robins Organizational Behaviour by Nelson & Quick

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		Organizational Behaviour by Fred Luthans Organizational Behaviour by Stephen Robins, Timothy Judge, Neharika Vohra Organizational Behaviour by M N Mishra Organizational Behaviour by K Ashwathappa
2	Reference Books	Understanding OB by Uday Pareek Change & Knowledge Management by Janakiram, Ravindra and Shubha Murlidhar Human Resource Management-Nkomo- CENGAGE Learning
3	Supplementary Reading Material	Contemporary Leadership Theories: Enhancing the Understanding of the complexity, subjectivity and dynamic of leadership by Ingo Winkler Organizational Performance in a Nutshell by Daniel M. Wentland
4	Websites	http://papers.ssrn.com http://www.nwlink.com/~donclark/leader/leadob.html
5	Journals	Organizational Behavior and Human Decision processes Journal of Organizational Behavior Journal of Human Values International Studies of Management & Organization

Semester	I	Specialization	NA
Course Code	111	Type	Generic - Elective
Course Title	Business Government and Society		

Course Objectives:	
1	To provide insights to the students about the Business – Government relations
2	To help students understand the Government's role in the regulatory domain.
3	To assist students in appreciating the social aspects of business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Roles of Business, Government, and Society:** Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Inter-sectoral linkages and role of foreign direct investment ,The Constitutional environment , Macroeconomic crises: explaining the experiences around the world.	5 + 1
2	**Poverty, Inequality and Economic Growth:** Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth	5 + 1
3	**Public Private Partnerships:** The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.	5 + 1
4	**Multinational Corporations:** Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. **Business in a Global Environment:** Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities.	5 + 1
5	**Changing Workplace:** Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations.	5 + 1

Learning Resources:		
1	Text Books	Business, Government and Society: A Managerial Perspective byJohn Steiner, George Steiner, Tata McGraw Hill Business, Government, and Society by Douglas E. Greer, Prentice Hall , 3rd Edition
2	Reference Books	Business and Its Environment by David P., International Edition, 7th Edition
3	Supplementary Reading Material	Milton Friedman "The Social Responsibility of Business is to Increase its Profits", New York Times Magazine, September 13, 1970. Economic Times Daily Business Standard Daily
4	Websites	www.epw.in www.business.gov.in
5	Journals	Economic and Political Weekly Corporate Governance Academy of Management Journal Harvard Business Review

Semester	II	Specialization	NA
Course Code	207	Type	Generic – Elective
Course Title	Emotional Intelligence and Managerial Effectiveness Lab		

Course Objectives:	
1	To equip students with individual and group learning methods
2	To understand intelligence and develop emotional competence
3	To develop understanding and competence for personal and managerial effectiveness.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Emotions and the Tripartite Brain, Emotional Competencies, Executive EQ, Emotions and Enneagram, Rational Emotive Therapy, Emotional Transformation, Measuring Emotional Intelligence, Emotions and Childhood, Role of Emotions, Emotions and Attitudes	5 + 1
2	**Individual &Organizational Learning:** Theories of Learning**,** Learning Processes**,** Kolb's Learning Styles**,** How to create a learning organization	5 + 1
3	**Emotional Intelligence:**Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence	5 + 1
4	**Managerial Effectiveness:** Challenges faced by Organisations& expectations from practicing Managers	5 + 1
5	**Improving Effectiveness:**Understanding Organizational goals, Creativity, Optimising resources, Execution Skills (PDCA Cycle)	5 + 1

Learning Resources:		
1	Text Books	Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman Get Better or Get Beaten: 31 Leadership Secrets from GE's Jack Welch by Robert Slater, Jack Welch , McGraw-Hill School Education Group
2	Reference Books	Working with Emotional Intelligence - Daniel Goleman Jack Welch on Leadership : Executive Lessons from the Master CEOby John A. Byrne, Jack Welch Crown Publishing Group
3	Supplementary Reading Material	Leadership: The Power of Emotional Intelligence by Daniel Goleman The Brain and Emotional Intelligence: New Insights by Daniel Goleman

		The Emotionally Intelligent Workplace by Daniel Goleman, 2001 Primal Leadership: Realizing the Power of Emotional Intelligence by Daniel Goleman, 2002 Destructive Emotions: A Scientific Dialogue with the Dalai Lama – 2003 Emotional Intelligence: Key Readings on the Mayer and Salovey Model by John D. Mayer (Editor), Marc A. Brackett (Editor), Peter Salovey (Editor) The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership by David R. Caruso and Peter Salovey Bhagwad Gita As it is by Shree Prabhupada
4	Websites	http://www.unh.edu/emotional_intelligence/ei%20Reprints/EIpubs%201990-1999.htm http://www.dirjournal.com/guides/emotional-intelligence/ http://eqi.org/ http://www.emotionalintelligencecourse.com/eq-blog/ http://www.byronstock.com/emotional-intelligence-blog/ http://completeintelligence.com/blog/just-what-is-emotional-intelligence/
5	Journals	Human Resource Development Quarterly Human Resource Management Review Journal of Applied Social Psychology Journal of Managerial Psychology Journal of Occupational Health Psychology Journal of Organizational Behavior American Psychologist Applied Psychology Current Directions in Psychological Science European Journal of Work and Organizational Psychology Journal of Personality and Individual Differences Personality & Social Psychology Bulletin Research on Emotion in Organization

Semester	II	Specialization	NA
Course Code	211	Type	Generic - Elective
Course Title	Geopolitics & the World Economic System		

Course Objectives:	
1	To expose students to the relationship between political power and geographic space amidst world economic system.
2	To help students understand various facets of international political economy & national system political economy.
3	To develop abilities to appreciate the interrelationship between the trading system, international financial system and the participants in the changed economic system

Syllabus:

Unit Number	Contents	Number of Sessions
1	**International Political Economy:** Distribution of Wealth and Economic Activities - National Autonomy - Politics of International Regimes - Theory of Hegemonic Stability - Governance of the Global Economy	5 + 1
2	**National Systems of Political Economy:** Differences among National Economies - Market-Oriented Capitalism- Developmental Capitalism- Social Market Capitalism – Comparative Analysis	5 + 1
3	**The Trading System:** Debate over Free Trade – Functions of WTO and GATT - The Uruguay Round and World Trade Organization – Trade Blocs such as SAARC, ASEAN, NAFTA - Threats to Open Trading System	5 + 1
4	**International Monetary System:** The International Financial System - Reform of International Monetary Affairs - Nature of Financial Crises - Controversy over Regulation of International Finance	5 + 1
5	**The State and the Multinationals:** An International Regime for FDI and MNC- Do Global Corporations Pose a Threat? - Consequences of Economic Globalization	5 + 1

Learning Resources:		
1	Text Books	Global Political Economy – Robert Gilpin, Princeton University

		PressInternational Economics with MyEconLab by Paul Krugman, Maurice Obstfeld andMarc Melitz, Pearson, Global Edition, 9th Edition
2	Reference Books	Managing World Economic Change: International Political Economy by Robert A. Isaak, Pearson, 3rd Edition,
3	Supplementary Reading Material	Economic Times Daily Business Standard Daily The Economist – Magazine
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm
5	Journals	Economic Systems Research.

