



Institute of Management Sciences

University of Lucknow

Course Structure

2 Years full-time Masters Degree

Program in Management

**MBA (Entrepreneurship &  
Family Business)**

(To be effective from the session 2020-2021)

## **Preamble**

The reorganization and revision curriculum for the Institute of Management Sciences (IMS) has been developed keeping in view the needs of the current industry in terms of skill sets being sought in new business environments. It also seeks to align program structure and curriculum with student aspirations and corporate expectations.

A regular review of the Choice Based Credit System will help students to grow with their career dimensions and develop better understanding for the requisite industry aspirations. The course restructuring deals with PG program 1st and 2nd year comprising of four semesters. The course redesign will surely motivate students to be successful managers as well as guide to become a successful entrepreneur.

## **PROGRAMME THEME**

The clarion call given by the Hon'ble Prime Minister to use these trying times to become 'Atmanirbhar' has been very well received to enable the resurgence of the Indian economy. Additionally, India has demonstrated how it rises up to challenges and uncovers opportunities therein. MSMEs of India are expected to play a pivotal role in realizing this dream of self reliance.

Institute of Management Sciences, University of Lucknow, feels privileged to contribute towards this endeavor of the Government by launching its new two year, full time MBA Programme, MBA -Entrepreneurship and Family Business Management. Inspired by the idea of Atmanirbhar Bharat, this MBA program, will not only train the young budding entrepreneurs for initiating start ups, but also hone the skills of those with existing family businesses in becoming socially sensitive business leaders, who will be able to take their family business to greater heights. It will systematically groom the new generation with a set of conceptual framework built around the family's and society's needs and equip them with a holistic perspective of their business to make them more successful.

## **PROGRAMME OBJECTIVES**

The MBA Programme is designed to prepare students for careers in management and leadership in both the private and public sectors including entrepreneurial ventures and family businesses. Students acquire a comprehensive foundation in the fundamentals of business, the environment in which they will function, and the analytical tools for intelligent decision-making. Specifically:

- To inculcate among students, entrepreneurial competencies including self confidence, goal setting, planning, resource mobilization and planned risk taking.
- To provide intensive personal counseling to develop a competent entrepreneur and a successful family business leader of tomorrow.
- To increase the problem-solving, conceptual and decision-making skills of practising managers.
- To provide learning environment to men and women to pursue careers in different fields of management or become academicians and researchers.
- To promote development of leadership skills among students by stimulating them to organize and manage various programmes such as inter-institute competitions and seminars.
- To provide exposure to real life work experiences and hands-on practice in collaboration with industry.
- To provide opportunities for overall development of students by encouraging them to participate in various co-curricular activities.

## **PROGRAMME OUTCOMES**

Upon completion of the MBA Programme, the students will be able to:

- Become successful entrepreneurs and those with existing family businesses will be able to adopt better family business practices.
- Describe and relate to current conceptual and theoretical models, issues, and concerns in business management.
- Analyse organisational and business situations with an open mind and formulate innovative solutions to problems.
- Examine and evaluate business practices across the globe to determine the best practices for application to their businesses.
- Appreciate the importance of ethical values and work as team players
- Acquire leadership skills and become productive managerial leaders.
- Adapt and apply current best business practices to the management of businesses.

- Formulate and implement appropriate strategies for their own professional development.
- Apply knowledge and skills acquired in problem solving and management of various business activities.
- Develop innovative thought process and start their ventures.

### **SPECIFIC PROGRAMME OUTCOMES**

Upon completion of the MBA- Entrepreneurship and Family Business Management course, students will be able to:

- Understand the changing dynamics of competition as well as organization, brought about by liberalization, privatization and globalization.
- Be enterprising and knowledgeable owners of their businesses along with inculcating entrepreneurial qualities in them so that they are able to contribute to the productivity and growth of their businesses as well as economy.
- Become an entrepreneur and initiate sustainable start-ups.
- Have the understanding and skills to improve family business performance and harmony that will help them to align family ownership, business strategy and governance along with gaining administration skills for building and leading diversified businesses.
- Handle unique challenges of generational transitions in the family businesses.
- Expand their current business

# Course Structure

(To be effective from the session 2020-2021)

