



DEVI AHILYA VISHWAVIDYALAYA, INDORE

(Formerly University of Indore) , NAAC "A" Grade
State University of Madhya Pradesh, India



International Institute of Professional Studies



I I P S
D A V V

International Institute
of Professional Studies

Syllabus Of Master of Business Administration (Entrepreneurship) (2YDC)

Academic Session : 2018-20

THE DIRECTOR DESK

Dear Scholar,

Welcome to one of the most prestigious, academic institution in central India offering professional education in Management, Computer Science and Commerce Streams. It has state of art infrastructure, pool of multi discipline faculty and devoted staff that creates a conducive environment for academic excellence and holistic development of yours, paving the way for your bright career prospects. Team IIPS looks forward to contribute towards your successful future life.

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DAVV at a Glance

There are twenty seven teaching departments offering undergraduate, post-graduate and research programs in sixteen Faculties. It is amongst the first few Universities in the country to introduce innovative and integrated courses in the area of science, engineering, technology, management, law and media. The university has 270 affiliated colleges in addition to University teaching departments and centers. The University provides and nurtures research environment for promoting high quality original research. It offers Ph.D. and M. Phil. Programs in all the subjects.

The Hon'ble Governor of the State is the Chancellor of the University. The University functions as per Act, Statutes, Ordinances and Regulations. The Registrar, Examination Controller and Finance Controller of the University assist the Vice Chancellor in administrative, examination and financial matters. The University has duly constituted bodies - Executive Council, Academic Council, Boards of Studies, Finance and other committees for decisions on major academic, administrative and financial matters.

The University is prepared to embrace future challenges, explore new horizons and keep moving ahead on the path of excellence, innovation and enlightenment.

About IIPS

International Institute of Professional Studies (IIPS), a pioneer institute under Devi AhilyaVishwavidyalaya DAVV was established in 1991 to provide a new dimension to professional education. It has emerged as one of the best management schools of Central India. The Institute is located in the sprawling Takshashila campus of the University surrounded by lush green environment. The Institute offers following courses

1. Master of Business Administration (Management Science) (2YDC)
2. Master of Business Administration (Management Science) (5YDC) Integrated Programme
3. Master of Business Administration (Advertisement and Public Relations) (2YDC)
4. Master of Business Administration (Tourism Administration) (5YDC) Integrated programme
5. Bachelor of Commerce (Hons.) (3YDC)
6. Master of Business Administration (Entrepreneurship) (2YDC)
7. Master of Business Administration (Tourism Administration) (2YDC)
8. Master of Computer Application (6YDC) Integrated Programme
9. Master of Technology (Information Technology) (5YDC) Integrated Programme
10. Doctor of Philosophy (PhD) in Management
11. Doctor of Philosophy (PhD) in Computer Science

The lush green campus of the IIPS Includes an academic complex of classrooms, seminar room, an auditorium, a well-equipped library, computer

labs and development center and administrative offices. The classrooms are spacious and well equipped.

IIPS has one of the finest computing environments among the management Institutions in Central India. The institute provides internet facility through Wi-Fi to the students in campus.

NAME OF THE PROGRAMME: MBA (ENTREPRENEURSHIP)

Programme Specific Outcomes:

- PS01: Develop ability to understand and solve entrepreneurial issues.
- PS02: Inculcate skills o communicate and negotiate effectively, to achieve organizational and individual goals.
- PS03: Develop ability to upgrade their professional and entrepreneurial skills in their workplace.
- PS03: Inculcate skills to explore and reflect about entrepreneurial challenges
- PS04: Develop ability to take informed entrepreneurial decisions in a dynamically unstable environment
- PS05: Apply knowledge of leadership to take up challenging assignments.
- PS07: Create ability to pursue lifelong learning.
- PS08: Create fulfilling entrepreneurial career.

Course Curriculum Scheme for MBA (Entrepreneurship) 2 Years PG Batch 2018

Subject Code	SEM I	Subject Code	SEM II
ES-101A	Fundamentals of Entrepreneurship	ES-201A	Social Entrepreneurship
ES-102A	Creativity and Innovation	ES-202A	Business Environment
ES-103 A	Principles and Pracetice of Management	ES-203 A	Fundamentals of Finance -II
ES-104A	Fundamentals of Finanace -I	ES-204A	Business Communication
ES-105A	Human Resource Management	ES-205A	Service Management
ES-106A	Principles of Marketing Management	ES-206A	E-Business
ES-107A	Entrepreneurial Decision Making (Credits 2)	ES-207A	Digital Marketing (Credits 2)
ES-108	Comprehensive Viva	ES-209	Comprehensive Viva
	6 Subjects*4 credits=24Credits 1 subject*2 Credits=2 Credits Total = 26 Credits		6 Subjects*4 credits=24Credits 1 subject*2 Credits=2 Credits Total = 26 Credits
Subject Code	SEM III	Subject Code	SEM IV
ES-301A	Financi ng New Ventures and Business	ES-401A	Legal Aspects of Business
ES-302A	Managing Startup Strategic Framework for SMEs	ES-402A	Rural and Industrial Marketing
ES-303A	Introduction to Taxation	ES-403A	Business Ethics and Corporate Governance
ES-304A	Contemporary Issues in Strategy	ES-404A	International Business/EXIM Management
ES-305A	Production & Operations	ES-405A	Human Resource Development
ES-306A	Organizational Behaviour	ES-406A	Logistics and SCM
ES-307A	Enterprise Resource Planning (Credits 2)	ES-407A	Enterprise Resource Planning -I (Credits 2)
ES-309	Comprehensive Viva	ES-409	Comprehensive Viva
	6 Subjects*4 credits=24Credits 1 subject*2 Credits=2 Credits Total = 26 Credits		6 Subjects*4 credits=24Credits 1 subject*2 Credits=2 Credits Total = 26 Credits

Total Credits (For Batch 2018 onwards) 104 Credits

Virtual credits of CV in I, II, III and IV=4*4=16 credits Grand Total= 120 credits

ES-101A Fundamentals of Entrepreneurship

Course Outcomes:

- CO1. Developing basic understanding of entrepreneurship
- CO2. Inculcating analytical skills in order to identify business opportunities,
- CO3. Enabling to identify the elements of success of entrepreneurial ventures
- CO4. Developing ability to consider the legal and financial conditions for starting a business venture
- CO5. Enabling to evaluate the effectiveness of different entrepreneurial strategies
- CO6. Developing understanding of marketing and management in small businesses venture,
- CO7. Enabling to create their own business plan.

Course Contents:

1. Entrepreneurship: An Introduction The concept of entrepreneurship, the introduction and concept of entrepreneur, characteristics of an entrepreneur, function of an entrepreneur.
2. Entrepreneurship and its environment: External: Market, economy, political & legal, technology, social and cultural. Internal: materials, machines & equipments, processes, capital, labour.
3. Problems and challenges of organizations/enterprises- Economic (capital, material and labor) Non-economic (social, political and personal)
4. Financial management issues- Financial requirement and its planning, balance sheet and income statement, determination of cost, cost-volume-profit analysis.
5. Marketing management issues- Functions of marketing, concept of product life cycle, issues related to product and its design, distribution, promotion, price.
6. Human resource management issues-HR planning, recruitment & selection, training & development, performance appraisal, motivation, compensation & rewards, relevant labor laws.
7. Legal issues- Patent, copyrights, trademarks.
8. New venture expansion strategies and issues- Joint venture, acquisition, merger, franchising.

Suggested Books

- Entrepreneurship: New Venture Creation: David H. Holt
- Entrepreneurship in small Scale factor: D Naxendra Kumar
- Entrepreneurship development – Programs & Practices: Jasmer Singh Saini
- Entrepreneurship: strategies & resources: Marc. J. Dollinger
- Entrepreneurship: Hirsch Peters

ES-102A

Creativity and Innovation

Course Outcomes:

Course Outcomes:

- CO1: Understand the roles of skill, experience, motivation and culture in creative endeavour
- CO2: Describe the perspective taken on creativity affects the policy used to engender it
- CO3: Differentiate between radical and incremental innovation
- CO4: Identify some potential disruptive innovations and take advantage of 'open' innovation
- CO5: Reflect on experiences of creativity and innovation at work.