Semester	III	Specialization	Operations Management
Course Code	311OPE	Type	Subject - Elective
Course Title	Technology Management		

Course Objectives:	
1	To highlight the role of technology and innovation as drivers of value and competitive advantage.
2	To provide conceptual foundations in managing innovation and technology.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction & Importance of Technology Management: Technology - Definition and** Characteristics, Technology trends, Market Based and Resource Based view, Impact of technology on business, Forms of technological change, Concept and significance of management of technology, Technological environment-meaning, importance : recent developments in Technological environment - Globalization, Time Compression, Technology integration, Induced & Autonomous changes in the Technological environment, Competitive advantages through new technologies.	5 + 1
2	**Innovation Management**: Concept of Innovation; invention and creativity: role and relationship with innovation, Drivers and process of innovation– firm & technology level, Classification of innovation management of innovation. Technology Evolution – S curve of technology evolution, Technology progression, Technology change agents, Evolutionary characteristics of technological change, uncertainty and technological insularity.	5 + 1
3	**Technology Sources and Research & Development Management:** Sources of technology, Process of new product development; Reasons of failures of hi-tech products: Strategy to avoid product failure in market. Process of bringing hi-tech product from development to market: Managing R& D Organization –issues and recent trends. Linkage between technology, development and competition, Significance of managing Intellectual Property Rights in context of technology management, strategic issues in managing IPR.	5 + 1
4	**Technological Forecasting**: Meaning of Technology forecasting, uses of Technology forecasting, Technology forecasting techniques : Exploratory and Normative: technique; Process and application of techniques like Delphi, Growth Curves, S- curve, Pearl Curve, Gompertz curve : Relevance Tree, Morphological Analysis, Mission Flow Diagram **Technology strategy**: concept, key principles, framework for formulating technology strategy, Linkage of technology strategy with business strategy, Issues	5 + 1

	in technology strategy,	
5	**Technology and Organizational Issues:** Technological change and Industrial Relations, Technology Assessment and Environmental Impact Analysis Integration of People and Technology, Organizational and Psychological Factors, Organizational Structure.	5 + 1

Learning Resources:		
1	Text Books	Strategic Technology Management by Betz. F. , McGraw-Hill Managing Technology and Innovation for Competitive Advantage by V K Narayanan, Pearson Education Asia Management of Technology by Tarek Khalli , McGraw-Hill Strategic Management of Technological Innovation by Schilling , McGraw-Hill, 2nd Edition
2	Reference Books	Strategic Management of Technology & Innovation by Burgelman, R.A., M.A. Madique and S.C. Wheelwright , Irwin Handbook Of Technology Management by Gaynor, McGraw Hill Managing New Technology Development by Souder, W.C. and C.M. Crawford, McGraw-Hill
3	Supplementary Reading Material	Managing Technological Innovation by Twiss, B., Pitman Bringing New Technology to Market by Kathleen R Allen, Prentice Hall India Management of New Technologies for Global Competitiveness by Christian N Madu, Jaico Publishing House
4	Websites	http://www.tifac.org.in/ http://ec.europa.eu/enterprise/policies/innovation/index_en.htm
5	Journals	The use of Manufacturing Technologies - An External Influence Perspective by Das, Ajay; Nair, Anand., International Journal of Production Research, Sep 2010, Vol. 48 Issue 17 Research on Technical Strategy for New Product Development based on TRIZ Evolution Theory by Fu-ying Zhang; Yan-shen Xu., International Journal of Product Development, 2007, Vol. 4 Issue ½ A Framework for the Assessment of an Organization's Innovation Excellence by Dervitsiotis, Kostas N., Total Quality Management & Business Excellence, Sep 2010, Vol. 21 Issue 9

Semester	III	Specialization	Operations Management
Course Code	312OPE	Type	Subject - Elective
Course Title	Six Sigma		

Course Objectives:	
1	To provide a comprehensive understanding of six sigma
2	To introduce the six sigma methodology and philosophy
3	To learn how to manage change and sustain benefits
4	To learn how to listen and map customer requirements
5	To start executing and delivering project

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Enterprise-wide Deployment** **1.1 Six Sigma and Lean :** Brief history of performance initiatives- Quality Control, TQM, Cost of Quality, Customer quality Management, SPC, Reengineering, Six Sigma, Theory of Constraint, Lean manufacturing. **1.2 Business Process Management :** Introduction to Six Sigma-As a metric, As a methodology, As a management System. Six sigma Evolution and approach Lean as a Business Management Strategy, Key elements of lean. Types of lean initiatives, Implementing lean initiatives	5 + 1
2	DMAIC model for implementing Six Sigma. **2.1 Define:** Project Selection, Developing the team, DMAIC & DMADV, Deliverables, Tollgate Questions **2.2 Measure:** Determining X variables, Cause and Effect Diagram & Matrix, Overview of MSA, Data Collection Plan – Forms, Baselining the y data, DPMO, Capability Indices, COPQ, Yield, Tollgate Questions **2.3 Analyze:** Tools for identifying Root Causes: Histogram, Boxplot, Scatter Plot, Matrix Plot, DotPlot, Run Chart, Multi-Vari Chart, 5 Why's **2.4 Improve:** Generating Solutions, Random Simulation, Six Thinking Hats, Mind Mapping, Challenge Assumptions, Decision Making Tools for Selecting Solutions – Pairwise Ranking, Solution Matrix, Force Field Analysis, Costs and Benefits, Pilot Plan, Potential Problem Analysis – Mistake Proofing, Risk Assessment Matrix and Control Assessment Matrix, FMEA, Contingency Plan, Verification Plan, Tollgate Questions	7 + 1

	2.5 Control: Solution Planning, Process Control Plan, Review Meetings, Updated flowcharts & procedures, Control Charts, Out Of Control Action Plan, Project Conclusion Activities	
3	**Six Sigma Impact measurement** **Financial and Performance measurement:** Lack of Clear Goals and Metrics linked to Measurable Business Goals, Mismatches between Traditional Accounting and Improvement Campaigns. Metrics That Impact – Revenue Growth, Cost Savings, Productivity Improvement, Reduced Cost of Poor Quality, Cash Flow Improvement, Faster product / service cycle times, Freed up engineering and /or sales / service time, Freed up other indirect time, Cost avoidance savings. Seven Elements of Six Sigma Scorecard	5 + 1
4	**Six Sigma in non-manufacturing environments:**MSA in the DMAIC Cycle. MSA Psychology. Why Non-Manufacturing Processes are Different, MSA Repeatability & Reproducibility (R&R) Studies. Gauge R & R. Comparison of MSA Acceptance Criteria	5 + 1
5	Projects in Six Sigma-Use of DMAIC Cycle	3 + 1

Learning Resources:		
1	Text Books	The Six Sigma Black Belt Handbook by MacCarty, Daniels, Bremer and Gupta, TMGH, 2010 Edition Juran Institute's Six Sigma Breakthrough and Beyond by De Feo and Barnard, TMGH. What is Six Sigma? by Peter Pande, TMGH Six Sigma Management by Blashka, TMGH All about Six Sigma by Warren Brussee, TMGH.
2	Reference Books	TPS-Lean Six Sigma by Hubert Ramprasad, Sara Books Pvt.Ltd.
3	Supplementary Reading Material	The Certified Six Sigma Black Belt Hand Book, Donald Benbow, Pearson Publication Achieving Business Excellence by Pravin Rajpal, Om Books International, India.
4	Websites	http://asq.org
5	Journals	What , Why and How: The importance of statistical thinking for SixSigma , Krishnamoorth, K. S., Industrial Engineer: IE, Oct 2011, Vol. 43, Issue 10 In pursuit of implementation patterns: the context of Lean and SixSigma, Shah, R.; Chandrasekaran, A.; Linderman, K.. International Journal of Production