## MBA (Entrepreneurship & Family Business)

Course No.	Name of the Course	Credit	Remarks
	<b>Semester I</b>		
IMSCC-101	Principles of Management	04	Core Course
IMSCC-102	Quantitative Techniques for Business	04	Core Course
IMSCC-103	Financial and Management Accounting	04	Core Course
IMSCC-104	Marketing Management	04	Core Course
IMSCC-105	Managerial Economics	04	Core Course
IMSV-101	Human Resource Management	04	Value added course (Credited)
IMSFNC-111	IT Skills	00	Foundation Course (Non-Credited)
	<b>Semester Total</b>	<b>24</b>	
	<b>Semester II</b>		
IMSCC-201	Organisational Behaviour	04	Core Course
IMSCC-202	Financial Management	04	Core Course
IMSCC-203	Legal aspects and Business Environment	04	Core Course
IMSCC-204	Production and Operations Management	04	Core Course
IMSCC-205	Research Methods for Business	04	Core Course
IMSCC-206	Management Information Systems	04	Core Course
IMSVNC-201	Business Ethics and Corporate Governance	00	Value added course (Non-Credited)
	<b>Semester Total</b>	<b>24</b>	
	<b>Semester III</b>		
IMSCC-301	Innovation and Entrepreneurship/ MOOCs	04	Core Course
IMSCC-302	Project Management	04	Core Course
EFBEL-301A	Social Entrepreneurship Small Business Promotion	04	Elective
EFBEL-301B	Institutional & Legal Framework for Start Ups & Family Business		
EFBEL-301C	Small Business Promotion		
EFBEL-302A	Communication and Branding Strategies	04	Elective
EFBEL-302B	Project Appraisal & Management/		
EFBEL-302C	Dynamics of Family Business Management		
IMSIN-301	Summer Internship Project	04	Summer Internship Project
EFBIER-301A	Business Analytics	04	Inter-Departmental Course
EFBIER-301B	Inter-Departmental Course		
	<b>Semester Total</b>	<b>24</b>	
	<b>Semester IV</b>		
IMSCC-401	Strategic Management/ MOOCs	04	Core Course
EFBEL-401A	Family Business Models	04	Elective
EFBEL-401B	Managing Conflict in Family Business, Leadership and Team Work		
EFBEL-401C	Taxation Laws & Planning		
IMSMT-401	Master Thesis/ Dissertation	08	Master Thesis/ Dissertation
EFBEL-402A	Sickness and Turnaround Strategies for small business	04	Elective
EFBEL-402B	Governmental Schemes for Entrepreneurship Development		

<b>EFBEL-402C</b>	Business Finance for Start – Ups and Growth		
<b>EFBIRA-401A</b>	Artificial Intelligence in business	<b>04</b>	<b>Intra-departmental Course</b>
<b>EFBIRA-401B</b>	Intra-departmental Course		
	<b>Semester Total</b>	<b>24</b>	
	<b>GRAND TOTAL</b>	<b>96</b>	

**IMS – IMS (Subject); IMSCC – Core Course; IMSVC – Value added course (Credited) ;  
IMSVC - Value added course (Non Credited); IMSFNC- Non-Credit Foundation ; EFBEL  
–Elective ; EFBIER – Interdepartmental Course; EFBIRA – Intradepartmental Course**

# Detailed Course Outline

## Semester I

Course No.	Name of the Course	Credit	Remarks	Marks		
				Theory/ External	Internal Assessment	Total
<b>IMSCC-101</b>	Principles of Management	<b>04</b>	<b>Core Course</b>	70	30	100
<b>IMSCC-102</b>	Quantitative Techniques for Business	<b>04</b>	<b>Core Course</b>	70	30	100
<b>IMSCC-103</b>	Financial and Management Accounting	<b>04</b>	<b>Core Course</b>	70	30	100
<b>IMSCC-104</b>	Marketing Management	<b>04</b>	<b>Core Course</b>	70	30	100
<b>IMSCC-105</b>	Managerial Economics	<b>04</b>	<b>Core Course</b>	70	30	100
<b>IMSV-101</b>	Human Resource Management	<b>04</b>	<b>Value added course (Credited)</b>	70	30	100
<b>IMSFNC-111</b>	IT Skills	<b>00</b>	<b>Foundation Course (Non-Credited)</b>	70	30	100
	<b>Semester Total</b>	<b>24</b>		420	180	600

### IMSCC-101: PRINCIPLES OF MANAGEMENT

**Course Objective:** The objective of this course is to introduce the students to the intricacies of management. It elaborates on the various theories, principles, skills, functions and significance of management in today's global era.

