



Nav Sahyadri Charitable Trust's  
**INSTITUTE OF BUSINESS MANAGEMENT SCIENCE,  
PIMPRI (BK)**

(Approved by AICTE, Recognised by Govt. of Maharashtra & Affiliated to Savitribai Phule  
Pune University)

Add: At Po. Pimpri (Bk), Taluka – Khed, Dist – Pune, Pin 410505, Maharashtra, India

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

Institution integrates crosscutting issues relevant to professional ethics, gender, human values, environment and sustainability into the curriculum. Institute is affiliated to SPPU and follows the syllabus designed by SPPU. This syllabus includes subject related to some of the cross-cutting issues such as gender, environment, human values and professional ethics. The institute offers the following subjects that are included in MBA syllabus and also cover some of the cross-cutting issues.

Sr. No.	Name of Subject	Issues covered into
1	Legal Aspects of Business	Human values
2	Organization Behavior	Professional Ethics, Human values
3	Basics of Marketing	Environment
4	Employee Health & Safety	Human Value, Environment
5	Rural Marketing	Social Environment
6	Green Logistics and Supply Chains	Environment
7	Managing for Sustainability	Environment and Sustainability
8	Business Communication	Professional Ethics
9	Labor Laws and social Security	Human values
10	Start up and new venture Management	Social Environment
11	Indian Ethos & Business ethics	Professional Ethics
12	Corporate Governance	Professional Ethics
13	Cyber Laws	Professional Ethics & Human Values
14	Human Rights	Human Values



*S. P. Walvekar*  
DIRECTOR  
Institute of Management Science,  
Pimpri Bk, Tal-Khed, Dist.Pune,

9. Accounting For Management, Jawarhar Lal
10. Accounting, Shukla Grewal
11. Management Accounting, Ravi Kishore
12. Accounting for Managers, Dearden and Bhattacharya

<b>Semester I</b>		<b>102 - Organizational Behaviour</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Compulsory Generic Core Course</b>

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

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO102.1	REMEMBERING	Describe complexities of individual and group behavior in the organizations.
CO102.2	UNDERSTANDING	Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	APPLY Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings
CO102.4	ANALYSING	ANALYZE human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.
CO102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
CO102.6	CREATING	DEVELOP strategies for challenges faced during 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. Relevant case studies for Attitude and personality **(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. Relevant case studies on Perception and 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. Relevant case studies on Group dynamics and Leadership **(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. Relevant case studies on Conflict management and organization culture. **(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. Relevant case studies on stress management and organizational change **(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

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 from 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.

<b>Semester III</b>		<b>310– Corporate Governance</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective – University Level</b>

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

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO310.1	REMEMBERING	ENUMERATE the global contemporary developments in Corporate Governance.
CO310.2	UNDERSTANDING	EXPLAIN the importance of regulation, markets and information in corporate governance and CATEGORIZE the role of Board of Directors and Committees for good Corporate Governance.
CO310.3	APPLYING	EXAMINE the provision of Corporate Governance for listed and unlisted firms.
CO310.4	ANALYSING	ANALYSE the enterprise risk for formulating the Internal control policies.
CO310.5	EVALUATING	Evaluate the legal framework and global perspective of Corporate Governance.
CO310.6	CREATING	DISCUSS Cases related to Corporate Governance.