Course Contents:

1. Introduction -Making a case for creativity Creative thinking as a skill
2. Valuing diversity in thinking preferences, Creativity styles
3. Setting the stage for success-Basic philosophy, having a vision setting the right attitude recognizing and avoiding mental blocks, avoiding mindsets, Risk taking, Paradigm shift and paradigm paralysis, Individual and team work
4. Creativity in problem solving-(i)Problem Definition-Understanding, Representing (ii) Pattern Breaking-Thinking differently, changing your point of view, watching for paradigm shift, Challenging conventional wisdom, Lateral thinking, provocation (escape, random word), Mind stimulation: games, brain-twisters and puzzle (iii) General Strategies-Idea-collection processes, Brainstorming/Brain-writing, The SCAMPER methods, Metaphoric thinking, Outrageous thinking mapping thoughts other new approaches (iv) Using Math and Science-Systematic logical thinking, using math concepts.(v). Eight-Dimensional (8D) Approach to Ideation, 1. Uniqueness 2. Dimensionality 3. Directionality 4. Consolidation 5. Segmentation 6. Modification, 7. Similarity 8. Experimentation. (vi) Systematic Inventive Thinking-Systematic inventive thinking: The TRIZ methodology, Levels of inventions, Evolution of technical systems, Ideality and the ideal final result (IFR), Stating contradictions and the contradiction table,39 standards features and 40 inventive principle Separation principles, Using physical, geometrical, and chemical effects, fields
5. Decision and Evaluation-Focused thinking framework, six thinking hats, PMI, Ethical considerations
6. Design for Interaction-Introduction to design for interaction, Introduction to intellectual property:
7. Intellectual Property-Patents, Copyrights, Trademarks, Trade Secret, Unfair Competition.

Suggested Books

1. H. S. Fogler and S.E. LeBlanc, Strategies for Creative Problem Solving, Prentice Hall, 1995.

2. E. Sickafus Unified Structured Inventive Thinking, Ntelleck, 1997.
3. E. Lumsdaine and M. Lumsdaine, Creative Problem Solving, McGraw Hill, 1995.
4. Kaplan, Introduction to TRIZ, Ideation International, Inc., 1995.
5. G. Altschuller, Creativity as an Exact Science, 1983.
6. The Art of Inventing (And Suddenly the Inventor Appeared).
7. E. de Bono, The Use of Lateral Thinking, Penguin Books, 1990.
, de Bono's Thinking Course, Facts on File, 1981.
8. Serious Creativity, Harper Collins, 1992.
9. Six Thinking Hats, Little, Brown & Co., 1985 CoRT Thinking, Advanced Practical Thinking Training, Inc., 1995.
10. Tony Buzon, Use Both Sides of Your Brain, Dutton, 1983.
11. Scott G. Isaksen, Brian Dorval, and Donald Treffinger, Creative Approaches to Problem Solving, Kendall Hunt, 1994.
12. F. Osborn, Applied Imagination: Principles and Procedures of Creative Problem Solving, Charles Scribner's Sons, 1979.
13. D. Tanner, Total Creativity in Business and Industry, Advanced Practical Thinking Training, 1997.
14. D. Pressman, Patent It Yourself, NOLO Press, 2006.
15. T. Kelley. The Art of Innovation. Doubleday, 2001.
16. T. Kelley. The Ten Faces of Innovation. Doubleday, 2005.
17. J. Goldenberg and D. Mazursky, Creativity in product innovation. Cambridge University Press, 2002.

ES-103A
Principles and Practice of Management

Course Outcomes:

CO1: Understanding of the functions and responsibilities of the manager, and providing them with necessary tools and techniques to be used in the performance of managerial job.

CO2: Examine the management theory with corresponding opportunities for application of these ideas in real world situations.

CO3: This course focuses on the managerial functions of Assessing, Planning, Organizing, and Controlling. Both traditional and cutting-edge approaches are introduced and applied.

CO4: Practice ethical implications of managerial action and inaction.

Course contents:

1 Management Concept and Theories: Concept and nature of Management, Role and responsibility and functions of Manager, Managerial Skill and organization hierarchy, Evolution of Management thoughts- (Classical School, Taylor, Fayol & Weber's Conditions), Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)

2 Planning: Nature and purpose of planning, Types of Planning, Planning Process, Nature and Objectives, MBO; Process, benefits and limitations.

3 Strategies, Policies and Planning: Nature and process of planning, Strategies planning process, TOWS Matrix, Porter's Generic Competency Model, Planning and Forecasting.

4 Organizing: Nature and Purpose of Organizing, Organizational Structure; Departmentalization, Line/Staff Authority & De centralization, Delegation.

5 Staffing & Directing: Concept, Nature, Importance and Steps of Staffing and directing.

6 Controlling: Concept and Process of Control, Control Techniques, Human aspects of Controlling, Use of IT in Controlling.

7 Decision Making: Decision Making; Nature, Type & Scope of Managerial decision making process, Model of decision making, Certainty in decision making.

Suggested Books

- Koontz – Principles of Management (Tata McGraw Hill, 1st Edition 2008)
- Robbins & Caulter – Management (Prentice Hall of India, 8th Edition)
- L.M. Prasad – Principles & Practices of Management (Sultan Chand & Sons , New Delhi)

ES-104A
Fundamentals of Finance -I

Course Outcomes:

- CO1: Understanding of the functions of Accounting
- CO2: Understanding ledger posting and final accounts
- CO3: Analyze financial statements
- CO4: Understand fundamentals of costing
- CO5: Preparing the costsheet
- CO6: Be able to handle CVP and BEP analysis and Budgeting

Course Contents:

1. Financial Management: An Introduction - Concept and Nature of Financial Management, Goals of Financial management, Scope of Finance. Organization of Finance Function, Relationship of Finance Function with other disciplines, Role and Functions of Finance Manager. Concept and Utility of Time Value of Money, Future and Present Value of a Single Cash Flow, Multiple Flows and Annuity. Compounding and Discounting Techniques, Numerical Problems.
2. The Management of Working Capital - Introduction, Concept and Classification of Working Capital, Working Capital Financing, Nature & Concepts, Management of Receivables, Cash and Inventory. Planning for Working Capital Management, Determinants of Working Capital, Estimation and Calculation of Working Capital, Numerical Problems, and Composition of ST Financing.
3. Long Term Sources of Finance and Leverage Analysis - Concept, Debt and Equity, Equity and Preference Shares, Debentures, Term Loans, etc. Lease. Concept of Leverage, Operating Leverage, Financial Leverage, and Combined Leverage. Importance of Leverages, Relationship of Leverages with Capital Structure, EBIT-EPS analysis, Indifference point. Numerical problems (Leverage Ratio).
4. The Cost of Capital - Introduction, Concept, Definition & Importance, Assumptions, Cost of Debt, Cost of Preference shares, Cost of Equity, Weighted Average Cost of Capital. Numerical Problems.
5. Capital Structure and Valuation: Introduction, Concept & Definitions, Capital Structure Theories- assumptions, Valuation of Firms- NI Approach & NOI Approach, Optimum Capital Structure, MM Approach.
6. Capital Budgeting: Introduction, Importance, Difficulties and kinds of CB Decisions, Basic Data Requirements- Identifying relevant cash flows, Basic Principles in estimating cost and benefits of investments. Appraisal Criteria's; DCF and Non DCF Methods for Evaluating Projects, Evaluating Mutually Exclusive and Independent Proposals. Evaluating projects with unequal life and capital ratios.

7. Dividend Decision - Dividend & valuation- an introduction, Irrelevance of Dividends- MM Hypothesis, Relevance of Dividends- Walter's Model & Gordon's Model, Numerical Problems, factors determining Dividend Policy, Cash Dividend Vs. Stock Dividend, Legal, Procedural & Tax Aspects.

Suggested Books

1. Financial Management Text & Problems by M Y Khan & P K Jain
2. Financial Management, I M Pandey
3. Fundamental of Financial; James C Van Horne & John M Wachowicz, Jr
4. Financial Management by A K Dhagat, Dreamtech Press

ES-105A
Human Resource Management

Course Outcomes:

CO1: Developing better leaders by enhancing their effectiveness in managing human resources.