**Competency Outcome:** Students incorporate managerial knowledge and skills after attending this course. They develop the competencies to implement these in the real business world.

#### Unit I

Management: Concept, Nature & Importance; Managerial Roles & Skills; Levels of Management; Principles of Management; Management Process. Classical theories-Taylor Scientific Management, Fayol's Administrative Management, Bureaucracy. Neo classical theories-Hawthorne Experiment & Human relations Approach; System approach; Social System Approach; Decision Theory Approach; Behavior Science Approach; Contingency theory; McKinsey-7-S theory; Quantitative Approach.

#### Unit II

Nature, Scope, Objectives and Significance of Planning; Types of Planning; Process of Planning; Barriers to Effective Planning; Planning Premises and Forecasting; Decision Making - Conditions of Certainty, Risk and Uncertainty, Bounded rationality (Herbert Simon); Management By Objective; Management Information System.

#### Unit III

Concept of Organizing; Organization Theories; Formal & Informal Organizations; Forms of Formal Organizational Structure; Departmentation; Span of Management; Authority, Responsibility and Accountability; Power; Delegation, Centralization & Decentralization.

#### **Unit IV**

Concepts and significance of Staffing, Direction & Supervision. Types & importance of Control; Techniques of control; Management by Exception; Co-ordination: Essence of management; Coordination Vs. Co-operation; Types of coordination; Techniques of coordination.

#### **Unit V**

Forms of Business Organizations; Company and its various forms; Formation of a company; Memorandum of Association; Articles of Association; Prospectus; Shares and Share Capital; Promoters, Trusts & Societies; Issues of Consumer Protection.

#### **Suggested Books:**

- *Stoner, Freeman & Gilbert Jr (2011); Principle & Practice of Management in Business; Prentice Hall of India; 6<sup>th</sup> Edition.*
- *Koontz H., Weihrich H. (2009) ; Principles of Management; Tata McGraw Hill; 8<sup>th</sup> Edition.*
- *Robbins, Decenzo David & Coulter (2012); Fundamental of Management; Prentice Hall of India; 8<sup>th</sup> Edition.*
- *Williams C (2009) Principles of Management; South-Western/Cengage Learning; 5<sup>th</sup> Edition.*
- *Weihrich Heinz and Koontz Harold (2013); Management: A Global, Innovative, and Entrepreneurial Perspective; McGraw Hill; 14<sup>th</sup> Edition.*
- *Andrew Leigh (2012); The Essentials of Management: Everything you need to succeed as a new manager; Pearson UK; 2<sup>nd</sup> Edition.*

### **IMSCC-102: QUANTITATIVE TECHNIQUES FOR BUSINESS**

**Course Objective:** The objective of this course is to acquaint the students with various statistical tools and techniques used in business decision making.

**Specific Learning Outcomes:** On completion of this course, the students will be able to understand various quantitative statistical methods. Understand data and draw inference from data, Calculate and interpret statistical values by using statistical tool & demonstrate an ability to apply various statistical tools to solve business problems.

#### **Unit-I**

Introduction to Statistics: Basic concepts, Classification & Tabulation, Data measurement, Uses of Statistics in business. Descriptive Statistics: Measure of Central Tendency - Mean, Median, Mode, Percentiles, Quartiles.

#### **Unit-II**

Measures of Variation: Range, Inter-quartile range, Mean Absolute Deviation, Variance and Standard deviation. Measures of Association Correlation: Methods of Correlation study - Karl Pearson's coefficient of correlation, Rank correlation.