1. **Conceptual Framework of Corporate Governance:** Introduction, Need and Scope Evolution of Corporate Governance, Developments in India. Corporate Governance Code and Agency Theory. Corporate Governance Code & Principles (OECD). Theory in Corporate Governance: Agency Theory, Stakeholder theory, Stewardship theory. Models of Corporate Governance Anglo American Model. Japanese Model, German Model and Indian Model. Elements of Good Corporate Governance, Recent Corporate Governance Committee reports like N.R. Narayan Murthy Committee, J.J. Irani Committee, etc (5+1)
2. **Legal Framework for Corporate Governance:** Key Provisions of Companies Act 2013 on Corporate Governance for Listed and Unlisted Companies, SEBI LODR Regulations, Clause 49 - Listing agreement, Board Composition, Board Meetings, Role of Independent Director, Separation of roles of Chair- Person and MD / CEO, Audit Committee, Audit Reports and Audit Qualifications. (5+1)
3. **Corporate Governance and Other Stakeholders:** Prevention of Oppression and Mismanagement, 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. **Risk Management and problems of poor governance:** Risk Management and Oversight, Enterprise Risk Management, Roles and Functions of Internal Control, Disclosure about Risk, 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. Poor Corporate Governance and Corporate Frauds: Meaning and

Technology's Interface with – Market, Customers and Suppliers. Customer-Supplier and Product-User relationships. (5+1)

4. **Technology Strategy Choice:** Technology – Business Connection, Domains of Technology Choice, Linkages between Technology Choice and Competitive Advantage, Technology Strategy Definition, Role of Chief Technology Officer, Key principles underlying Technology Strategy – Objectives, Drivers, Decision criteria. Technology Strategy Types – Appropriateness of the Technology Strategy Types, Diversified Firms, A Framework for formulating Technology Strategy – Strategic Diagnosis, Formulation of Technology Strategy, Crafting and Implementation Approach, Execution. Technology Strategy – Superior Performance Characteristics. Accountability to various Stakeholders, Performance Measurement. (5+1)

5. **Technology Strategy – Collaborative Mode:** Collaborative Arrangements – Definitions, Trends, R&D Alliances, Marketing Alliances, Outsourcing Alliances, Collaboration between small and large firms, Strategic and Operational Reasons for Collaborative Arrangements. Collaborative Arrangements in the domain of Technology Strategy – Appropriation of technology, Deployment of technology in New Products, Deployment of technology in the Value Chain, Marketing of technology. Risks of Collaborative Activity – Intellectual Property Right Risk, Competitive Risk, Organizational Risk. Cases on R & D Collaborations, Global Technology Alliances. The form of Collaborative Arrangement. (5+1)

**Suggested Text Books:**

1. Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education.
2. Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH.
3. Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition.
4. Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi.
5. Technology & Business Strategy – An Introduction, Edited by Prashanta Kumar Banerjea, ICFAI books.

**Suggested Reference Books:**

1. Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press.
2. Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books.
3. Utterback, James. "Invasion of a Stable Business by Radical Innovation." Chapter 7 in Mastering the Dynamics of Innovation. Cambridge, MA: Harvard Business School Press, 1994. ISBN: 9780875843421.

<b>Semester IV</b>		<b>407 – Cyber Laws</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective – University Level</b>

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

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO407.1	Remembering	DEFINE the key terms and concepts pertaining to cyber laws.
CO407.2	Understanding	DESCRIBE the relevant legal provisions in detail.
CO407.3	Applying	DETERMINE the applicability of the legal provisions in a specific scenario.
CO407.4	Analyzing	OUTLINE the course of action in case of violation of the legal provisions.
CO407.5	Evaluating	EXPLAIN the various legal, social and international issues and the various remedies available under the Information Technology Act for the breach and commission of offence in cyber space

1. **Information Technology Act:** Evolution of the IT Act, Genesis and Necessity, Salient features of the IT Act, 2000; various authorities under IT Act and their powers; Penalties & Offences, amendments, Cyber Space Jurisdiction, Jurisdiction issues under IT Act, 2000. (5+1)

2. **E-commerce and Laws in India:** Digital/ Electronic Signature in Indian Laws, E-Commerce; Issues and provisions in Indian Law, E-Governance; concept and practicality in India, E-Taxation issues in Cyberspace, E-Contracts and its validity in India, Cyber Tribunal & Appellate Tribunal, Cyber Regulations. (5+1)