CO2: Demonstrate the basic principles of strategic human resource management

CO3: The course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

Course Contents:

1. Human Resource Management:

Relevance and spectrum, concept and evolution, Organization of HR Department, Role, Functions of HRM, HR Policies. Emerging dimensions in HRM.

2. Acquisition of Human Resource:

Human Resource Planning- Process and Importance of HRP, Quantitative and Qualitative dimensions; job analysis – job description and job specification; Concept and sources; recruitment – selection – Concept and process; test and interview; placement induction, Turnover, Retirement, layoff, retrenchment and discharge, VRS.

3. Training and Development:

Concept and importance; identifying training and development needs; designing training programmes; role specific and competency based training; training process outsourcing; management development systems.

4. Performance Appraisal System:

Nature and objectives; techniques of performance appraisal; potential appraisal and employee counseling; job changes - transfers and promotions.

5. Compensation:

Concept, policies and administration; job evaluation; methods of wage payments and incentive plans; fringe benefits; performance linked compensation. Maintenance: employee health and safety; employee welfare; social security; grievance handling and redressal.

6. Career planning and succession planning.

Concept, need and process of Career planning. Difference between Career planning and succession planning. Concept, process and benefits of both types of planning.

7. Separation: Retirement, Resignation, Lay off, Retrenchment, Discharge and Dismissal.

Suggested Books:

1. Human Resource Management Principles and Practice, [P.G. Aquinas](#),
2. Personnel Management, [Arun Monappa](#) , [Mirza Saiyadain](#),
3. Human Resource Management, [V S P Rao](#),
4. Human Resource Management, [Gary Dessler](#),

ES106A
Principles of Marketing Management

Course Outcomes:

- CO1: Describe key marketing concepts, theories and techniques for analysing a variety of marketing situations.
- CO2: Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation
- CO3: Use written formats to communicate marketing outcomes.
- CO4: Analyse the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.
- CO5: Demonstrate the ability to carry out a research project that explores marketing planning.
- CO6: Synthesise ideas into a marketing plan.

Course Contents:

1. Marketing Concepts: Customer Value and Satisfaction, Customer Delight, Orientation of Marketing Concepts: Production Concept, Product Concept, Selling Concept, Marketing Concept and Societal Marketing Concept, Value Chain.
2. Understanding the Marketing Environment: Scanning the Environment, Micro-Environment, and Macro-Environment.
3. Marketing Segmentation, Targeting and Positioning: Market Segmentation, Bases of Market Segmentation, Requirements of Effective Segmentation, Evaluating the Market Segments, Market Targeting: Undifferentiated Marketing, Single Segment and Multi-Segment Structures, Concept of Positioning.
4. Consumer Behavior: Model of Consumer Behavior, Factors Influencing Buyer Behavior, Decision-Making Process in Buying.
5. Marketing Research: Meaning and Process.
6. Elements of Marketing Mix:
 - Product Decision: Objectives, Core, Tangible and Augmented Products, Product Classification, Product Mix, Product Life Cycle and Strategies, New Product Development Process, Introduction and Factors Contributing to the Growth of Packaging, Introduction of Labeling.
 - Pricing Decisions: Factors affecting Price, Pricing Methods, Price adaptation Strategies.
 - Distribution Decisions: Importance and Functions of Distribution Channels, Considerations in Distribution Channel Decision, Distribution Channel Members, Intensity of Distribution, Channel Conflict and Channel Management.
 - Promotion Decisions: A view of Communication Process, Developing Effective Communication, Promotion Mix Elements.
7. Emerging Trends in Marketing: An introduction to Internet Marketing, Multilevel Marketing, CRM, Green Marketing, Social Media Marketing, Rural Marketing, Experiential Marketing and Event Marketing.

Suggested Books

- Philip Kotler, Principles of Marketing Management, New Delhi, Prentice Hall of India.
- Ramaswamy and Namakumari, "Marketing Management", Macmillan India.
- Rajan Saxena, "Marketing Management", Tata McGraw Hill.

ES-107A

Entrepreneurial Decision Making

Course Outcomes:

CO1: Developing familiarity with the process of business decision-making, gain knowledge about the possibility of using various methods, techniques and tools in taking decisions.

CO2: Awarding habits that enable them to use methods and tools for business decision making in practice corporate governance

Course Content:

This is fully based on case study and field visits. Cases related to concepts of entrepreneurship and implementation will be discussed in the class.

Suggested Books

- All basic and specialization books in entrepreneurship need to be referred**

ES201A
Social Entrepreneurship

Course Outcomes:

CO1: Explain the characteristics that define social entrepreneurship

CO2: Describe different forms of social enterprise organisations

CO3: Apply and critique social entrepreneurship frameworks

CO4: Explain key considerations in resourcing social entrepreneurship

CO5: Apply the theory of change model for social enterprises

CO6 Describe the challenges in growing a social enterprise and scaling social impact

Course Contents:

1. **Introduction to Social Entrepreneurship**- defining Social Entrepreneurship, Overview, Dimensions of Social Entrepreneurship, Identifying Social Entrepreneurs in Practice.

2. **Social Entrepreneurship for-profit setting**- Social Capital Built by Entrepreneurs, Social Network, Personality Traits that facilitate building of Social Capital, Gap analysis- Strength and Weakness, Open Source Marketing.

3. **Philanthropy and Hybrid Ventures**- Introduction, Nature and Concepts.

4. Nonprofits, Governments, and Social Entrepreneurship

5. **Capital/Funding/Financing**- Pitching strategies, Types of Investments, Angel Investors, Venture Capitals, Types of Loans available- Loan against collaterals, Project Loans, Loans without collateral, Term Loans, Government schemes and Agencies/Services, Government policies.

6. **Marketing in Social Ventures**- Marketing Mix Strategies for Social Organizations, Role of SSIC, NSIC and Role of Government, Purchasing Departments, Marketing Research Strategies including research design, Investment Design, Statistical Techniques and Data analysis.

7. **Addressing the challenges**- Important Issues: Scaling/Legal issues/Change (Risk, Physical, Dry run challenges), Funding, form of Organization –society , trust – multi state level , Society, Sec.8 Company Act 2013.

Suggested Books

- Social Entrepreneurship: The Art of Mission-Based Venture Development, by Peter C. Brinckerhoff.
- REDF, SROI Collection 2000. Available for free download at www.redf.org/publicationssroi.html
- Raising the Bar: Integrity and Passion in Life and Business: The Story of Clif Bar, Inc., By Gary Erickson.

- Bornstein, David. How to Change the World: Social Entrepreneurs and the Power of New Ideas (Oxford University Press, 2004)

ES-202A
Business Environment

Course Outcomes:

CO1. Discuss the supply and demand theory and its impact on insurance.

CO2. Explain the effects of government policy on the economic environment and insurance industry.

CO3. Outline how an entity operates in a business environment.

CO 4. Describe how financial information is utilized in business.

CO5. Explain the legal framework that regulates the insurance industry

Course Contents:-

- 1. Meaning of Business Environment** - Business & Business Environment, Nature of Business in 21st century, Components of Business Environment, Stages of & Techniques for environmental analysis.
- 2. Economic Environment** - Nature & Structure of Economy, Anatomy of Indian Economy, Economic Reforms, Economic Policies: - Industrial, Monetary & Fiscal Policies, Case Studies.
- 3. SWOT Analysis** of Indian Economy. Recent Developments in Business Environment of India: - Privatization & Disinvestment – Mode, reasons, problems and Indian scenario; Foreign Investment. Case Studies.
- 4. International Business Environment:-** Globalization- Meaning, scope, phases, indicators; WTO, Post 2007 International Economic Crisis, Case Studies.
- 5. International Financial Markets** and Indian Business, Capital account Convertibility, global capital flow paradox, Forex Reserve Management and its impact on Indian Business. Case Studies.
- 6. Business Ethics** – Social Environment and Business, Corporate Social responsibility, Corporate Governance, Technological development and its impact on various stakeholders of society. Case Studies.
- 7. Business and Nature:** Economic development and Environment, market failure, Externalities, Economic solution to environmental problem. Ethical responsibility of Business towards nature. Case Studies.