		Research, Dec2008, Vol. 46 Issue 23 Critical analysis of SixSigma implementation , Moosa, Kamran; Sajid, Ali. Total Quality Management & Business Excellence, Jul2010, Vol. 21 Issue 7

Semester	III	Specialization	Operations Management
Course Code	313OPE	Type	Subject - Elective
Course Title	Designing Operations Systems		

Course Objectives:	
1	To give an overview of the various process options in Manufacturing and Services.
2	To give insights into factors that influence process choice.
3	To impart fundamental concepts in Job Design and Work Measurement.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Process Analysis:** Process Analysis, Process Flowcharting, Types of Processes, Measuring Process Performance, Examples of Process Analysis, Process Throughput Time Reduction	5 + 1
2	**Job Design & Work Measurement:** Job Design Decisions, Behavioural Considerations in Job Design – Degree of Labour Specialization, Job Enrichment, Sociotechnical Systems, Work Measurement and Standards – Time Study, Work Sampling, Comparison	5 + 1
3	**Designing Manufacturing Processes:** Factors involved in making products, Types of Manufacturing processes – Project, Jobbing, Batch, Line& Continuous Processing. Product Categories & Manufacturing Processes- Relationship & Choices. Implications reflected in manufacturing process alternatives. Hybrid Processes – Batch Layout, Cellular Layout	5 + 1
4	**Designing Service Processes I:** Characteristics of Service Operations, Factors involved in delivering services – Nature of technology / people mix, Nature of service, Complexity of service, Volumes. Overall Design of Service Delivery System. Service Blueprinting and fail-safing. Service Delivery System – detailed design – Phase I:back office or front office, Phase II: The delivery system (Non repeat services, Repeat services, single step or multi step processes).	5 + 1
5	**Designing Service Processes II:** Three contrasting Service Designs – Production line approach, Self-service approach, Personal attention approach. Managing customer introduced variability, Applying behavioral Science to	5 + 1

Semester	IV	Specialization	NA
Course Code	401	Type	Generic Core
Course Title		Managing for Sustainability	

Course Objectives:	
1	Apply general ethical principles to particular cases or practices in business.
2	Think independently and rationally about contemporary moral problems.
3	Recognize the complexity of problems in practical ethics.
4	Demonstrate how general concepts of governance apply in a given situation or given circumstances.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Corporate social responsibility:** Concept, The nature of corporate responsibility and corporate citizenship, Relevance in the present day business environment. **Corporate social responsibility and stakeholders:** Internal and external stakeholders, Responsibility to various stakeholder groups, Interest and influence of various stakeholder groups, Formulating and implementing a policy for corporate social responsibility **Bottom of the pyramid opportunities:** Issues and opportunities for business in socially and environmentally sensitive world, Social and environmental problems and how they shape markets.	7 + 2
2	**Sustainable Development:** concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thought on Sustainable Development, Sustainable Development and social framework, equitable distribution, difference between sustainable development and green development, criticism. **Stakeholder Impact:** Stakeholders and the power they wield, Reducing socio-environmental costs and risks: managing the downside, Driving revenues and creating intangible value: managing the upside.	7 + 2
3	**3.1 Business case for sustainable development:** Three dimensions of sustainable development 1) Environmental: Atmosphere, fresh water and oceans, land use, management of human consumption, energy, food, waste management, Understanding ecological "footprint": Eco-tracking, carbon marketing, carbon credits, economics of sustainability, Designing for the environment and "greening' the supply chain, regulation, case studies.	7 + 2

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	2) Economic: environment degradation and economic growth, nature as an economic externality, economic opportunity. 3) Social: Peace, security, social justice, sustainability and poverty, human relationship to nature, human settlements. **3.2 Study of business models for sustainable development**: Indian & Global perspectives. **3.3Sustainability reporting:** Triple bottom line reports - The content of sustainability reports (also CSR reports, ESG reports, social and environmental reports) **3.4 Social accountability standard - ISO 26000:** Social responsibility guidance standard, Global Compact Principles, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment.	
4	**4.1 Corporate Governance :** Meaning – OECD principles, Difference between governance and management, Purpose of good governance, Potential consequences of poor corporate governance, Business failure and the contribution of poor governance **4.2 Relevant Theories:** Agency theory, transaction cost theory, stakeholder theory. Friedman‘s theory of CSR. **4.3 Stakeholder value approach:** Stakeholder value approach, Enlightened stakeholder approach, stakeholder approach to Governance, risk and financial stability. The balancing of conflicting objectives **4.4 Key issues in corporate governance:** Role and composition of the board, remuneration of directors and senior executives, accounting and audit, internal controls, checks and governance, relations with shareholders and other stakeholders. Clause 49 of Listing agreement & Corporate Governance Code, CEO, CFO Certification. Role of regulators – SEBI, IRDA, RBI, ED, etc. **4.5 Applying best practice in governance:** Voluntary and regulatory approaches, rules or principles, concept of ‘comply or explain’. Governance problems for global companies and groups. Governance issues in the public sector. Governance issues in the voluntary sector (NGOs and charitable organizations) **4.6 Governance aspects:** Sarbanes-Oxley Act 2002: Section 302: CEO/CFO certifications, Section 404(a): internal control report, Governance and role of auditors and audit committee. **4.7 Case Studies on Corporate Governance:** Satyam, Infosys, Tata, Wipro.	7 + 2
5	**Corporate Ethics:** **5.1 The Ethical Value System:** Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Code,	7 + 2

	5.2 Values: Importance, Sources of Value Systems, Values across Cultures **5.3 Indian Values and Ethics:** Respect for Elders, Hierarchy and Status, Need for Security, Non – Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Holistic relationship between Man and Nature, Attitudes and Beliefs. **5.4 Business Ethics:** Nature, Characteristics and Needs, Ethical Practices in Management, Ethical Values in different Cultures, Culture and Individual Ethics, Relationship between Law and Ethics, Impact of Laws on Business Ethics. **5.5 Ethics and Corporate Excellence:** Code of Ethics in Business Houses, Strategies of Organizational Culture Building, Total Quality, Customer Care, Care of the Employees as per Statutes, Objective and Optimistic Approach. **5.6 Indian and Global case studies.**	

Note:

Introductory treatment of all topics is expected to sensitize the students.

Compliance / Regulatory aspects should not be overemphasized.