#### **Unit-III**

Simple Regression Analysis: Introduction to regression analysis, regression lines, Coefficient of Determination & Estimation, Develop Trend line Probability: Introduction, Methods of



assigning probabilities, Structure of probability, Joint and Conditional probabilities, Addition and Multiplication Laws, Baye's Theorem

#### **Unit-IV**

Analysis of Categorical Data: Chi-Square- Test of Independence, Test of Goodness of Fit. Probability Distributions: Discrete Distributions –Binomial Distribution, Poisson Distribution, Continuous Distributions - Normal Distribution

#### **Unit-V**

Introduction to Matrices: Types of Matrices, Matrix Operations-Addition, Subtraction & Multiplication of Matrices, Adjoint and Inverse of a Matrix, Solving Linear Equations using Matrix Method, Business Applications of Matrices.

#### **Suggested Books:**

- *Levin &Rubins, (2017) Statistics for Business, Prentice Hall of India, 8<sup>th</sup> Edition, N.Delhi.*
- *Bhardwaj, R.S.( 2009) Business Statistics, Excel Books,2<sup>nd</sup> edition.*
- *Gupta,S.C. &Kapoor VK, (2002) Fundamentals of Mathematical Statistics, Sultan Chand & Sons Reprint Edition.*
- *Arulmozhi ,G. and Muthulakshmi ,S(2009),Statistics for Management, The McGraw-Hill Education, ISBN: 9780070153684.*
- *Medhi,J.(2013),Statistical Methods-An Introductory Text,New Age International Publishers, ISBN: 978-81-224-1957-3.*

### **IMSCC-103: FINANCIAL AND MANAGEMENT ACCOUNTING**

**Course Objective:** The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting.

**Learning Outcomes:** Successful Application of financial and accounting information for planning decision-making and control in real business situations

#### **Unit I**

Introduction to Accounting -Basic Concepts, Purpose, Importance, Scope and Limitations of Accounting Users of Accounting, Information, Generally Accepted Accounting Principles (GAAP) and Accounting Standards (AS), International Financial Reporting Standards (IFRS) –need and significance. Ethical Dimensions in Reporting of Accounting Information

#### **Unit II**

Financial Statements Preparation and Analysis- Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis, Trend Analysis

#### **Unit III**

Preparation of Cash Flow Statement, Direct Method-Cash Flow from Operating, Investing and Financing Activities; Indirect Method of Preparing Cash Flow Statement Reconciliation of Net Income to Net Cash Provided by Operations,

#### **Unit IV**

Costing Techniques- Introduction to Costs and Costs Behaviour, Absorption and marginal costing, Applications of marginal costing techniques in managerial decision making

## **Unit V**

Accounting for Planning and Control- Budgets and Budgetary Control, Various Types of Operating Budgets, and Financial Budgets, Flexible Budgeting, Rolling Budget and Zero Based Budgeting Variance Analysis, Management Control System and Responsibility Accounting.

### **Suggested Books**

- Khan, M. Y., & Jain, P. K. (2006). *Management Accounting*, McGraw-Hill Education, 4<sup>th</sup> Edition.
- Ananthanayanan, P.S. (2014). *Management Accounting*, Oxford Publication.
- Larson, Kermit D., & Miller, Paul B. W. (1994) *Financial Accounting*, McGraw-Hill Education
- Narayanaswamy, R. (2014). *Financial Accounting: A Managerial Perspective*, Prentice Hall India, 6<sup>th</sup> Edition.
- Maheshwari, S.N., Maheshwari, S.K. & Maheshwari, S.K. (2018), *Financial Accounting*, Vikas Publishing, 6<sup>th</sup> Edition.

## **IMSCC-104: MARKETING MANAGEMENT**

**Course Objective:** The course seeks to familiarize the students with marketing principles and theories and develop an understanding of their practical applications in the contemporary business environment. The students would understand that companies are now customer-and-market driven. Segmentation, targeting and positioning are the basic fundamentals involved in value creation, delivery and promotion.

**Learning Outcomes:** The students will grasp how the concept of marketing is changing with times and companies are developing newer forms of communication as well as strategies to leverage on their understanding of customers.

### **Unit I:**

Meaning, Scope, Nature, Importance, Recent Trends & Challenges in Marketing, Core Concepts of Marketing, Company's Orientations towards the Marketplace, Concept of Value, Value Creation and Delivery.

