



Sinhgad Institutes

SINHGAD TECHNICAL EDUCATION SOCIETY'S ®

S. K. N. SINHGAD SCHOOL OF BUSINESS MANAGEMENT

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

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Syllabus of Courses relevant to Professional Ethics, Gender, Human Values, Environment and Sustainability

Syllabus of Courses Relevant to Professional Ethics

Syllabus of 402 – Indian Ethos & Business Ethics

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO402.1	REMEMBERING	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/>

Generic Courses (Electives) – Institute Level – Semester I & II

Semester I		113 - Verbal Communication Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO113.1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
CO113.2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
CO113.3	APPLYING	DEMONSTRATE appropriate use of body language.
CO113.4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO113.5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
CO113.6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.

- Basics of Communication:** Communication elements and process , Need of Communication Skills for Managers, Channels ,forms and dimensions of communication , Verbal and non-verbal communication, Principles of nonverbal communication - through clothes and body language , Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication. **(5)**
- Speaking :** Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. **(5)**
- Soft skills:** How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette. **(7)**

4. **Presentation skills:** Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audiovisual media, Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation. (5)

5. **Interviews:** Essentials of placement interviews, web /video conferencing, tele-meeting. Impression Formation, Tactics, The Self-presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits; The Social Context: Norms and Roles, The Target's Values, Physical Appearance; Communication Style; Content of Communication; Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions. (5)

Note:

1. The entire course should be delivered with a skills development focus.
2. Video recordings of student's performances (speaking tasks) should be carried out and used for intensive reviews for performance improvement.

Suggested Text Books:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Suggested Reference Books:

1. Communication Skills for Effective Management, Hargie et. al., Palgrave
2. Communication for Business, Tayler Shinley, Pearson Education
3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

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

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

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

- 1. Entrepreneurship:** Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, Developing entrepreneurial culture, Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs, Constraints for the Growth of Entrepreneurial Culture, Entrepreneurship as a career, Entrepreneurship as a style of management, Emerging Models of Corporate Entrepreneurship, India's start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India. **(6)**
- 2. Theories of entrepreneurship:** Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen. **(4)**

3. **Entrepreneurship development:** Entrepreneurial Competencies, Developing Competencies. Concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI , EDII , NIESBUD, NEDB, EDP - Objectives – contents – methods - execution. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process. Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs - Marketing Finance, Human Resource, Production; Research - external problems, Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility - factors in mobility. (6)

4. **Role of Central Government and State Government in promoting Entrepreneurship:** Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, Women Entrepreneurs - Role, Problems and Prospects, Reasons for low women Entrepreneurs, Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies. Future of Entrepreneurship Development and Government, Start Up India, Make in India. (5)

5. **Enterprise Promotion:** Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool, Elements of Business Plan, Objectives, Market Analysis, Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Porter's five forces model, Identifying the right Business Model Canvas, Seven Domains of John Mullins, Opportunities in Emerging/Transition/Decline industries, Opportunities at the bottom of the pyramid, Opportunities in social sector, Opportunities arising out of digitization, Marketing, Finance, Organization & Management, Ownership - Franchising, networking and alliances, Buying an existing business, Critical risk contingencies of the proposal, Scheduling and milestones. (9)

Suggested Text Books:

1. Dynamics of Entrepreneurship Development, Vasant Desai
2. Entrepreneurship: New Venture Creation, David H. Holt
3. Entrepreneurship Development New Venture Creation, Satish Taneja, S.L.Gupta
4. Project management, K. Nagarajan.
5. Entrepreneurship: Strategies and Resources, Marc J. Dollinger

Suggested Reference Books:

1. The Culture of Entrepreneurship, Brigitte Berger
2. Innovation and Entrepreneurship, Peter F. Drucker
3. Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
4. Entrepreneurship As Strategy, G. Dale Meyer, Kurt A. Heppard
5. New Vistas of Entrepreneurship: Challenges & Opportunities, A. Sahay, M.S.Chhikara
6. Entrepreneurship and Small Business Management, Siropolis
7. The Entrepreneurial Connection, Gurmeet Naroola
8. Thought Leaders, Steven Brandt
9. Corporate Entrepreneurship, Vijay Sathe