Learning Resources:		
1	Text Books	Corporate Governance by Christine A Mallin, Oxford University Press. Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition. Corporate Governance Codes, Systems and Practices by S C Das, PHI – Eastern Economy Edition. Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition. Ethics, Business & Society Edited by Ananda Das Gupta, Response Books Business Ethics by Crane and Matten, Oxford University Press, 2nd Edition. Business Ethics – An Indian Perspective, by Ronald Francis and Mukti Mishra, TMGH. Corporate Governance Values and Ethics by Dr. Neeru Vasishth &Dr. Namita Rajput, Taxman Corporate Governance – Principles, Mechanisms & Practice, Swami Dr. Partasarathy, Biztantra Publications.
2	Reference	The Satyam Saga – Business Standard Publication

	Books	Ethics for the Real World by Howard and Korver, Harvard Business Press. Ethics in Practice by Kenneth Andrews, Harvard Business School Press. Mastering Business in Asia by Peter Wallace and John Zinkin, Wiley India. The Sustainable Enterprise – Profiting from best practice by Simmons and Simmons, Kogan Page, 2nd Edition. Corporate Governance – Principles, Policies & Practices, by Bob Tricker, Oxford University Press. Corporate Governance – Principles, Policies & Practices, by A C Fernando, Oxford University Press. Corporate Governance by K Prasad, PHI – Eastern Economy Edition. Corporate Governance – Global Concepts & Practices, Dr. S Singh, Excel Books.
3	Supplementary Reading Material	An Introduction to Business Ethics by Joseph DesJardins, TMGH, 2nd Edition. Business Ethics – Text and Cases by C S V Murthy, Himalaya Publications, 2nd Revised Edition. Case Studies on Ethics and Corporate Governance Vol I and II , ICFAI Books
4	Websites	www.icgn.org/ http://www.oecd.org/document/49/0,3343,en_2649_34813_31530865_1_1_1_1,00.html
5	Journals	Business & Society Corporate Governance: An International Review Corporate Governance: The International Journal of Effective Board Performance Journal of Business Ethics Ethics & Accountability in a Context of Governance & New Public Management

Semester	IV	Specialization	Operations Management
Course Code	413OPE	Type	Subject - Elective
Course Title	Lean Manufacturing		

Course Objectives:	
1	To provide the concepts of Lean Manufacturing.
2	To give a hands on – How To – series of steps in Lean Manufacturing Implementation.
3	To highlight the role of company culture in transformation to Lean.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**History and Modern Applications of Lean Manufacturing:** Popularity of MRP systems and their impact on organizations, Pre-computer Inventory Management tools, Rethinking the MRP Model, The search for Holy Grail of Manufacturing, Lean Manufacturing Model, Kanban Methodology, Sequencing production one piece at a time on the Lean Line, The benefits of embracing lean methodologies for manufacturing, Lean Manufacturing Challenges to the MRP paradigm, The continuous evolution to Lean Manufacturing, The Internet and E-commerce technologies.	5 + 1
2	**Understanding Products, Processes and Demand:** Determining the scope of initial Lean Manufacturing Implementation Area, Selecting parent parts for the lean line, Establishing the capacity to meet the demand volume of lean implementation area, Sources for determining demand, Documenting the Process flow and establishing mixed product families, Factors impacting throughput volume, Identifying process Demand Levels and Establishing Takt, Numerators and Denominators of Takt time, Documenting process Work elements and quality criteria, Nonvalue added activity and quality considerations, summing the total time of the process.	5 + 1
3	**Line Layout and Work Station Identification with Process Linking and Balancing:** The consequences of imbalance, The Lean approach to Achieving Balance, Calculating resource requirements, Defining Resources, The physical layout of resources, Assigning tasks for each workstation, the in-process Kanban Signalling methodology, Discipline for maintaining workstation balance, Designing 5S into the line design.	5 + 1
4	**Kanban Strategies:** The in-process Kanban, The Single Card Kanban System, The Multiple Card Kanban System, Managing inventory with the Kanban System: The advantages & disadvantages of Kanban System, Kanban manager job responsibilities.	5 + 1
5	**Lean Implementation Mile Stones:** Software requirements for Lean manufacturing methodologies, Commitment to change, Transformation process	5 + 1

	to Lean manufacturing, Initialization and Project Start-up, Understanding Products, Processes and Materials, Final Check, Line Start-up, Internalize. Organizational impact of Lean Manufacturing, **Managing the Lean Manufacturing Line:** Managing Line Output to Match Customer Demand, Establishing Customer Response policy, Suboptimizing the Lean line to meet daily rate of demand, flexible operators, Rewarding for Flexibility, Rewarding for Linear Performance, Resistance to change.	

Learning Resources:		
1	Text Books	Lean Manufacturing Implementation by Dennis P Hobbs, Cengage Learning Co-published with APICS. Simplified Lean Manufacture – Elements, Rules & Implementation by N Gopalkrishnan, PHI.
2	Reference Books	Lean Manufacturing That Works by Bill Carreira, PHI, Eastern Economy Edition.
3	Supplementary Reading Material	Global Management Solutions Demystified by Dinesh Sheth and Subhash Rastogi, Cengage Learning Asia Lean Management – Concepts and Industry Perspectives by Mrudulla, ICFAI Books.
4	Websites	http://www.lean.org/
5	Journals	Evaluation of Value Stream Mapping in manufacturing system redesign by Serrano, Ibon; Ochoa, Carlos; Castro, Rodolfo De., International Journal of Production Research, Aug2008, Vol. 46 Issue 16 ERP Enabled Lean Six Sigma: A Holistic Approach for Competitive Manufacturingby Nauhria, Yugal; Wadhwa, S.; Pandey, Sunil., Global Journal of Flexible Systems Management, Jul-Sep2009, Vol. 10 Issue 3 Effect of buffer capacity and sequencing rules on single-card kanbansystem performance by Berkley, B.J., International Journal of Production Research, Dec1993, Vol. 31 Issue 12 Empowering Kanban through TPS - principles - An empirical analysis of the Toyota Production System by Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre., International Journal of Production Research, Dec2010, Vol. 48 Issue 23

Semester	IV	Specialization	HRM
Course Code	408HR	Type	Subject - Elective
Course Title	Change Management		

Course Objectives:	
1	To make students understand meaning of change and need for organizational Change.
2	To appraise students with the change management process

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Definition of change, how people experience change?, Seven phases of change, shock and surprise, denial and refusal, rational Understanding, emotional acceptance, exercising and learning, Rationalization, integration.	5 + 1
2	**Organizational Change:** Definition, Change: a managerial necessity, Areas of change, management of environment and technology, change and the manager, managing change from gender perspective.	5 + 1
3	**Model of Change Management:** The organizational development model, people management, Organizational politics and change, the learning organization.	5 + 1
4	**Leading Change:** Leaders, heroes and Chief Executive officers. Student to study minimum two case studies	5 + 1
5	**Executing Change:** Challenges of execution, Why does change Succeed / Fail? Minimum two case studies one each of successful execution and one of failure	5 + 1

Learning Resources:		
1	Text Books	Change Management by Andrew Pettigrew and Richard Whipp Infinity Books
2	Reference Books	Change and Knowledge Management by B Janakiram, P V Ravendra,Shubha Murlidhar Published by biztantra Change Management by Robert a Paton and James McCalman, Sage Publication, 3rd Edition
3	Supplementary Reading Material	Change Management by V Nilkant, S Ramnarayan , Sage publication Change: How to adapt and transform the business : Editors N Anand and Nigel Nicholson Published by Biztantra.