### **Unit II:**

Marketing Plan and Strategy, Ansoff Market Expansion Grid, BCG Matrix, Role of Technology in Marketing, Environmental Variables of Marketing, Market Segmentation, Bases for Segmentation, Market Targeting, Developing and Communicating Positioning Strategy.

### **Unit III:**

Consumer and Business Markets, Product Classification, Product life cycle – stages and strategies, Product Differentiation, Developing Pricing Strategies and Programs, Adapting the Price, Pricing techniques for Promotion, Responding to Price Changes.

### **Unit IV:**

Dealing with Competition, Role of Marketing Channels, Channel levels, Channel Design Decision and Managing Channel Conflict.

**Unit V:**

Characteristics of Marketing Communication Mix, Integrated Marketing Communication, Macro Models of Communication, Micro Models of Consumer Response, Communication Objectives, Personal and Non-Personal Communication Channels, New Forms of Communication (viral marketing, experiential marketing), Marketing Control, Emerging trends in marketing.

**Suggested Books:**

- Kotler, P., & Keller, K., Koshi, A. & Jha, (2012) *M. Marketing Management: South Asian Perspective*, Pearson (14<sup>th</sup> edition.).
- Rama0swamy, V.S., & Namakumari, S. (2018), *Marketing Management: Global Perspective Indian Context* Sage Pub. (6<sup>th</sup> edition.).
- Grewal, D., Levy, (2016) *M. Marketing McGrawHill* (5<sup>th</sup> edition.).
- Saxena, Rajan. (2009) *Marketing Management McGraw Hill* (6<sup>th</sup> edition).
- Dutta, Debraj & Dutta, Mahua, (2011) *Marketing Management.*, Vrinda Publication, (2<sup>nd</sup> Edition)
- Kamal Y. (2020), *Marketing Management, NRBC, (1<sup>st</sup> Edition).*

**IMSCC-105: MANAGERIAL ECONOMICS**

**Course Objective :** The objective of this course is to acquaint the students with insights of Economic Theory as used in managerial decision making. Emphasis is given to changes in the nature of business firms in the context of globalization.

**Learning Outcomes:** Managerial Economics provides the students with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. The course will help the students strengthen the foundations of analytical approach to Managerial decision-making and understand the economic behaviour of several economic agents including a single firm. They will be exposed to the economic underpinnings of consumer behaviour and also understand the production functions facing firms. They should be able to analyse various market structures and the strategic behaviour of firms as regards pricing and output decisions. Students will also learn how the changing Macroeconomic environment impacts the prospects of various businesses.

**Unit I:**

Nature and Scope of Managerial Economics, Demand-Supply Framework, Elasticity types and applications, Demand Forecasting, Marginal Analysis and Optimization.

**Unit II:**

Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Returns to Scale, Economies of Scope, Optimal Combination of Inputs,

**Unit III:**

Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications, Environmental Economics.

**Unit IV:**

Market Structures and Strategic Behavior of Firms, Pricing and output strategies in different Market Structures, Price Discrimination, Game Theory Applications.

**Unit V:** National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles and Stabilisation Policies, Monetary Policy, Fiscal Policy and the Budget.

**Suggested Books:**

- Thomas & Maurice (2016); *Managerial Economics*; McGraw-Hill. 8th Edition.
- Salvatore & Rastogi (2016); *Managerial Economics: Principles & Worldwide Applications*; Oxford University Press, 8th Edition.
- J.V. Vaishampayam (2008); *Managerial Economics*; NRBC, 1<sup>st</sup> Edition.
- A Koutsoyiannis (2003); *Modern Microeconomics*; Palgrave MacMillan, 2nd Edition.
- G S Gupta (2017); *Managerial Economics*; McGrawHill Education, 2<sup>nd</sup> Edition.

**IMSV-101: HUMAN RESOURCE MANAGEMENT**

**Objective:** To develop student competency on theories and practices dealing with factors influencing people at workplace. It teaches the basic techniques of how an organization acquires, rewards, motivates, and manages its people effectively.

**Learning outcomes:** On completion of the course the student should be able to understand the importance of human resources (HR) in organization, link organization strategy with human resource practices in an organization, learn the techniques of HR practices and its implementation aspects to motivate employees for performance and their retention and to learn the implementation of HR practices through discussion of real examples with case studies.