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

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

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO208.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO208.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system
CO208.3	APPLYING	IDENTIFY the crucial elements of international trade laws.
CO208.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO208.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.
CO208.6	CREATING	CREATE a Country Profile based on various aspects of Geopolitics and World Economic Systems

1. Introduction to Global Economic & political Systems: Meaning of Global Economy and its History Structure and Components of Global Economy, Theory of Hegemonic Stability, Differences among National Economies, Market Oriented Capitalism, Developmental Capitalism, Social Market Capitalism, Comparative Analysis, Effects of Globalization on Indian Economy. (6)

2. The Trading System: Debate over Free Trade – Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System, Developments in International Trade Theory, Bilateral, Multilateral Trade Agreements, Impact of Trade wars in liberalized economy. (6)

3. International Trade Laws: International Contracts of Sale of Goods Transactions, International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights. Intellectual property Rights, Dispute settlement Procedures under GATT & WTO, Payment systems in International Trade, International Labour Organization and International Labour Laws. (6)

4. International Monetary System: The International Financial System - Reform of International Monetary Affairs - The Bretton Wood System and the International Monetary Fund, Controversy over Regulation of International Finance, Developing Countries' Concerns, Exchange Rate Policy of Developing Economies. (6)

5. Contemporary issues and Challenges in Global Economic Environment - Indian perspective: Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Euro zone Crisis and its impact on India, Issues in Brexit, World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc. (6)

Suggested Text Books:

1. Global Political Economy, Robert Gilpin, Princeton University Press
2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook
3. International Trade Law, Indira Carr and Peter Stone
4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty

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

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

Objectives:

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

S.No.	PRACTICAL	THEORY	Duration in hours
1	Development of Proficiency in English : <ul style="list-style-type: none"> • Practice on Oral and spoken communication skill & testing – voice & accent, voice clarity, voice modulation & intonation , word stress etc. • Feedback and questioning Technique • Objectiveness in Argument • Development etiquettes and manners • Study of different pictorial expression of non-verbal communication and its analysis 	Concepts of effective communication: <ul style="list-style-type: none"> • Components of effective communication • Communication process and handling them • KISS (Keep it short and sweet) in communication – Composing effective messages. • Non – Verbal Communication : its importance and nuances : Facial Expression , Posture , Gesture , Eye contact, appearance (dress code). 	9
2	Written Communication Skill Practice for: <ul style="list-style-type: none"> • Correction of errors • Making of Sentences • Paragraph Writing • Leave Application and simple letter writing 	Grammatical use: <ul style="list-style-type: none"> • Punctuation • Meaning & opposites • Real Life conversations • Vocabulary building Understanding the Audience, Need analysis through pre presentation feedback form	6
3	Presentation Skill practice <ul style="list-style-type: none"> • Preparing in presentation • Delivery of presentation 	Concept of 4 method for presentation <ul style="list-style-type: none"> • Preparation & introduction • Presentation • Evaluation / feedback • Summarization / Conclusion Team Building games, Together Everyone Achieves Miracle (TEAM) , issues when there is no team work, Leadership emerging through team, How to identify team players	6
4	Team Building / Coordination Skills <ul style="list-style-type: none"> • Team Building Practices through group exercises , team task / role play • Ability to mixing & accommodation • Ability to work together 	Concept of <ul style="list-style-type: none"> • Group • Group Dynamics • Team building 	4
5	Telecommunication Skills	Electronic Communication concept	2