4	Websites	www.changedynamix.com http://www.oursouthwest.com/SusBus/mggchange.html
5	Journals	Journal of Organizational Change Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Savitribai Phule Pune University

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Ref.BCUD/ 77

Dt. 18.03.2015

To,
The Principal/ Directors.
All Affiliated colleges
All Recognized institute
Savitribai Phule Pune University,
Pune

Subject: Guidelines regarding evaluation of Human Rights Education Programme (2 credits)

Dear Sir/Madam,

As per decision taken by the University authorised, Human Education Programme of 2 credits has been incorporated in the syllabi of Post graduate courses. We hereby, would like to give the guidelines for the evaluation of these courses attached herewith.

With regards,

Dr. V. B. Gaikwad
Director, BCUD

GUIDELINES FOR EVALUATION OF HUMAN RIGHTS EDUCATION PROGRAMME FOR 2 CREDITS

- Students of all the Post graduate programmes have to undergo the Human Rights Education programme

- The Courses under the programme will have no affect on the credit/grade of the students of their regular course of study. The grades earned in the papers of this programme will reflect separately in the mark statement of each student.

- In the HRE Programme there will be three courses.

Paper code	Course Name	Credits	Marks
HRE 101	Introduction to Human Rights and Duties (Mandatory)	1	25
HRE 102	Human Rights of Vulnerable and Disadvantaged Groups (Optional)	1	25
HRE: 103	Human Rights and Duties in India: Law, Policy, Society and Enforcement mechanism. (Optional)	1	25

- In the three courses, students have to opt for only two courses during their entire Post Graduate Programme Among the three papers, **(HRE 101 Introduction to Human Rights and Duties**) is a compulsory course. In the other two papers (**HRE 102 Human Rights of Vulnerable and Disadvantaged Groups and HRE 103 Human Rights and Duties in India: Law, Policy, Society and Enforcement Mechanism)** the students are free to select any one paper as per the decision of the head of the institute.
- At no point of time any two courses should be taken together. (This rule is applicable for the students in part I or from the new academic year).

- The Coordinators of each institute appointed by the Directors/Principal shall monitor the programme under the Supervision of the Head of the institute.

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- It would be a self-study programme. The students will have to study the materials of each paper, based on the materials uploaded on the University Website. Apart from the materials available on the website, students are free to refer to any reference book of their choice stated in the bibliography. Apart from the reading materials, a video of Lectures delivered by some of the eminent professors will also be available on the University Web Site.

- For evaluation of the papers, any of the models prescribed in the credit pattern for Internal Assessment regulations may please be adopted depending on the Models suitable to the institute.

- Individual faculty member shall have the flexibility to design the concurrent evaluation components in a manner so as to give a balanced assessment of student capabilities across Knowledge, Skills and Abilities based on following assessment tools:
  1. Case Study/ Caselet/ Situation Analysis
  2. Class Test
  3. Open book test
  4. Study tour/ Field visit and report of the same.
  5. Small group Project
  6. Group Discussion
  7. Role Play/ Story telling
  8. Thematic Presentation
  9. Industry Analysis
  10. In depth viva
  11. Quiz
  12. Model Development / Simulation exercises

- A pass in the two papers is compulsory.

- Each Paper carries only One Credit. This means a credit is equal to 25 marks. Hence, the minimum applicable per credit as per the credit system rules need to be adopted as the passing minimum. Based on the marks that are secured by each student the grade may be decided depending on the mark obtained in each paper.

- If any student fails to secure the minimum passing grade of E in any of the two papers, such student may have to repeat such paper and has to pass the paper compulsorily otherwise they won't be conferred the degree.

- The Coordinators of each institute need to maintain a record of the evaluation methods adopted by the respective institute.

4 CREDIT COURSE FOR DEPARTMENT OF MANAGEMENT SCIENCES

Rules And Norms for the ease of programme:

1. The department shall provide for four credit course (any two of the following) based on the facilities and resources available.
2. The course shall be taught in the final year of the masters degree program.
3. The department shall decide the evaluation pattern based on the curriculum. It will consist of variety of assessment techniques, and in accordance with the continuous comprehensive evaluation system.
4. Departmental committee will determine both the choice of credits and evaluation pattern.

S. NO.	NAME OF COURSE	CREDITS
1	Soft Skills	2 credits
2	Marketing Associate	2 credits
3	Human Resource Associate	2 credits
4	Finance associate	2 credits
5	Tally – ERP	2 credits
6	SAP – Business One Module	2 credits
7	SAS (Statistical Analysis System)	2 credits
8	Data Science LAB	2 credits
9	Event Management	2 credits
10	Marketing Analytics	2 credits
11	Customer Analytics	2 credits
12	Risk Analytics	2 credits
13	Web Analytics	2 credits
14	Human Resource Analytics	2 credits
15	Selling Skills	2 credits
16	Corporate Social Responsibility (CSR) & Sustainability	2 credits

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

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

Objevtives:

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

S.No.	PRACTICAL	THEORY	Duration in hours
1	**Development of Proficiency in English :** • Practice on Oral and spoken communication skill & testing – voice & accent, voice clarity, voice modulation & intonation , word stress etc. • Feedback and questioning Technique • Objectiveness in Argument • Development etiquettes and manners • Study of different pictorial expression of non-verbal communication and its analysis	**Concepts of effective communication:** • Components of effective communication • Communication process and handling them • KISS (Keep it short and sweet) in communication – Composing effective messages. • Non – Verbal Communication : its importance and nuances : Facial Expression , Posture , Gesture , Eye contact, appearance (dress code).	**9**
2	**Written Communication Skill Practice for:** • Correction of errors • Making of Sentences • Paragraph Writing • Leave Application and simple letter writing	**Grammatical use:** • Punctuation • Meaning & opposites • Real Life conversations • Vocabulary building Understanding the Audience, Need analaysis through pre presentation feedback form	**6**
3	**Presentation Skill practice** • Preparing in presentation • Delivery of presentation	**Concept of 4 method for presentation6** • Prepara6tion & introduction • Presentation • Evaluation / feedback • Summarization / Conclusion Team Building games, Together Everyone Achieves Miracle(TEAM) , issues when there is no team work, Leadership emerging through team, How to identify team players	**6**
4	**Team Building / Coordination Skills** • Team Building Practices through group exercises , team task / role play • Ability to mixing & accommodation • Ability to work together	**Concept of** • Group • Group Dynamics • Team building	**4**
5	**Telecommunication Skills**	**Electronic Communication concept**	**2**

	• Tele – etiquette • Receiving Calls • Transferring calls • Taking Message/ Voice Mails • Making Outgoing Calls • Receiving Fax	• Working principle of Mini exchange and its features and facilities.	
6	**Self Management** • Self Evaluation • Self Discipline • Self Criticism • Recognition of one's own limits and deficiencies • Independency etc. • Thoughtful & Responsible • Self Awareness	**Self Management** • Identifying one's strengths and weaknesses • Planning & Goal setting • Managing self – emotions, ego, pride.	**2**
7	**Team Management Technique** Practice by gameplay & other learning methodology for achieving targets and getting of right first time.	**Time Management concept** • Attendance , Discipline & Punctuality • Act in time on commitment • Quality/ Productive Time	**1**

References :

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

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

Syllabus for Marketing Associate (2 CREDIT COURSE – 30 hours)

Objectives:

1. To understand about the various techniques of selling.
2. To develop the required body language in the future marketing professionals.