**Unit I:**

Introduction to Human Resource Management (HRM), Evolution of HRM, Trends shaping HRM, Strategic Human Resource Management, HRM Models-Harvard model, Guest model, Ulrich's HR model, AMO framework, Line and Staff aspects of HRM.

**Unit II:**

Job Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting, Employee Recruitment- Sources, Application Forms, Employee Selection- Types of Tests, Management Assessment Centers, Types of Interviews, Placement.

**Unit III:**

Employee Orientation- Purpose, Process, Training Process- Analysing the training need & designing the training program, implementation and evaluation of training program, Management Development Programs, Employer Life-cycle Career Management- Promotion, Transfers, Retirements, Career Planning, Talent Management.

**Unit IV:**

Concept of Performance Management and Appraisal, Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview, Succession Planning Factors in determining pay rates, Process of establishing Pay rates- Salary survey, Job Evaluation, Pricing Managerial and Professional Jobs, Competency-Based Pay, Variable Pay, Employee Incentives, Benefits.

**Unit V:**

Employee Relations: Concept and Types of Employment Relationship, Industrial relations, Collective bargaining, Psychological Contract, Ethical behaviour at work, Employee well-being.

**Suggested Books:**

- Dessler, G. & Varkkey, B. (2015); *Human Resource Management*; New Delhi: Pearson; 14<sup>th</sup> Edition.
- Armstrong, M. & S. Taylor. (2017); *Armstrong's Handbook of Human Resource Management Practice*; London: Kogan Page; 14<sup>th</sup> Edition.
- Aswathappa, K. (2010); *Human Resource and Personnel Management*; Tata McGraw-Hill Education; 6<sup>th</sup> v
- Rao, P. S., & Rao, V. S. P. (2009); *Personnel and Human Resource Management*; Himalaya Publishing House; 5<sup>th</sup> Edition.
- Bernardin, John H. (2012); *Human Resource Management*; McGraw Hill; 6<sup>th</sup> Edition.

**IMSFNC-111: INFORMATION TECHNOLOGY SKILLS (IT Skills)**

**Course Objective:** This course has been designed to impart basic IT skills required for a business executive. It provides students with an overview of the business application software and problem-solving using that software. Topics include computer systems, microcomputer operating systems, word processing, electronic spreadsheets, business graphics, networks, database management, and integrated packages. Industry accepted office software will be used.

**Learning Outcomes:** Students acquire skills of using end-user software for communication, data transformation, collaboration, and problem-solving. They also acquire understanding of software and hardware components, information structures, basic business processes, information system security, and networks.

**Unit I:**

Computer Systems -An Introduction, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs. Operating system – Basics, functions and types., Concepts of Networking and Data Communication. Basics and Features of Internet. Methods of Accessing the Internet, Handling Graphics and Multimedia,

**Unit II:**

Text processing software: creating and saving a document, previewing and printing a document, editing, proofreading and formatting of documents. Presenting information in columns and tables, using graphics, symbols, diagrams and charts. Creating and modifying table of contents, index, bookmarks, cross references, hyperlinks, foot notes, end notes and bibliography. Creating form letters, e-mail messages and labels. Collaborating using tracking of changes, adding and reviewing comments, comparing and merging documents, password protecting of documents. Creating documents in alternate formats.

**Unit III:**

Presentation software: Creating and managing slides and presentation, entering and editing content on slides, presenting content in tables, inserting, creating and managing graphics, adding sound and animation to slides, reviewing, preparing and delivering presentation, customising and sharing presentations.

**Unit IV:**

Spreadsheet Software: Creating workbooks, working with data and tables, formatting and changing workbook appearance, managing and hiding worksheet data, ordering and summarising data, combining data from multiple sources, creating charts and graphs,

**Unit V:**

Performing calculations using Formulas and Functions, analysing alternate data sets, creating dynamic worksheets, printing worksheets and charts. Automating repetitive tasks, using workbooks for collaborative working. Performing business intelligence analysis.