	<ul style="list-style-type: none"> • Tele – etiquette • Receiving Calls • Transferring calls • Taking Message/ Voice Mails • Making Outgoing Calls • Receiving Fax 	<ul style="list-style-type: none"> • Working principle of Mini exchange and its features and facilities. 	
6	Self Management <ul style="list-style-type: none"> • Self Evaluation • Self Discipline • Self Criticism • Recognition of one's own limits and deficiencies • Independency etc. • Thoughtful & Responsible • Self Awareness 	Self Management <ul style="list-style-type: none"> • Identifying one's strengths and weaknesses • Planning & Goal setting • Managing self – emotions, ego, pride. 	2
7	Team Management Technique Practice by gameplay & other learning methodology for achieving targets and getting of right first time.	Time Management concept <ul style="list-style-type: none"> • Attendance , Discipline & Punctuality • Act in time on commitment • Quality/ Productive Time 	1

References :

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

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

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

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

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

1. **Being an Entrepreneur:** The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions , Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure– Product/ market, financing, managerial-Resilience. Legal Fundamentals - When, how and where to incorporate. (5)

2. **Customer Discovery:** Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Product Development , Managing the product development process, Long Tail markets, Product launch goals, Go-to- Market Strategy, The role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools. (7)

3. **The Financial Road Map:** Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital– Friends & Family, Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowd funding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch. (6)

4. **Entrepreneurial Leadership:** Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form– partnership, sole proprietorship, Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee. (5)

5. **Business Plan:** Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies. Conclusion and appendixes: Résumés, literature, technical descriptions. Executive summary. Elevator pitch, Building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc. (7)

Suggested Text Books:

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

Suggested Reference Books:

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

Semester IV
414HRM: Leadership and Succession Planning
2 Credits
Subject Elective (SE) Course - Human Resource Management

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

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO.414HRM.1	REMEMBERING	IDENTIFY the basic concepts of leadership and succession planning.
CO.414HRM.2	UNDERSTANDING	UNDERSTANDING the modern theories and styles of leadership.
CO.414HRM.3	APPLYING	IMPLEMENTING the appropriate succession plan through leadership development
CO.414HRM.4	ANALYSING & EVALUATING	ANALYSING and EVALUATING the existing human capital.
CO.414HRM.5	EVALUATING	BUILDING appropriate Succession Plan required in an organization.

1. **Leadership:** Concept of Leadership, Styles of Leadership, Trait Approach, Contingency Leadership Approach, Contemporary Leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Success stories of today's Global and Indian leaders (5)
2. **Managing Succession:** Need, Significance and Objectives of succession planning, The Succession Paradox, Resistance to succession planning - Employee and environmental factors, Establish a training process, Next-generation Attributes, Interests, and Abilities: Ingredients for responsible leadership, crafting the next-generation career plan, Incumbent generation leadership. (5)
3. **Developing Leadership:** Creating a vision, Analyze the strengths and weaknesses of an organization, Organizational Design – Hierarchy and organigram , Developing the characteristics of leader - Trust, Integrity and Ethics, Power and Influence (5)
4. **Developing Succession Plan:** Prerequisites of Succession Planning, Process of Succession Planning -Identify Key Roles, Identify Competencies for Key roles, Conduct Organizational and Human Capital review, Develop Identified Human capital, Implementation of Succession and Knowledge Transfer Plans and Evaluate Effectiveness of Succession Planning, Challenges and Issues of Succession Planning. (5)

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5. **Application of Succession Planning:** Case Study of Leadership related to Succession Planning, Students are expected to study minimum two leaders who set an example of succession planning. (5)

Suggested Text Books:

1. Organizational Behaviour by K Ashwathappa
2. Leadership Development Activities, John Adair, 2nd Edition Jaico Publication
3. Leadership Games, Stephen S Kogan, Response Books

Suggested Reference Books:

1. Understanding OB by Uday Pareek
2. The New Leaders, Daniel Goleman, Sphere Publications
3. The DNA of Leadership, Judith E Glaser, Platinum Press
4. The New Art of the Leader, William A Cohen, Viva Books
5. Strategic Leadership, John Adair, Kogan Page
6. Authentic Leadership, Warren Bennis, Wiley India Pvt. Ltd.
7. Leadership in the Era of Economic Uncertainty, Ram Charan, TMGH