S.NO.	PRACTICAL	THEORY	DURATION
1	Understanding of customer's thinking and align products and services to meet the customer need.	Understand the various factorsimpacting consumer behavior like Personality, Perception, Product lifecycle. Role of Consumer behavior in decision making.	6
2	Demonstration of techniques on how to sell the services	Discussion of different types of products and how the selling techniques of different products and services varies from sector to sector.	6
3	Do a simple project work , by designing a research questionnaire for an FMCG product . Forecast Future sales by using forecasting techniques.	• Basic Knowledge of Statistical Tools • Devise a questionnaire • Learn Forecasting techniques • Analyze and evaluate the focus group model and assess the total market through primary and secondary data.	14
4	• Demonstrate learning of different types of body languages. • Dress Properly • Demonstrate understanding of business etiquettes.	Selling Skills • Decoding body language • Power Dressing • General Business Etiquette • Self Motivation	4

References :

1. How customers think : essential Insights into The Mind of the Market, Harvard University Press by Gerald Zaltman

2. The Little Red book of Selling , Jeffrey Gitomer

3.ABC's of Selling with etiquette, Canterbury House Publishing, Dale Brakhage & Edie Hand

Syllabus for Human Resource Associate (2 CREDIT COURSE – 30 hours)

Objectives :

1. To understand various practical applications in HR and its calculation.

S.NO.	PRACTICAL	THEORY	DURATION
1	Practical experience on Excel	Time Office /Excel	2
2	Form filling	Payroll Administration	2
3		Independently handling departments	2
4	Process and Implementation	Recruitment - HRIMS Competency Mapping Manpower Planning Induction Joining Formalities HR audit	6
5	Calculation :	Bonus /Gratuity Break-up of Salary Designing salary components CTC TDS Calculations	4
6	Software used for Attendance and Leave management system shall be introduced while conduction.	Attendance Management Leave Management Medical Reports CL/ SL /PL	6
7	Excel application	V-Look up H- Look up Goal seeking pivot table	4
8	Payroll Administration	Wage Administration Payroll Process (Manual & Software) HR Wage Package Operations E.S.I. / P.F. / PT	4

References :

1 Microsoft Excel 2010 Bible, Wiley India Pvt. Ltd. , John Walkenbach
2. HR and Payroll Software Practices demo version : www.sysforehrms.com/
3. Leave Management Software : www.mentishrms.com/
4. Free books on Attendance Management System at Freebooez.com
5. HR Audit Toolkit – elite edition , Ruben Benmergui
6. www.humanresourcesiq.com/business-strategies/articles/hr-audit-an-essential-improvement-tool/

Syllabus for Finance Associate (2 CREDIT COURSE – 30 hours)

Objectives:

1. To understand about the various practical concepts of accounting and its hand on experience.

S.NO.	PRACTICAL	THEORY	DURATION
1	• Prepare receipt and payments account. Income and expenditure account. • Use of Accounting software	• Basic Accounting Principles • Prepare receipts & payments account	4
2	• Use systems of accounting & different methods of investment. • Case studies	Analyze different methods of investment in associates, different forms of joint venture, bonus issueof capital and capital reduction and impact of currency translation.	4
3	Apply basics of cost accounting	Accounting – Performance analysis • How to read balance sheet , preparation of profit and loss account , annual balance sheet account and cashbook ratio analysis.	4
4	Composite statement , common size statement , trade analysis , CVP analysis.	Theory & Concepts	6
5	Demonstrate how to maximize profits by investing resources in stocks and in international market.	Develop an understanding for evaluation of a project, Cash flow determination, and determination of cost of capital.	6
6	Analyze capital market for investment. Web based training	• Evaluate the intricacies of the securities market, capitalmarket and their analysis from the investor's point of view. • Understand the process of making Fundamental Analysis & Technical Analysis of the project , along with the industry analysis.	6

References :

1. Financial Management – I M Pandey
2. How to read a balance sheet by IBH, Oxford
3. International Research Journal of applied Finance , Case studies in Finance & Accounting
4. Short Stories from the stock market , Kindle Edition, Amit Kumar.

Syllabus for Tally – ERP (2 CREDIT COURSE – 30 hours)

Objectives:-

1. Understand the nature of a Service organization.
2. Under the requirements in relation to accounting data maintenance of a Business Organization
3. Understand the statutory implications in various Business Activities.

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Introduction – Tally a Accounting and Inventory Management Solution to Business	2
2	Maintenance of Company Data	2
3	Maintenance of Company Data – Practical	2
4	Back up Creation & Key Functions	2
5	Creating Masters	2
6	Advanced Voucher Entry – Contra, Payment & Receipt	2
7	Advanced Voucher Entry – Practical	2
8	Advanced Voucher Entry – Sales, Purchase, Journal	2
9	Advanced Voucher Entry – Practical	2
10	Advanced Voucher Entry – Debit Notes & Credit Notes	2
11	Case study, Case solution, Cost centres, Short – cut keys,	2
12	Creating – Inventory Masters, Groups & Ledger	2
13	Inventory Transactions	2
14	Accounting & Inventory Reports in Tally.ERP	2
15	Technology advantage of Tally.ERP 9	2

References:

1. Lab Notes
2. Tall. ERP 9 Training Guide, BPB Publications, Nadhani.
3. Tally 9 book.com

Syllabus for SAP – Business One Model (2 CREDIT COURSE – 30 hours)

Objectives:-

1. Understand the basic concept of SAP.

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	**Introduction to SAP Business One:** Introduction to ERP and SAP business One.	4
2	**Module-1** **Administration:** How to get started with SAP-B1,Basics of SAP B 1	4
3	**Module-2** **Financial:** Chart of Accounts,. Edit Chart of Accounts, Journal Entry, Journal Vouchers, Profit Centers, General Ledger	4
4	**Module-3** **Sales opportunities:** Sales Stages, Various Sales Reports	4
5	**Module-4** **Sales A/R:** Sales quotation, Sales order, Delivery document, Return Document, A/R Invoice, A/R credit Memo, Document Generation Wizard, Dunning Wizard, Reports.	4
6	**Module-5** **Purchase A/P:** Purchase Order, Goods Receipt PO, Goods Return, A/P Credit Memo, Landed Costs, Purchase Analysis	4
7	**Module-6** **Banking:** Incoming Payments, Deposits, Outgoing Payments.	4
8	**Cases and Exercises**	2

References:

1. Notes
2. Free books download at pdf.docdownload.org/sap-business-one-s3.pdf
3. www.businesserp.org/learning/sap-b1-book.htm
4. Introduction to SAP Business One , Galileo Press, Robert Mayerhofer.
5. SAP Business One : Simple But Powerful, Premier Press, Thomas Teufel, Monika Nquyen Nam & RolandHeun.