3. **Intellectual Property Rights:** Domain Names and Trademark Disputes, Concept of Trademark/ in Internet Era, Cyber squatting, Reverse Hijacking, Jurisdiction in Trademark Disputes, Copyright in the Digital Medium, Copyright in Computer Programmes, Copyright and WIPO Treaties, Concept of Patent Right, Relevant Provisions of Patent Act 1970. (5+1)

# 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-caste-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

<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Compulsory Generic Core Course</b>
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**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO402.1	REMEMBERING	Recall and spell the human universal values of Indian Ethos and its applications in Business ethics
CO402.2	UNDERSTANDING	Recognize and Demonstrate the relevance of Indian Ethos by taking the rationale and ethical business decision derived from Indian Heritage Scriptures.
CO402.3	APPLYING	Apply the concepts of Indian Ethos, Values, and Ethics with moral reasoning to develop sustainable solutions to solve complex business issues..
CO402.4	ANALYSING	Analyze and make inferences to contemporary business practices in relation to Indian Ethos & Business Ethics
CO402.5	EVALUATING	Appraising the importance of business decisions on the basis of ethics and thus create a value driven management.
CO402.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to Ethical decision making.

1. **Indian Ethos and Values : Its relevance at Workplace: Indian Ethos-** Meaning, Features, Need, Evolution, Relevance, Universal Human values for continuity of happiness and prosperity, Development of Human Consciousness 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, need of ethos in business organisations with reference to Indian firms, Ethics v/s Ethos, Eastern Management v/s Western Management. (8+2)

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) (11+2)

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.), The Ethics of the Business, Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), Factors influencing business ethics, Svensson and Wood, A Model of Business Ethics. Categories of Ethics and Responsibilities (Personal, Professional, Managerial) Business Code of Conduct), Approaches to Business Ethics: Consequentialist & Non-Consequentialist The Ethical Audit, Theories of Ethics - Deontological Theory & Teleological Theory, Kohlberg's Six stage moral development, Chris Moon's Ethical fitness: a Four-Step Workout (Moral Awareness, Values Definition, Ethical Analysis, Dilemma Resolution). (11+2)

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), Difficulties for practice ethics in organization, Intellectual Property Rights and Business Ethics, Ethical challenges for Managers, Ethical Decision Making process, it's Model -STEP Model, PLUS Filter Model. (8+2)

5. **Applications of Ethical Principles to Contemporary, Moral and Ethical problems / issues related to Business:** Contemporary cases on Corporate Strategy, Moral Reasoning, personal responsibility and UN-17 SDG: 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. (7+2)

**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
5. Business Ethics at work, Elizabeth Vallance, Cambridge University Press

**Research papers/Articles:**

1. A Model of Business Ethics, GoranSvensson Greg Wood, Journal of Business Ethics (2008) 77:303–322, Springer 2007, DOI 10.1007/s10551-007-9351-2
2. Fair Employment Agency: Eliminating Forced labor Through Ethical Business Practices, David Bishop, Joao Costa, KHU Business School, Asia Case Research Center, Harvard Business Publishing (HBPS#1296)
3. Case Study at Harvard Business Review 2007: Avoiding Integrity Land Mines, Ben W. Heineman, Jr.

**Useful Links:**

1. <https://sdgs.un.org/goals>
2. <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

5. **Cognition:** Thinking - Mental Imagery, Problem Solving, Decision Making. Concept Formation, Language development. Relationship between language and thinking. **Emotion:** Definition of Emotion, the Physiology of Emotion, Emotional Expression - Verbal & Non Verbal, Labelling Emotions, Theories of Emotion – Common sense theory of emotion, James Lang theory of emotion, Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion, Wellbeing and Resilience- its importance in preventing the onset of mental health **(6)**

**Note:** Relevant case studies should be discussed.

**Suggested Text Books:**

1. Psychology Ciccarelli, S. K & Meyer, G.E Pearson Education Ltd.
2. Introduction to Psychology, Clifford T. Morgan, Richard A King, John R Weisz and John Schopler, Indian Edition

**Suggested Reference Books:**

1. Essentials of understanding psychology, Feldman.S.R, Tata Mc Graw Hill.
2. Psychology, Baron, R.A and Misra, G. Pearson Education Ltd.