Syllabus of Courses Relevant to Human Values

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)
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Syllabus of 102 - Organizational Behaviour

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	Describe 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

Syllabus of 105 – Basics of Marketing

Semester I		105 – Basics of Marketing
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO105.1	REMEMBERING	REPRODUCE the key marketing concepts, components and principles of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.2	UNDERSTANDING	INTERPRET the basic concepts, principles and frameworks of marketing in the context of diverse business situations for explaining the relevant issues with regard to marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.3	APPLYING	APPLY the contemporary marketing theories, frameworks and tools to inform problem solving with respect to marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.4	ANALYSING	EXAMINE the critical marketing issues for drawing inferences about the underlying causes and relationships concerning marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.5	EVALUATING	EVALUATE the alternative courses of actions to make judgments with regard to the solution for problems involving marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.6	CREATING	GENERATE alternative approaches to the emerging business challenges in the context of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.

1. Introduction to Marketing: Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing. Core Concepts of Marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty. Concepts of Marketers and Prospects, Key customer Markets, Marketplaces, Marketspaces, Meta markets. Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager. Linkage of Marketing Function with All Functions in the Organization. Company Orientation Toward the Marketplace - Production, Product, Selling, Marketing, Holistic Marketing Orientation. Selling versus Marketing. Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value. **(7+2)**

2. Marketing Environment: Concept of Environment, Macro Environment & Micro Environment – Components and Characteristics, Needs & Trends, Major Forces Impacting the Macro Environment & Micro Environment, Need for Analyzing the Marketing

Environment. Analyzing the Demographic, Economic, Sociocultural, Natural, Technological, and Political-Legal Environment. **(7+2)**

3. Segmentation, Market Targeting & Positioning: Segmentation: Concept, Need & Benefits. Bases for Segmenting Consumer Markets - Geographic, Demographic, Psychographic, Behavioural. Bases for Segmentation for Business Markets. Levels of Segmentation, Criteria for Effective Segmentation. Market Potential & Market Share. Market Targeting - Concept of Target Markets Market Targeting and Criteria for Selection, Evaluating and Selecting the Market Segments – Full Market Coverage, Multiple Segment Specialization, Single-Segment Concentration, Individual Marketing, Long Tail Marketing. Positioning - Concept of Differentiation & Positioning, Value Proposition & Unique Selling Proposition. **(7+2)**

4. Consumer Behavior: Meaning & Importance of Consumer Behavior, Comparison between Organizational Buying Behavior and Consumer Buying Behavior, Buying Roles, Five-Stage Model of Buying Decision Process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase Behavior. Moment of Truth, Zero Moment of Truth, ZMOT. Moderating Effects on Consumer Decision Making. **(7+2)**

5. Marketing Mix: Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical Evidence. Product Life Cycle: Concept & Characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies Across Stages of the PLC. **(7+2)**

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson, 14th Edition
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb, Hair, Sharma, McDaniel, Cengage Learning

Suggested Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13th Edition
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook

Syllabus of Course relevant to Gender

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

Syllabus of Course relevant to Environment and Sustainability

SYLLABUS OF 408: CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO408.1	Remembering	DESCRIBE What is CSR, Scope & Complexity, Companies Act 2013, when was CSR Initiated, Evolution, How CSR matters, Aims, objectives, Importance, Benefits of CSR, CSR in India, CSR In global Context, Implementation .
CO408.2	Understanding	EXPLAIN the implications of CSR from the perspectives of employees, managers, leaders, organization and the Community.
CO408.3	Applying	MAKE USE OF the Theories and Principles and Frameworks of CSR in specific organizational settings.
CO408.4	Analyzing	DECONSTRUCT The Role of Companies towards the society and its impact on the community.
CO408.5	Evaluating	FORMULATE The companies how they are practicing CSR activities, Auditing the committees & Board of Committees, CSR Annual Reports.
CO408.6	Creating	ELABORATE UPON the challenges of the Companies in shaping organizational culture and Development of the society.