References:

Objectives:

1. To learn and understand the basic concepts of SAS and its application.

S.NO.	PRACTICAL	THEORY	DURATION
1	Installation of the software	Introduction to SAS, Early history of SAS, Version history	3
2	**Essentials of SAS Programming** Accessing Data • Use FORMATTED and LIST input to read raw data files. • Use INFILE statement options to control processing when reading raw datafiles. • Use various components of an INPUT statement to process raw data files including column and line pointer controls , trailing @ controls. • Combine SAS Data sets • Access an Excel workbook. • Creating Data Structures • Create temporary and permanent SAS data sets. • Create and manipulate SAS data values • Export data to create standard and comma – delimited raw data files. • Control which observations and variables in a SAS data set are processedand output.		8
3	**Data Manipulation Techniques** Managing Data • Investigate SAS data libraries using base SAS utility procedures. • Sort observations in in a SAS data set. • Conditionally execute SAS statements. • Use assignment statements in the DATA step. • Modify variable attributes using options and statements in the DATA step. • Accumulate sub – totals and totals using DATA step statements. • Use SAS functions to manipulate character data , numeric data , and SASdate values. • Use SAS functions to convert character data to numeric and vice versa. • Process data using DO LOOPS • Process data using SAS arrays. • Validate and clean data.		6
4	Generating Reports • Generate list reports using the PRINT procedure. • Generate summary reports and frequency tables using BASE SAS procedures. • Enhance reports through the use of user – defined formats, titles, footnotesand SAS system reporting. • Generate reports using ODS system.		7
5	Handling Errors • Identify and resolve programming logic errors. • Recognize and correct syntax errors. • Examine and resolve data errors.		6

Reference:

1. Lab Notes by Trainer
2. Base SAS Programming, Black Book, Dreamtech Press, N. Jyoti Bass K. Madhavi Lata Kogent Solutions Inc.
3.The Little SAS Book: A Primer, Third Edition.

Syllabus for Data Science Lab (2 CREDIT COURSE – 30 hours)

Objectives:-

1. Leveraging students with latest statistical innovative techniques using excel and excel add-ins.
2. This course shall prepare the students for various technical profiles like Business analytics.

S.NO.	**CONTENT**	**INSTRUCTIONAL HOURS**
1	Clustering Techniques – I; What is cluster , visualization techniques.	4
2	Clustering techniques – II; Hierarchical clustering (including linkage methods) divisive vs. agglomerative approaches; distance measures ; the dendogram.	5
3	Decision Tree – multistage decision problems, constructing the tree, evaluation of decision, value of perfect and imperfect information.	4
4	Time Series Forecasting	4
5	Introduction to Predictive Modelling	4
6	Fitting a model to data – model based clustering	4
7	Optimization techniques; use of dissimilarity matrices and the partition about medoids approach ; choosing the number of groups ; evaluating clusters.	5

References:

1. Introduction to cluster analysis ; visualizing clusters: Everitt et al., Cluster analysis (4^{th} ed)
2. Cluster analysis : Everitt & Dunn , applied Multivariate Data Analysis.
3. Cluster Analysis: Manly , Multivariate Statistical Methods , A Primer (2^{nd} Ed.)
4. Finding groups in data : an introduction to Cluster Analysis , Kaufman & Rousseeuw.

Syllabus for Event Management (2 CREDIT COURSE – 30 hours)

Objectives:

- To understand about planning and managing an event.
- To understand how to market an event, publicize it , generate interest and attract participants.

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Principles of Project/ Event Management – Understand project management, resources, activities, risk management , delegation , project selection, role of the event manager.	3
2	Understanding the facts – Conducting market research, establishing viability, capacities, costs and facilities , plans, time scales , contracts.	3
3	Preparing a proposal – Clarity , SWOT analysis, estimating attendance, media coverage, advertising, budget , special considerations, success.	3
4	Crisis management plan – Crisis planning, prevention, provision, action phase, handling negative publicity, structuring the plan.	3
5	Seeking sponsors – Different types of sponsorship , definition, objectives, target market, budget, strategic development, implementation, evaluation.	3
6	Organising the event – Purpose, Venue, timing, guest list , invitations, food & drink, room dressing, equipment, guest of honour, speakers, media, photographers , podium, exhibition.	4
7	Marketing tools – Types of advertising, merchandising, give aways, competitions, promotions, website and text messaging.	3
8	Media tools – Media invitations, photo calls, press releases, TV opportunities, radio interviews.	3
9	Promotional tools – Flyers, Posters, Invitations, Website, newsletters, ezines, blogs, tweets.	3
10	Evaluation- Budget, cost of event, return on investment, media coverage, attendance, feedback.	2

References:

1. Event Management : A blooming industry and an eventful career, Har Anand Publication, Devesh Kishore & Ganga Sagar singh

2.The Art of Successful Event Management , APH Publishing Corporation, Leelamma Devasia & V.V. Devasia

3. Start your own event planning business 3/E: Your step by step guide to success, Perseus Books Group, Cheryl Kimball, Entrepreneur Press.

Syllabus for Marketing Analytics (2 CREDIT COURSE – 30 hours)

Objectives:

- To understand about practices of measuring, analyzing, and managing marketing performance to maximize its effectiveness and optimize ROI .

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Marketing Mix optimization: Use of various techniques like multivariate regression to analyse sales and marketing time series data, Effects of various marketing tactics in order to find out the optimal mix of various marketing activities to maximize revenue and /or profitability.	8
2	Marketing Mix Modelling : Use of this technique to analyse and optimize the marketing spend.	6
3	Price Analysis : Determination of the price elasticity of a product using historical price and sales data, Application of results to find out expected volume at new prices , key price points, changing price sensitivity, and competitive price matching.	8
4	Promotions Analysis : Analysis of promotions data to understand the sales lift and ROI from various promotional activities such as In-store displays , Newspaper & Pre-print features , coupons, In-store, Mail/ online offers, Special packs, Special events, and discounts etc.	8

References:

1. Marketing Mix Optimization Rules by Andrew A. Mitchell, College of Business Administration ,Pennsylvania State University, 1975.

2. Market Response and Marketing Mix Problems : Trends and Research Opportunities , Douglas Bowman and Hubert Gatignon, New Publishers Inc.

3. Pring on Price patterns: the definitive guide to price pattern analysis and interpretation, Martin J. Pring, Mc Graw Hill Publications

Syllabus for Customer/ Loyalty Analytics (2 CREDIT COURSE – 30 hours)

Objectives:

- To understand how to do the analysis of customer behavior and demographics to develop a better understanding of the consumer leading to better business decisions .

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Customer Segmentation :Classification of a large customer population into smaller homogeneous groups using modeling techniques such as regression modeling, clustering and decision trees.	10
2	Life time value Analysis : Quantify the life time value of a customer to the business, identification of the most profitable customer. Example of telecom and e-tailing should be discussed.	10
3	Attrition analysis : Identification of customers who attrite in short time, Devising strategies to stop or prevent attrition	10

References:

1. Generalized approach to Customer segmentation and Building Predictive Models of Segmented Behavior, Tianyi Jiang,
2. Customer Segmentation and clustering using SAS Enterprise Miner , Second edition, Randall S. colica , SAS institute
3. Customer Lifetime value analysis : an integrated empirical framework for measurement and explaination, Werner Josef Reinartz, University of Houston, 1999
4. An analysis of Sample attrition in Panel Data : the Michigan Panel study of Icome dynamics ,Issue 1156, John Fitzgerald, Peter Gottschalk, Robert Moffitt, National Bureau of Economic Research , 1998.
5. A History of Modern Wars of Attrition , Carter Malkasian, Greenwood Publishing group.

Syllabus for Risk Analytics (2 CREDIT COURSE – 30 hours)

Objectives:

- To understand how to do the analysis to understand, quantify and manage the risk associated with an activity.