<b>Semester I</b>		<b>111 - Legal Aspects of Business</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective – University Level</b>

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

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO111.1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO111.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO111.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO111.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO111.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

1. **The Contract Act, 1872:** Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights). **(5+1)**
2. **Sale of Goods Act, 1930:** Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction. **(5+1)**
3. **The Negotiable Instrument Act, 1881:** Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument – Noting and Protest. **(5+1)**
4. **The Companies (Amendment) Act, 2015:** Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director. **(5+1)**
5. **The Consumer Protection Act, 2019,** Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority. **(5+1)**

**Suggested Text books:**

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N.D.Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian

**Suggested Reference Books:**

1. Legal Aspects of Business, Ravinder Kumar
2. Business Laws, S. D. Geet
3. Business Laws, S.S. Gulshan
4. Legal Aspects of Business, Akhileshwar Pathak

9. Accounting For Management, Jawarhar Lal
10. Accounting, Shukla Grewal
11. Management Accounting, Ravi Kishore
12. Accounting for Managers, Dearden and Bhattacharya

<b>Semester I</b>		<b>102 - Organizational Behaviour</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Compulsory Generic Core Course</b>

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

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO102.1	REMEMBERING	Describe complexities of individual and group behavior in the organizations.
CO102.2	UNDERSTANDING	Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	APPLY Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings
CO102.4	ANALYSING	ANALYZE human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.
CO102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
CO102.6	CREATING	DEVELOP strategies for challenges faced during 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. Relevant case studies for Attitude and personality **(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. Relevant case studies on Perception and Motivation **(8+2)**
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- 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. Relevant case studies on stress management and organizational change **(5+2)**

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4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, M N Mishra

<b>Semester IV</b>		<b>SC – RABM – 04 Rural Marketing – I</b>
<b>2 Credits</b>	<b>LTP:1:1:1</b>	<b>Rural &amp; Agri Business Management</b>

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM04.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks, and terms related to the function and role of marketing in Rural areas.
RABM04.2	UNDERSTANDING	DISCUSS the Rural versus Urban Marketing concept and ILLUSTRATE the role that marketing plays in the 'tool kit' of a Rural Marketer
RABM04.3	APPLYING	APPLY the models of consumer behavior in the rural market
RABM04.4	ANALYSING	EXAMINE and LIST different aspects of segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, in the context of rural marketing
RABM04.5	EVALUATING	EVALUATE the challenges of Rural marketing research with different approaches and tools
RABM04.6	CREATING	CREATE a new consumer behavior model on the rural consumer with the help of cases with rural marketing experiences

**1. Rural Marketing Opportunities:** What is a Rural Market?, Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential.

**Understanding the Rural Economy:** Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers

**2. Rural marketing experiences:** Case of HUL – Project Shakti, Case of CFCL – Uttam Bandhan, Case of ITC – e-Choupal, Case of Colgate – Education, Case of HLL – Social Marketing, lessons from experience

**3. Rural Consumer Behavior:** Rural consumer on the growth, models of consumer behavior, buying decision process, Opinion Leaders, Environmental factors influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption

**4. Rural Marketing Research:** Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research.

**5. Selecting and Attracting Markets:** Concepts and process, case for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Case Study.

**Suggested Text Books:**

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH
3. Rural Marketing, Velayudhan, Sage
4. Rural Marketing, Gopaldaswamy, Vikas Publishing house
5. Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House
6. Rural Marketing Text and Cases, S L Gupta, Wisdom Publications

**Suggested Reference Book:**

1. Singh AK & Pandey S. 2005. Rural Marketing. New Age. Singh Sukhpal. 2004.
2. Rural Marketing. Vikas Publishing House.

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