1. The Companies Act 2013 Sec 135 & Schedule VII , Committee , Board of Committee, Role of the committees. CSR Annual Report, CSR Sustainability Report, meaning and importance of Corporate Social Responsibility, Evolution of CSR, Benefits of CSR. Primaries of CSR, CSR and law of e economics, CSR and social legitimacy, CSR Expectations in rich and poor societies, The evolving role of stakeholders, Moral and economic arguments for CSR. (5+1)
2. The Role of stakeholders in CSR, Stakeholders advocacy, The role of business in society, Consumers awareness and willingness to pay for socially responsible corporate, Behavior, Globalization and CSR. Different stakeholder's different perspective for CSR, Success and failure with CSR initiatives, corporate response to citizen demands via CSR, The five stages of organizational growth with CSR. (5+1)
3. The strategic importance of CSR implementation, CSR a balance between organizational means and end, The strategic lens, vision, mission ,strategy and tactics. Environmental and other global forces propelling CSR, Impact of globalization and communication technologies, The strategic CSR model, The business level CSR threshold, Implementing CSR, CSR as a competitive advantage (5+1)
4. Practical Work, Case studies in organizational, Economic and Social CSR issues, Linking CSR Companies community, Organizational issues, action vs. intentions corporate commitment, voluntary Vs. mandatory stakeholders activism, Economic business issues- diversifying sustainability. (5+1)
5. Branding Strategy of CSR in Service Sectors – Financial, Hospital, Wellness, Health Care, NGOs and Public Services, CSR and Marketing, CSR as Organizational Brand Building, Identify the Indian & Global Companies Practicing CSR. Company's contribution in CSR and the community benefits(5+1)

Suggested Text Books:

1. Corporate Social Responsibility, Madhumita Chatterjee
2. CSR in India (Steering Business and Social Change) 1st Edition by Kshama V Kaushik, Lexis Nexis
3. Corporate Social Responsibility Concept cases & Trends by Prabhakaran Paleri, Cengage Learning
4. CSR & Sustainability by Michael Hopkins
5. Corporate Social Responsibility by David Crowther and Guler Aras
6. Corporate Social Responsibility In India by Sanjay K Agarwal
7. Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition
8. Ethics, Business & Society Edited by Ananda Das Gupta, Response Books
9. Business Ethics by Crane and Matten, Oxford University Press, 2nd Edition
10. Business Ethics – An Indian Perspective, by Ronald Francis and Mukti Mishra, TMGH

Suggested Reference Books:

1. Six Essential Steps in Implementing CSR (2016) By V Reddappa Reddy and C Dheeraja.
2. The Corporate Social Responsibility in India (Cases & Development after Legal Mandate) by Dr. Rene Schumpeter
3. Corporate Social Responsibility in India, Cases and Developments after the legal Mandate, Nayana Mitra and Rene Schmidpeter
4. CSR Strategies- for a competitive edge in emerging markets by Sri Urip
5. The Sustainable Enterprise –Profiting from best practice by Simmons and Simmons, Kogan Page, 2nd Edition
6. Business Ethics – Text and Cases by CSV Murthy, Himalaya Publications, 2nd Revised Edition
7. Case Studies on Ethics and Corporate Governance Vol I and II, ICFAI Books
8. Target 3 Billion- Innovative Solutions Towards Sustainable Development , A.P.J. Abdul Kalam, Srijan Pal Singh

Websites

www.india.gov.in

<https://www.un.org>

Journals

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

E-Resources

<https://www.youtube.com/watch?v=dy8kit9gnbM>

<https://www.youtube.com/watch?v=47Wtk0sGOng>

<https://www.youtube.com/watch?v=eIPdTts3La4>

<https://www.youtube.com/watch?v=PDyzNBcD2nM>

https://www.youtube.com/watch?v=yv_e1fy3Gsk

<https://www.youtube.com/watch?v=FqyaYljTjEw>