Suggested Books

- Francis Cherullinum- Business Environment, Himalaya Publishing House, New Delhi
- K. Aswathappa – Essentials of Business Environment, Himalaya Publishing House, New Delhi
- Mishra & Puri – Economic Environment in India, Himalaya Publishing House, New Delhi
- Justin Paul:- Business Environment – Text & Cases, McGraw Hill Companies, New Delhi
- Raj Agrawal - Business Environment, Excel Books, New Delhi
- Dutt & Sundaram – Indian Economy, S. Chand & Co. New Delhi
- I.J. Ahluwalia & I.M.D. Little – India's Economic Reforms and Development, Oxford University Press, New Delhi.

ES203A
Fundamentals of Finance II

Course Outcomes:

CO1: Taking sound financing decisions.

CO2: Integrate student knowledge to estimate the cash flows from an investment project, calculate the appropriate discount rate, and determine the value added from the project, and make a recommendation to accept or reject the project.

CO3: Taking sound dividend decision.

CO4: Understand the demerits and merits of different types of long and short term sources of finance

Course Contents:

1. Fundamentals Of Finance Functions And Project Finance:

1. Scope of Finance Functions, Financial Decision-Making, Goal of Financial Decision-Making, Basic Dimensions of Financial Decisions, Finance Function and Financial Engineering, Capital Investment Process, Classification of Projects, Project life cycle, New concepts in Financing and execution of projects, Incentives in Project Planning, A review of Financial Appraisal-of-a-Project.

2. Key Financial Decision I (Investment and Capital Budgeting):

Features and Significance of Capital Budgeting, Types of Capital Budgeting Decisions, Assumptions & Procedure, Estimations of Costs and Benefits of a Proposal, Cost of Various Sources, Calculation of WACC, Factors affecting WACC, Leverage Analysis and Project Financing, Techniques of Evaluation; Traditional and Discounted Cash Flow Techniques, Practical Questions.

3. Key Financial Decision II (Cost of Capital and Financing Decisions):

Concept of Cost of Capital, Significance of Cost of Capital, Factors affecting Cost of Capital, Assumptions and Measurement of Cost of Capital, Practical Questions, Factors determining Capital Structure, Profitability and Capital Structure, Capital Structure Theories, Practical Questions.

4. Key Financial Decision III (Dividend Decisions):

Concept and Significance, Dividend and Valuation of Firm, Relevance of Dividend policy, Dividend Payout Ratio, Stability of Dividends, Legal and Procedural Constraints, Dividend Policy and Share value, Practical Questions.

5. Working Capital Management: Introduction, Concept and Classification of Working Capital, Working Capital Financing, Nature & Concepts, Management of Receivables, Cash and Inventory. Planning for Working Capital Management, Determinants of Working Capital, Estimation and Calculation of Working Capital, Numerical Problems, and Composition of ST Financing.

6. Leverage Analysis:

Concept of Leverage, Operating Leverage, Financial Leverage, and Combined Leverage. Importance of Leverages, Relationship of Leverages with Capital Structure, EBIT-EPS analysis, Indifference point. Numerical problems (Leverage Ratio).

7. Financial Estimates and Projections:

Estimating Working Capital Requirements, Estimation of Profitability and Financial Position, Preparation of Projected Income Statement, Projected Cash Flow Statement

and Projected Balance Sheet, Pre-feasibility Study, Numerical Problems/case studies, Estimation of Profitability of Projects.

Suggested Books

- “Financial Management: Theory, Concepts and Problems” By R.P.Rustagi, Galgotia Publishing House.
- “Financial Management” By I.M.Pandey
- “Projects” by Prasanna Chandra, Tata McGraw Hill Publishing Company Ltd. Latest Edition
- “Project Management and Control” by Narendra Singh, Himalaya Publishing House
- “Project Management” by Vasant Desai, Himalaya Publishing House
- “Strategic Financial Management” by Ravi M. Kishore Taxmann Publishing Pvt. Ltd.

ES204A BUSINESS COMMUNICATION

Course Outcomes:

CO1: Developing effective business writing and communications.

CO2: Practice research approaches and information collection.

CO4: Developing and delivering effective presentations.

CO5: Managing effective interpersonal communications.

CO6: Practice skills that maximise team effectiveness.

CO7: Do good time management.

CO9: Practice effective problem solving

Course Contents:-

1. Basic Principles of Communication: Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace, Types of Communication, Classification of Communication Channels,, Types of Business Communication, Communication Network in Organizations.

2. The Importance of Listening in the Workplace: Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context

3. Written Business Communication: Writing Skills, Business Letters, Format and Types, Reports Memos, Circulars, Notices, Resume Writing, Email Writing, Covering Letter.

4. Oral and Reading Skills: Reading Skills, Oral Business Presentation, SWOT Analysis, Interview, Types of Interview, Stress Interview, Attending Job Interview.

5. Internal Business Communication: Types of Meetings, Common Mistakes made at Meetings, Corporate Etiquettes.

6. Advertising Skills in Communication: Communication through Internet E-mail, Follow-up Promotion Skills through Social Media, Communication with Media through News Releases Pamphlets, Hoardings, and Communication with Shareholders.

7. Public Speaking: Group Discussion (GD), Stress Grouse Discussion, Speech, Open Mike Soft Skills Activities.

Suggested Books

- Business Communication Today by Courtland L. Bovee, John V. Thill, Barbara E. Schatzman, Hardcover: 730 pages, Publisher: Prentice Hall
- Excellence In Business Communication (6th Edition) by John Thill, Courtland L. Bovee, Paperback: 656 pages, Publisher: Prentice Hall
- Essentials of Business Communication with Student CD-ROM by Mary Ellen Guffey, Paperback: Publisher: South-Western
- Educational Business Communication: Building Critical Skills by Kitty O. Locker, Stephen KyoKaczmarek, Hardcover:, Publisher: Irwin/McGraw-Hill

Service Management

Course Outcomes:

CO1: Articulate the nature of service and service process.

CO2: Explain the basic concepts and theories of service management.

CO3: Identify the broad basic elements of managing service design, delivery, and performance.

CO4: Apply the knowledge of service management to analyse the daily operations of common services

Course Content :

1. Introduction: Service overview, manufacturing v/s services, nature of services service classification, characteristics of service operations, competitive environment, strategic service vision, value chain.

2. Service strategy: service benchmarks, use of information technology, measuring service productivity, data envelopment analysis, strategic planning.

3. Service Design: New service development, service design overview, customer as co producer, process quality, service benchmarks, use of technology self service, e-business service concepts.

4. Service quality: Introduction, definition, need/importance of service quality, measurements, dimensions, Gap model, SERVQUAL, critiques, associated concepts, customer satisfaction, loyalty, retention, Quality by design, Taguchi method.

5. Facility location and design: Nature and objectives of service organization, process analysis, product layout and work allocations, center of gravity model, location considerations, locating a retail outlet.

6. Managing service operations: Resources constraints, project monitoring, forecasting demand for services, yield management, role of uncertainty in services, characteristics of inventory related costs.

7. Globalization of services: Introduction, domestic growth, strategies, franchising, international strategies, Multi country operations, importing, service offshoring. Text

Readings: 1. Service Management, Fitzamann and Fitzamann, Tata Mc Graw Hills, New Delhi

Suggested Books

- Service Management and Marketing by Christian Gronroos, Wiley, 2000 Original from –University of California

ES-206A E-BUSINESS

Course Outcomes:

CO1: Explain the components and roles of the Electronic Commerce environment.

CO2: Explain how businesses sell products and services on the Web.

CO3: Describe the qualities of an effective Web business presence.

CO4: Describe E-Commerce payment systems.

CO5: Explain how to meet the needs of Web site visitors.

CO6: Identify and reach customers on the Web.

CO7: Understand Web marketing approaches and elements of branding.

CO8: Explain the client/server infrastructure that supports electronic business.