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Acquisition Modelling: Application of acquisition modeling on application data, Prediction of likelihood of future default.	8
2	Behavioural scoring : Predicting the risk and profitability of existing customers using their transaction and credit history , classification of customers based on their risk profile.	10
3	Base II analytics : Use of Base II Accord (issued by International committee on Banking supervision) to improve risk management practices, Accurate estimation of risk exposures. Applications of Base II analytics – Computation of Probability of Default (CPD), Computation of Loss Given Default (LGD), Computation of exposure at default (EAD), Collection Scorecard development.	12

References:

1. Risk Analysis – A Quantitative Guide, David Vose, John wiley & Sons.
2. Risk Analysis Foundations, Models and Methods; Louis Anthony Cox Jr. , Springer LondonLimited.

Syllabus for Web Analytics (2 CREDIT COURSE – 30 hours)

Objectives:

- To understand the analysis of internet data to understanding and optimizing web usage..

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Off site web analytics : Web measurement and analysis , Measurement of website's potential audience (opportunity), share of voice (visibility), and buzz (comments) on internet.	10
2	On – site web analytics : Measurement of visitor's journey including drivers and conversations, tracking pages that encourage people to make a purchase and measures the commercial performance of the website. Comparison of data with key performance indicators, Implication to improve marketing campaign's audience response.	10
3	Adequate hands on experience on the above mentioned topics are required	10

References:

1. Web Analytics 2.0 : The art of online accountability and science of customer centricity (Google ebook), Avinash Kaushik, John wiley & sons.
2. Web Analytics : an hour a day, Avinash Kaushik, John Wiley & Sons.

Syllabus for Human Resource Analytics (2 CREDIT COURSE – 30 hours)

Objectives:

- To understand the functions of Human Resource Information systems in an organization.

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Understanding human resource information system of an organization. Identification of information that can be extracted like hiring date, compensation , growth over time, promotions, roles , performance ratings, skill ratings, previous experience, trainings attended etc.	6
2	Use of above collected data to predict the employees likely to leave and use measures to retain the desirable one and manage the attrition rate	6
3	Identification of training needs and processes with the help of above data.	6
4	Vendor management systems data : To track efficiency and effectiveness of recruitment process	6
5	Demonstrating examples of sports clubs like AC Milan (Football) , Patriots (American football) etc who have employed quantitative HR techniques.	6

Reference:

1. Human Resource Information Systems: Basics, Applications, and Future directions; Michael J. Kavanagh, Mohan Thite , Richard D. Johnson, Sage Publications.
2. Developing Human resource Information System , Ashok Kumar Gupta, Daya Publishing House
3. Training Needs Assessment : Methods, Tools & Techniques, Jean Barbezette, John Wiley & sons.
4. The vendor Management Office: Unleashing the power of strategic sourcing, Stephen Guth,Lulu.com, 2007.

- To learn the basic skill of selling an idea in any organization.

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Product Knowledge : Selling technique for B2C and for B2B, Taking apptmt through tel call, How to prepare sales pitch for telecallers, FAB, Objection handling	4
2	Prospect Identification through cold calls etc.	4
3	Seek Appointment via Telephone, E-mails etc.	6
4	Product presentation – Demonstration etc.	6
5	Closing skills & Order Processing	6
6	In – store selling	4
	The syllabus should be taught as training and full practical sessions should be adopted.	

References:

1. Notes by trainer
2. The complete idiot's guide to cold calling, Keith Rosen
3. How to master the art of selling, Tom Hopkins
4. Spin Selling , Neil Reckham
5. Words that sell , Richard Bayan

Syllabus for Corporate Social Responsibility (CSR) & Sustainability (2 CREDIT COURSE – 30 hours)

Objectives:

- To develop an understanding for corporate citizenship and sustainability from businessperspective.
- To learn how to strategically manage CSR within your organization.
- To understand how to improve your company's sustainability performance.

S.NO.	CONTENT	INSTRUCTIONAL HOURS
1	Understanding about various issues related to Corporate citizenship. Various corporate players and risk involved in mismanaging corporate citizenship.	4
2	Identification of Corporate Social Responsibility and role of the organization in CSR, Assessment of the organization's performance in regards to CSR.	4
3	Elements of CSR, Importance of CSR, Role of CSR commitments,	4
4	Importance of capturing the value created from CSR efforts, Role of annual reporting in Value capture, Difference between tangible and intangible CSR value.	4
5	Application of CSR strategy to a real life example	4
6	A survey on how different companies has fulfilled their corporate social Responsibilities	6
7	Assessing how well a company is capturing the value of its CSR efforts.	4

References:

1. Notes by trainer
2. Corporate Social Responsibility : doing the most good for your company and your cause, Philip Kotler & Nancy Lee
3. Small Giants companies that choose to be great instead of big – Bo Burlingham, Penguin 2007
4. Investing in Corporate Social Responsibility: A guide to Best Practice, Business Planning & the Uk's Leading Companies, Kogan Page Publishers, John Hancock

The syllabus

Course I

Introduction to Human Rights and Duties

Credit: 1

I) Basic Concept

a) Human Values- Dignity , Liberty, Equality , Justice, Unity in Diversity, Ethics and Morals

b) Meaning and significance of Human Rights Education

II) Perspectives of Rights and Duties

a) Rights: Inherent-Inalienable-Universal- Individual and Groups

b) Nature and concept of Duties

c) Interrelationship of Rights and Duties

III) Introduction to Terminology of Various Legal Instruments

a) Meaning of Legal Instrument- Binding Nature

b) Types of Instruments: Covenant-Charter-Declaration-Treaty-Convention-Protocol-Executive Orders and Statutes

IV) United Nations And Human Rights

a) Brief History of Human Rights- International and National Perspectives

b) Provision of the charters of United Nations

c) Universal Declaration of Human Rights- Significance-Preamble

d) Civil and Political Rights-(Art. 1-21)

e) Economic, Social and Cultural Rights-(Art.22-28)

f) Duties and Limitations-(Art. 29)

g) Final Provision (Art. 30)

Course II

Human rights of vulnerable and disadvantaged groups

Credit: 1

I) **General Introduction**

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

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

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

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

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

IV) Human rights of vulnerable groups

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

Course III

Human Rights and Duties in India: Law, Policy, Society and Enforcement Mechanism

Credit: 1

I. Human Rights in Indian Context

a) Indian Bill of Rights And Sarvodaya
b) Preamble- Fundamental Rights- Directive Principles-Fundamental Duties

II. Human Rights- Enforcement Mechanism

a) Human Rights Act, 1993
b) Judicial Organs- Supreme Court (Art 32) And High Courts(Art 226)
c) Human Rights Commission- National and State of Maharashtra
d) Commission of Women, children , Minority, SC/ST
e) Survey of International Mechanism

III. Human Rights Violations and Indian Polity

a) Inequalities in society-population-illiteracy-poverty-caster-inaccessibility of legal redress
b) Abuse of Executive Power-Corruption-Nepotism and favoritism
c) Human Rights and Good Governance
d)

IV. Role of Advocacy Groups

a) Professional Bodies: Press, Media, Role of Lawyers-Legal Aid
b) Educational Institutions
c) Role of Corporate Sector
d) NGO's