CO9: Understand legal and ethical issues related to E-Commerce

Course Contents:

1. **E-Business:** Fundamentals, E-Business framework, E-Business application, E-Business and E-Commerce, Network Infrastructure for E-Business, E-Business Models.
2. **Drivers of e-business:** Internet and its technological concepts, Big Data & Analytics, Mobile, Cloud Computing, Social Media, Internet of things (digitally intelligent machines/ services).
3. **Inter-organization Business:** EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI.
4. **Managing Risk and Handling Transactions_:** Security Threats, Encryption, Cryptography, Digital Signatures, Digital Certificates, type of E-payment, digital token-based e-payment, smart card, credit card payment systems, Credit Card Frauds, Introduction of Virtual currency. Legal, Ethics and Societal impacts of E- Business.
5. **Electronic market place of buyers and sellers:** Consumer and business markets: ordering on-line, Advertisement and marketing on Internet, Offering customer product on the net, electronics customers support. Web-catalogues
6. **Business and Online Financial Services:** Online Financial Consumer Behavior, Online Banking, Online Insurance Services, Virtual supply chain and Supply chain management.
7. **Future E-business Support services:** e-CRM, e-SCM, e-banking, ERP as e – business backbone, Mobile Computing.

Suggested Books

- E-Commerce by Kenneth C Loudon, Pearson Publication.
- E-business and E-commerce management by Dave Chaffey, Pearson Publication.
- Digital Business and E-Commerce Management, 6th edition –Dave Chaffey, August 2014
- Electronic Commerce by Ravi Kalakota and B.Whinston, Frontiers of e-commerce, New Delhi, Addisin-Wesley, 2000 edition.
- Ravi Kalakota and M.Robinson, E-Business: Road map for success, New Delhi, Addisin- Wesley,2000 edition.

ES-207A
Digital Marketing

Course Outcomes:

CO1: Identify the basic understanding of digital marketing

CO2: Differentiate between Traditional Marketing and Digital Marketing.

CO3: Understand the strategies used in digital marketing environment.

CO4: Develop understanding of Inorganic and Organic Content.

CO5: Develop basic understanding of Search Engine Optimisation

Course Contents:

1. Today's Digital Map:

Current digital map and the journey so far. Gaps currently available. Its future. Trends and predictions. Online Media Unique features of Online Media. Role of Digital Media in Integrated Marketing. Using synergy in multiple online media. Online Market: Difference in Online Start-up vs taking an existing business online vs Online Marketing. Challenges and opportunities of Online Market. Leveraging them through Online Marketing. Relevance of traditional management and marketing functions in today's online world.

2. Building Blocks: Building Blocks to capture Online Market. Online Start-up Idea. New idea vs me-too idea. Their benefits and challenges. Role of Innovation. Industry Examples. Building blocks to market an existing business online. Involved factors. Hybrid Approach: Mixing it with an innovative feature. **Web Identity**: Understanding features of various tools like Web-sites, Micro Sites, Blogs, Social Media. Managing web identity. Concept of Cloud. Providers of Cloud and various platforms. Safeguards against identity thefts.

3. Managing Content:

Relating content to marketing. Factors that influence content. Cost of content. Social Media Positioning. Syncing content across online media-mix. Building keywords. Search Engine Optimisation: Google and Bing. **Visitor Interaction**: Building PR out of visitor interaction. Managing Feedback. Types of Negative Feedbacks, their scenarios and their role.

Online PR: Role of Social Media. Role of Innovation. How to liaison with influencers.

Online Collaboration and Distribution. How to limit competition. How to handle negative PR. Cautions when competition is under attack of negative PR.

4. Online Advertising:

Types of Ads. How to select Adwords. Bidding for Adwords. Understanding of Google Ads, Google Partner Ads, YouTube ads, Bing Ads, Facebook Ads, Cross Link Ads.

Competition Analysis. Search Engine Marketing. How to establish a proper mix with Search Engine Optimisation.

Building an online campaign. Measuring its effectiveness.Data: Managing Data as biggest marketing asset. How to read it for marketing. Sources of data. Online research.

How to establish a process to best use the data.Selection of an Online Agency or alternatives:

In-house Online Department vs Online Agency. Role of an Agency. Factors to select an agency.

Establishing a process to take best out of an agency. Alternatives for small budgets.

Best Practices.Role of Industry Leaders:

Available resources and push from industry leaders like Google, Microsoft, Facebook to increase digital literacy and consequently digital solutions.

Suggested Books

- - Digital Marketing by Vandna Ahuja
 - E-marketing by Raymond D. Frost
 - Internet marketing: Strategy, Implementation and Practice by Dave Chaffey
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ES– 301A
Financing New Ventures and Business

Course Outcomes:

CO1: Detail the critical components of firms' business plans.

CO2: Evaluate the financial performance of the start-up firm through effective and accurate measuring techniques.

CO3: Establish short- and long-term financial planning processes.

CO4: Identify the legal aspects of the entrepreneurial environment.

CO5: Evaluate the venture capital needs of a start-up firm.

CO6: Examine the turnaround and exit strategies available to the entrepreneur

Course Contents:

1. **Capital Market:** Primary and Secondary, Issues and Pricing Mechanism, IPO, FPO, Private Placement, Merchant Banker, Mechanism of Stock Market.
2. **Financial Estimates and Projections:** Estimating Working Capital Requirements, Estimation of Profitability and Position, Preparation of Projected Income Statement, Projected Cash Flow Statement and Projected Balance Sheet, Pre- feasibility Study, Numerical Problems/ case studies.
3. **Risk Analysis In Project Financing:** Sources, Measures and Perspectives on Risk, Risk Analysis Methods, Managing Risk in Projects, Project Selection under Risk, Risk Analysis in Practices, Risk Analysis by Financial Institutions, Numerical Problems/ case Studies.
4. **Sources of Financing New Ventures and Business –I** -Loan Syndication, Financing through FI, Sources of Raising Capital in International Markets.
5. **Sources of Financing New Ventures and Business –II** Venture Capital Financing & Angel Financing, Private Equity, Seed Capital, Venture Capitalist in India.
6. **Leasing:** Financial lease, Operating lease, Hire Purchase, Evaluation of Lease from Lessor and Lessee's Point of view.
7. **Innovative ways of Financing-** Contemporary issues in new Venture Financing, Boots trapping, and Case studies.

Suggested Books

- “Financial Management: Theory, Concepts and Problems” By R.P.Rustagi, Galgotia Publishing House.
- “Financial Management” By I.M.Pandey
- “Projects” by Prasanna Chandra, Tata McGraw Hill Publishing Company Ltd. Latest Edition
- “Project Management and Control” by Narendra Singh, Himalaya Publishing House
- “Project Management” by Vasant Desai, Himalaya Publishing House
- “Strategic Financial Management” by Ravi M. Kishore Taxmann Publishing Pvt. Ltd.

ES-302A

Managing Startups Strategic Framework for SMEs

Course Outcomes:

- CO1: Develop a business idea for startups
- CO2: Turn a business idea into a validated business model
- CO3: TurnTurning a validated business model in a viable startup
- CO4: Understand what starting your own business means
- CO5: Understand which characteristics make successful entrepreneur career
- CO6: Understand which skills you need to become a successful entrepreneur
- CO7: Understand possible motives to start your own business or join a startup
- CO8: Understand possible obstacles to start your own business
- CO9: Understand reasons for startup failure

Course Contents:

1. Basics of Small Business Enterprise Small Business – Definition – Features – Role of Small Business in Economic Development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.

2. Dynamics of Small Business Concepts and Definitions of Small Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI – Problems of SSI – Sickness of SSI: Causes, Symptoms and Cures – Prospects of SSI in free Economy.

3. Institutions Supporting Small Business- Central, State and Other Institutional Support for SSI – Technological Upgradation and Institutional facility for SSI – Incentives and Subsidies for SSI.

4. Management of Small Business Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises. Statutory and regulatory compliances for the entrepreneurs- How to create competitiveness & settle in competition

5. Global Opportunities for Small Business Small Enterprises in International Business –

Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises
– Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service,
Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom,
Blood Bank, Rice Mill and Food and Fruit Processing

6. Role of Women SHGs in Micro Enterprises- Govt. roles and schemes in financing &
promoting women enterprise

7. Taking Startup to next level- Strategies for expansion –Joint venture, acquisition, merger
and franchising.

Suggested Books

-
- Barrow C. The Essence of Small Business, Prentice Hall of India, New Delhi, 1997.
- Bedapatai Mohanty, Economics of Small Scale Industries, Ashish, New Delhi, 1986

ES303A

Introduction to Taxation

Course Outcomes:

CO1: Provide working knowledge of the fundamental tax principles and rules that apply to commonly encountered transactions undertaken by companies and individuals

CO2: Instil an awareness in students that taxes can and often do constitute significant costs to businesses and households and therefore can have a major impact in economic and other decision-making, but that these costs are also potentially controllable through legitimate tax minimisation strategies

CO3: Knowledge of the wider economic, social, administrative-compliance and political contexts within which taxes are imposed

Course Contents:

1. **Introduction:** Definition of Income, Casual Income, Agricultural Income, Person, Assessee, Previous year, Assessment year, Gross Total Income, Total Income; Exempted Income; Heads of Income, Residential Status & Tax Liability.
2. **Income from Salary:** meaning & definition Different forms of Salary Allowances, Perquisites Valuation of allowances & perquisites. Provisions regarding Provident Fund, Entertainment Allowances, Professional Tax, computation of income from salary.
3. **Income from House Property:** Introduction & Important provisions, Types of House Property. Determination of Gross Annual Value, Municipal Tax & Deductions u/s 24. Treatment of unrealized rent & Vacancy period. Computation of income from house property for individual assessee.
4. **Corporate Taxation:** Corporation tax, Tax Planning, Tax Evasion, Tax Avoidance, Tax Management, Dividend Tax, Indian Company, Foreign Company. Vodafone Case.
5. **Computation of Total Income and Tax Liability of Companies:** Income from business, capital gain, income from other sources, Gross Total Income, Deductions from Gross Total Income, computation of Total Income. Introduction to MAT and Dividend Distribution Tax
6. **Special Tax Provisions:** Tax provisions in respect of Free Trade Zone and Special Economic Zone, Tax provisions in respect of Infrastructure Development, Tax provisions in respect of Backward Areas, Amalgamation related tax issues.
7. **Tax Payment:** Tax deduction at source, Tax collection at source, and Advance payment of tax. An introduction to indirect taxation.

Suggested Books

Income Tax –Law and Practice by H.C.Mehrotra& S P Goyal, Sahitya Bhawan, Agra

- Direct Taxes Planning and Business Tax Procedure by V.K. Singhanian, Taxmann, New Delhi
- Corporate Tax Planning and Management by H.C. Mehrotra, Sahitya Bhawan, Agra
- Indirect Taxes by H.C. Mehrotra Sahitya Bhawan, Agra
- Indirect Taxes by V.S. Datey, Taxmann, New Delhi
- Study Material published by ICSI, Financial Dailies and journals like Business Standard, The Economic Times and Financial Express, Economic and Political Weekly.

ES-304A

Contemporary Issues in Strategy

Course Outcomes:

- CO1: Describe the practical and integrative model of strategic management process that defines basic activities in strategic management
- CO2: Identify the forces impacting on corporate and business strategies
- CO3: Be critically aware of factors involved in strategy making Assess the resources and constraints for strategy making in a business context
- CO4 Explain the importance of social, economic and political forces; and technological
- CO5: Investigate the impact of internationalisation on strategy making

Course Contents:

1. **Meaning, Need of contemporary issues in strategy;** Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organisations; Strategic Decision–Making Processes – Rational–Analytical, Intuitive-Emotional, Political – Behavioural; Universality of Strategic Management; Strategists at Corporate Level and at SBU Level; Interpersonal, Informational and Decision Roles of a Manager.
2. **Mission, Business Definition and Objectives;** Need, Formulation and changes in these three; Hierarchy of objectives, Specificity of Mission and Objectives.
3. **SWOT Analysis :**General, Industry and International Environmental Factors; Analysis of Environment, Diagnosis of Environment – factors influencing it; Environmental Threat and Opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting these; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).
4. **Strategy Alternatives:** Grand Strategies and their sub strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations. Contemporary examples of entrepreneurship concerns
5. **Strategy Choice Making:** Narrowing the choices; Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.
6. **Strategy Implementation:** Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting.
7. **Strategy Evaluations and Control:** Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.
Contemporary case studies .

Suggested Books

- Lawrence R. Jauch and William F. Glueck, “Business Policy and Strategic Management”, McGraw Hill Book Co., New York.
- “Strategic Management”, Dreamtech Press, New Delhi
- Strategic Management by VSP Rao and Harikrishna
- Strategic Management by Upendra Kochru.

ES-305A Production & Operation Management

Course Outcomes:

CO1: Provide an opportunity for the participants to understand the basic method of production management techniques and eventually to develop skills in problem-solving and decision-making.

CO2: Get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management.

CO3: Reinforce the concepts of Production Management through various operational aspects of Production Management. Various important Production Management techniques will be covered with different problem-solving methodologies

Course Contents:

1. **Introduction To Production & Operations Management-** Definition, Production Functions and Its Environment, Types of Production System, Functions of Production / Operations Manager, Organization of Production Function, Difference between Production & Operations Manager, Basic concept of Productivity Management: Introduction, Factors Influencing productivity, Its influence on efficiency & performance of System
2. **Facility Location and Product/ Service Planning:** Product Selection and Design, Process and Technology Selection, Choice of optimal Location, Factor Effecting Plant Location, Location Models (Centre of Gravity Model, Median Model, Break Even Analysis, Brown & Gibson Model).
3. **Layout Decision:** Type of layout, Layout Factors, Layout Procedure and Techniques, Line Balancing concept of line mass Production System, Objective of assembly Line Balancing , Material Handling Concepts.
4. **Forecasting and Aggregate Production Planning:** Introduction to Forecasting, Methods of Forecasting (Delphi, Moving Average, Least Square), Aggregate Planning Strategies, Quantitative Methods of aggregate Planning.
5. **Master Production schedule (MPS) and Material Requirement Planning (MRP):** MPS concept and Its Calculations, BOM (Bill of Materials), Structure of BOM, MRP Concept and MRP Planning, Concept of capacity requirement Planning and Resource requirement planning.
6. **Operation scheduling:** Production Activity Control for Mass Manufacturing, Batch Processing and Job shop n-jobs on single Machine, n-jobs on Two/ Three Machines (Johnson's Rule) , 2- jobs on machine (Graphical Method – Aker's Algorithm).
7. **Capacity Calculation and utility of Modern Production and Management Tools:** Determination of Plant Capacity, Capacity Measurement and Decision, Concept of Just in time Manufacturing (JIT), Computer integrated Manufacturing (CIM), Computer aided Manufacturing and design (CAD/CAM) and Flexible manufacturing system (FMS), Kaizen, World class Manufacturing.

Suggested Books

- Applied Production And Operations Management- James R. Evans
- Production & Operations Management – K. ShridharaBhat
- Production and Operation Management- R. Paneeerselvam
- Modern Production/ Operations Management, Buffa ES &SarinRk.
- Operations Management- Norman Gaither, Greg Frazier
- Operations Management: Strategy and Analysis, Krajewski Lee J &Ritzman Larry P, Addison Wesley.
- Productivity Management – A system Approches:PremVrat, G.D Sardana& BS Sahay
- Productivity Engg. & Management- David V Seemanth (TMH)

ES306A

Organizational Behaviour

Course Outcomes:

CO1: Learning concept & development of Organisational Behaviour

CO2: Understanding Individual behavior and theories of motivation and their application

CO3: Basic understanding of organizational communication and managing misbehavior

CO4: Understanding Group Behaviour and learning skills concerning leadership with theories

CO5: Basic understanding of organizational culture, climate, effectiveness and change.

Course Contents:

1. - Introduction:

1. Organization: Concept, Features, Types and Significance;
2. Organizational Behaviour: Concept and Features; Organisational Behaviour Models: Autocratic, Custodial and Supportive.

2. – Individual Behaviour in Organisation:

1. Personality: Meaning and Determinants. Personality and Behaviour.
2. Perception: Meaning and Factors Affecting Perception, Application of Perception in Organisational Behaviour.
3. Attitude: Meaning and Features; Factors Affecting Attitude Formation.
4. Values: Meaning, Types and Sources.

3. Motivating Behaviour

1. Motivation: Meaning and Theories of Motivation – Maslow’s Needs Hierarchy Theory, Herzberg’s Two Factor Theory and McGregor’s Theory X and Y.
2. Learning: Concept, theory and application.

4. Group Behaviour in Organisation:

1. Group: Concept, Reasons of Group Formation, Types of Groups, Theories of Group Formation: Propinquity Theory and Homan’s Interaction Theory, Group Cohesiveness.
2. Work-Team: Meaning and Types of Teams.
3. Leadership: Concept and Importance; Styles of Leadership; Leadership Theories: Charismatic and Behavioural.

5. Organisational Conflicts:

Concept, Stages of Conflicts, Issues involved in Conflicts, Classes of Conflicts, Modes of Handling Conflicts.

6. Organisational Change:

Concept and Nature; Forces of Change, Resistance to Change, Management of Change.

7. Case studies: Minimum one case based on each unit.

Books:

1. Fred Luthans: Organisational Behaviour
2. W. L. French and C. L. Bell: Organisational Development: Behavioral Science Interventions for Organisation Improvement

ES307A
Enterprise Resource Planning

Course Outcomes:

CO1: Demonstrate a good understanding of basic issues in Enterprise Systems,

CO2: Explain the scope of common Enterprise Systems (e.g., MM, SCM, CRM, HRM, procurement)

CO3: Explain the challenges associated with implementing enterprise systems and their impacts on organizations

CO4: Describe the selection, acquisition and implementation of enterprise systems

(Contents yet to prepare)

ES-401A

Legal Aspects of Business

Course Outcomes:

CO1: This course is designed to provide the student with knowledge of the legal environment in which a consumer and businesses operates.

CO2: Provide t knowledge of legal principles.

CO3: Demonstrate the relationship between law and economic activity by developing in students and awareness of legal principles involved in economic relationships and business transactions.

CO4: Develop acceptable attitudes and viewpoints with respect to business ethics and social responsibilities

Course Contents:

1. The Indian Contract Act, 1872

General principles of contract, classification of contract and key terms Essential elements of a valid contract viz., offer & acceptance competence of contracting parties, free consent, consideration, legality of object and consideration, void agreements. Performance of contracts, discharge of contract, and breach of contract remedies for breach of contract. Specific contracts viz, contingent contracts, quasi-contracts, contracts of indemnity and guarantee, contract of bailment, contract of agency.

2. The Indian Partnership Act 1932

General Principles- Meaning of partnership, essential features of partnership, types of partners. Formation of Partnership-Partnership deed, registration of partnership firms, position of a minor partner, duration partnership firm, rights of outgoing partner. Rights and Liabilities of Partners- Relations of partner with each other, rights of partner, duties of partners, relation of partner with third parties.

3. The Sale of Goods Act, 1930

Introduction-Definition and essentials of a contract of sale Goods and their classification. Meaning of price Conditions and Warranties Performance of a contract of sale of goods Unpaid seller and his rights Remedies for breach of contract

4. The Companies Act, 2013

Company- Meaning and definition, characteristics of joint stock companies, types of companies difference between private and public limited companies. **Promotion and incorporation of companies-**Promotion, Incorporation of companies, promoters: meaning and importance, process of incorporation: preparation contents and importance of various documents to be filed, Memorandum of Association, Articles of Association, certificate of commencement of business. **Memorandum of Association and Articles of Association-**Contents and alteration, **Capital of the company-** Share and its types, Debentures and its types, difference between shares and debentures, share certificate, share warrant and stock, **Prospects-**Meaning and definition, contents and registration of prospectus, issue and allotment of shares, **Management of Companies-** Board of Directors: Appointment, Qualifications and disqualification, powers, duties and position of directors, removals of directors, **General Principles of Meetings-**Statutory Meeting, Annual General Meetings, Extra-ordinary General Meetings, Board Meetings, **Winding-up of Companies-** Meaning and types of winding-up, provisions relating to winding-up.

5. The Negotiable Instruments Act, 1881

General Principles- Meaning of negotiable instrument, types of negotiable instruments, ambiguous instruments, maturity of negotiable instrument, payments of negotiable instruments, dishonor of negotiable instruments, provisions of sections 138 to 145.

6. The Consumer Protection Act, 1986

General Principles- Meaning & definition of various important terms. Rights of Consumers. Nature & scope of remedies available to consumers.

7. An overview of following Laws:

The Information Technology Act, 2000, Foreign Exchange Management Act, 1999, The Competition Act, 2002, Limited Liability Partnership Act, 2008, the Competition Act, 2002 the SEBI Act, 1992, Laws relating to Intellectual Property- Provisions relating to patent, copyright and trademarks and Environment Protection Laws

Suggested Books

Mercantile Law by S.S. Gulshan
Elements of Mercantile Law by N.D. Kapoor
Business Legislation for Management by M.C. Kuchhal
Business Law by S.K. Agrawal
Legal Aspects of Business by Akhileshwar Pathak

ES-402A

RURAL & INDUSTRIAL MARKETING

Course Outcomes:

CO1: Develop an insight into rural marketing regarding different concepts and basic practices in this area.

CO2: Discuss the challenges and opportunities in the field of rural marketing.

CO3: Understand significance of the rural markets.

CO4: Understand nature and characteristics of rural markets and factors contributing to the change in the rural market

CO5: Deal with problems in Rural Marketing

Course Contents:

1. Rural Economy - Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades.

2. Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets

3. Selection of Marketing Mix Elements - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets. Pricing strategy - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns. Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal application

4. Introduction to Industrial Markets - Industrial Marketing System, Concepts and Characteristics - Types of Industrial Markets - Industrial Buyer Behaviour

5. Industrial Marketing Environment: Strategies for managing industrial marketing environment, Strategic planning process in industrial marketing.

6. Strategic Industrial Marketing (S.T.P.) –Basis, target marketing & Positioning Concept and Strategies

7. Classification of Industrial Products and Services - New Product Development and Introduction - Industrial Product Management - Pricing Decisions in Industrial Markets. Formulating Channel Strategies and Physical Distribution decisions – Channel Management - Promotional Strategies for Industrial Goods/ Services.

Suggested Books

- Balaram Dogra&Karminder Ghuman, Rural Marketing: Concept & Cases, Tata McGraw-Hill Publishing Company, New Delhi, 2008.
- A.K. Singh & S. Pandey, Rural Marketing: Indian Perspective, New Age International Publishers, 2007.

ES-403A

Business Ethics and Corporate Governance

Course Outcomes:

CO1: Develop the understanding of the ethical influences on economic, financial, managerial and environmental aspects of business

CO2: Develop an ability to critically analyze ethical issues in business

CO3: Develop knowledge of corporate governance

Course contents:

UNIT 1: Introduction to Business Ethics,

Definition & nature, Characteristics of ethical problems in management, Ethical theories; Causes of unethical behaviour; Work ethic, Values, Norms, Beliefs and Standards

UNIT 2 : The Institutionalization of Business Ethics

Ethics and organisation, Ethics in practice- in functional areas (Like HR, Marketing, Finance), Intellectual Property rights, Code of ethics; Competitiveness, organizational size, profitability and ethics, Developing an Effective Ethics Program

UNIT 3: Ethical Decision-Making and Ethical Leadership

Models of Decision making, Individual Factors: Moral Philosophies and Values, Indianism and Indian Value Systems, Servant Leadership

UNIT 4 : Corporate Governance:

Evolution, Principles, Main Drivers, Theories and Models, Global Practices on Corporate Governance in the World and their impact on corporate world

UNIT 5 : Business Environment

Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic Environment, Technological Environment, Broader Ethical issues in society

UNIT 6: Corporate Social Responsibility

Stakeholder Management and Social Responsibility, Big Business and society Business, Ecological/Environmental issues in the Indian context, Understanding CSR, CSR in India, World Economic Growth and the Evolution of CSR.

UNIT 7: Sustainable Businesses:

Concept of Sustainable Development, Gandhian Thought on Sustainable development, dimensions of sustainable development – Environmental, Economic and Social, Indian & Global Perspective on Sustainable Development

Suggested Books

- Business Ethics, CSV Murthy, Himalaya Publishing
- Business Ethics and Corporate Governance, ICFAI publication
- Business and its Environment Davis, Kaith and Blostorm, Robert-.
- Corporate Social Responsibility Beeslory, Michel and Evens –.

ES404A

International Business

. Course Outcomes:

- CO1: Explain how international factors affect domestic concerns;
- CO2: Explain regional economic integration and economic and political integration;
- CO3: Explain the main institutions that shape the global marketplace;
- CO4: Explain businesses expansion abroad;
- CO5: Explain the key legal issues related to businesses operating in other countries;

Course Contents:

1. **Introduction to International Business:** Nature of international business, need and importance of international business stages of internationalization, approaches to international business theories of international business, mercantilism, absolute advantage, comparative advantage, factor endowment, competitive advantage, Tariff and Non-tariff measures.
- 2 **International Monetary System:** History of the System & Need for the System, IMF, World Bank, Foreign Exchange System.
3. **Regional Economic Co-operation:** Forms of regional groupings (Trade Blocks); Integration efforts among countries in Europe, North America and Asia & UNCTAD, WTO– an overview.
4. **International Business Environment:** National and foreign environments and their components - economic, cultural and political-legal environments; Trends in India's foreign trade.
5. **International Financial Environment:** Foreign investments - types and flows; foreign investment in Indian perspective.
6. **Financing of foreign trade and payment terms:** Basic documents in foreign trade, Sources of financing foreign trade, Payment terms of Export transactions.
7. **Opportunities in International Business- with special reference to India:** Strategic alliances, mergers and acquisitions; Indian joint ventures and acquisitions abroad; International business and ecological considerations.

Suggested Books

- Charles, W.L. Hill., “International Business”, New Delhi: Tata McGraw-Hill, 2003.
- Johnson, ,Derbe., and Colin Turner, “International Business - Themes & Issues in the Modern Global Economy”, London: Routledge, 2003.
- Cherunilam, Francis., “International Business: Text and Cases”, Prentice Hall of India Ltd., 2004.
- John, H. Daniels and Lee H. Radenbaugh,” International Business Environments and Operations, Delhi: Pearson,” (2001).
- Justin, Paul., “International Business”, Prentice Hall of India Ltd., 2003.
- RBI, Report on Currency & Finance, various issues.
- P.G.Apte, “International Financial Management”, Tata McGraw Hill.

ES-405A
Human Resource Development

Course Outcomes:

CO1: Sensitizing students towards developing employees for achieving personal and organizational goals.

CO2: It will give a holistic perspective of the organization keeping 'human' in the centre. It enables students to design texture of the organization around human

CO3: It empowers students to hone skills to address the realities of organizations while developing context specific strategies for human resource development. It will make the students to derive the employee development approaches.

CO4: It makes students to learn the techniques of HRD program application and trends like Competency mapping, Balanced Score Card etc.

CO5: A simulated situation is created through case method of learning to empower students to appreciate dilemmas of real life. It is focussed on HRD practices in Government organisation and Industries.

Course Content:

1. **Concept of HRD:-** Evolution of Human Resources Development, objectives of HRD, Goals of HRD, Importance of HRD. A framework for the HRD process, HRD functions, Role of a HRD professional
2. **Orientation:-** Company Orientation, Department Orientation, Orientation kit, Orientation Length and Timing.
- 3 **Training:-** Defining Training, Objectives of Training, Types of training, Systematic approach to training, training methods
- 4 **Performance Appraisal:** Performance Appraisal Methods, Errors in performance appraisal
5. **Carrier Planning and Development:** Coaching- Role of Supervisor and managers in coaching, Coaching to improve poor performance .process of employee coaching
6. **Counseling and Mentoring:** Objectives of Employee Counseling , Employee counseling skills, functions of Employee counseling, Concept of mentoring, characteristics of Mentoring Principles of mentoring, Qualities of good mentor and mentee, importance of good mentoring, Role of mentor, Mentoring process, benefits of mentoring
7. **HRD Strategies:-**Formulation and Implementation of HRD Strategies, Creating a World Class Organization.

Suggested Books

1. Jerry W Gilley and Stevens A. England, "Principles of HRD", USA., Addison Wesley, 1989.
2. Lloyd L. Byars, Leslie W Rue, "HRM, Third Eddition"
3. T.V.Rao, "HRD Audit", New Delhi, Sage Publications, 1999.
4. "HRD", Randy Desimone, Jon M.Aner, David M.Harris
5. "Managing People", V.S.P, Rao, Excel Book, New Delhi.
6. "Human Resource Planning", Deepak Kumar Bhattacharya.
7. "Studies in HRD", H.L Verma, BS Bhatia, MC Garg

ES-406A

Logistics and Supply Chain Management

Course Outcomes:

CO1: Treat the subject in depth by emphasizing on the advanced quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.

CO2: Impart knowledge and understanding to students on Supply Chain Management and its relevance to today's business decision making.

CO3: Gain the knowledge of possibilities of efficient optimization and management of operation in Logistics Management and also the ability to apply them in the enterprise reality.

Course Contents:

- 1. Introduction to logistics & Supply Chain Management;** Definition, Importance & Scope; Operational objectives of logistics; Logistics functions; Difference between Logistics & SCM; Logistics interface with production and marketing & Value added role of Logistics.
- 2. Transportation systems.:** Functions & Principles of Transportation; Participants in Transportation Decision making, Elements in transportation Infra structure, Transportation Planning Parameters (Components of Transportation Decision), Modes of transportation, Modal characteristics & Comparison. Transportation Practices across different modes. Concept of Multimodal Transportation & Containerization
- 3. Warehousing and distributing centers & Inventory Control:-** Evolution of strategic warehousing their location; Functions of Warehouse, Economic & Service benefits of warehouse, Principles of Warehouse Design, Warehousing alternatives, Warehousing Strategy(Location, Type, No of warehouses), Inventory management decisions;
- 4. Packaging and materials handling:** - Material handling importance & scope, Material Handling Principles, Types of Material Handling Equipments, Unitization & Palletization, Packaging & Labelling, Importance & scope, Types of Packaging, Functions of Packaging.
- 5. Innovations in Logistics (Use of Information Technology In Logistics & Supply Chain Management & Logistics future directions):-** Information Functionality in Logistics & SCM, Use of Information Technology in Transportation, Warehousing & Material Handling, Automated Storage / Retrieval Systems, Information Directed Systems. Dispatch and routing decisions: - Challenges posed by routing, Principles of proper routing plan. Routing Decisions & Analysis.
- 6. Legal Aspects in Logistics:-** Legal Aspects pertaining to Road, Rail, Water & Air Transport.
- 7. International logistics management:** Documentation & Procedures, Logistics system analysis and design; Logistics audit and control, Supply Chain Integration.

Suggested Books

- Bowersox, Closs, Cooper “Supply Chain Logistics Management”. The McGraw- Hill Companies.
- Bhattacharyya S.K. “Logistics Management”. S.Chand & Company.
- Ballau, Renald H, “Business Logistics Management”. Englewood Cliffs, New York: Prentice Hall Inc, 1992.
- Beal K. “A Management Guide to Logistics Engineering”. U. S. A. Institute of Production Engineering, 1990.
- Benjamin S. B. “Logistics Engineering and Management”. Englewood Cliffs, New York: Prentice Hall Inc., 1996.
- Bowersox, D J and Closs, D. J. “Logistics Management: A system Integration of Physical Distribution”, New York: MacMillan, 1986.
- Christopher, M. “Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services”. London: Pitsman, 1992.
- James C.J. and Wood, Donald F. “Contemporary Logistics”. New York: Macmillan, 1990.

ES407A
Enterprise Resource Planning I

Course Outcomes :

- CO1 Use one of the popular packages to support business operations and decision-making,
- CO 2 Communicate and assess an organization's readiness for enterprise system implementation with a professional approach in written form,
- CO 3 Demonstrate an ability to work independently and in a group.

(Course contents yet to prepare)