**Suggested Books:**

- *Peter Norton,(2008), Introduction to computers, 9<sup>th</sup> reprint Edi. (Tata Mcgraw Hill)*
- *Leon Alexis, Introduction to computers 1<sup>st</sup> edition, (Vikas Publishing), ISBN: 9788182092341*
- *Saxena S.& Chopra P.(2006) Computer Application in Management, Vikas Publication*
- *Gupta Vikas,(2008) 14 in one computer course kit, Dreamtech Publication*
- *Tannenbaum,(2013) computer networks, 5e, PHI publication*

## Semester II

		<b>Credits</b>	<b>Remarks</b>	<b>Theory/ External</b>	<b>Internal Assess ment</b>	<b>Total</b>
<b>IMSCC-201</b>	Organisational Behaviour	<b>04</b>	Core Course	70	30	100
<b>IMSCC-202</b>	Financial Management	<b>04</b>	Core Course	70	30	100
<b>IMSCC-203</b>	Legal aspects and Business Environment	<b>04</b>	Core Course	70	30	100
<b>IMSCC-204</b>	Production and Operations Management	<b>04</b>	Core Course	70	30	100
<b>IMSCC-205</b>	Research Methods for Business	<b>04</b>	Core Course	70	30	100
<b>IMSCC-206</b>	Management Information Systems	<b>04</b>	Core Course	70	30	100
<b>IMSVNC-201</b>	Business Ethics and Corporate Governance	<b>00</b>	Value added course (Non-Credited)	70	30	100
	<b>Semester Total</b>	<b>24</b>		420	180	600

### IMSCC-201: ORGANISATIONAL BEHAVIOUR

**Course Objective:** The objective of this paper is to help the students understand how individuals, groups and structure interact to influence behaviour of people working in an organization.

**Learning Outcomes:** Students are expected to develop an understanding of their own perceptions, attitudes and behaviours as well as of those expected from an OB Manager. They are expected to develop comprehensive understanding of interplay among human nature, group dynamics, technology and organizational environment and its implications on organizational performance.

#### Unit I

Introduction to OB: Meaning and Nature of Organisational Behaviour, OB as an Interdisciplinary Subject, Significance of OB for Managers, OB as an Open System, Robbin's Model of OB, Changing Context, Challenges for an OB Manager.

#### Unit II:

Perception: Meaning, Significance of Perception for Understanding Human Behaviour, Factors Influencing Perception, Attribution Theory. Attitude: Meaning, Concept, Significance of attitude for Understanding Human Behaviour, Values and attitude, Attitude formation, Measurement of Attitude, Cognitive Dissonance theory, Attitude Change, Learning: Concept, Learning Theories: Classical, Operant, Social, Learning, OB Modification, Steps in OB Modification Process.

#### Unit III:

Motivation: Motivation and Goal Directed Nature of Human Behaviour, Process, Theories of Motivation, Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Theory X, Y and Z, Work Redesign for Creating Motivating Job, Applications of Motivation. Meaning, Functions

and Types of Group, Reasons for Joining Group, Stages of Group Development, Characteristics, Advantages, and Disadvantages of Informal Groups.

#### **Unit IV:**

Concept of Group Dynamics, Group Norms, Group Cohesiveness, Group Shift and Group Decision Making Techniques, Conflict, Dysfunctional Groups, Groups vs. Team, Types of Team, Concept of Leadership, Fiedler's Contingency Model, Hershey and Blanchard's Model, Transactional and Transformation Leadership.

#### **Unit V:**

Organizational Conflict: Reasons, Consequences and Handling. Organisational Culture: Concept, Forming, Sustaining and Changing a Culture, OCTAPACE Model, Hofstede Model, Organisational Change: Forces of Change, Resistance to Change, Change Model-Lewin's model. Case Studies: Some cases of real business world to supplement learning from the course.

#### **References:**

- Robbins, Judge, and Vohra (2013); *Organizational Behavior*; Prentice Hall Inc.; 15<sup>th</sup> Edition.
- Fred, Luthans (2005); *Organisational Behavior*; UK: McGraw Hill; 10<sup>th</sup> Edition.
- G, Moorhead & Griffith. (2007). *Organizational Behavior*. Houghton Muffin Co.
- Newstrom J (2007); *OB: Human Behaviour at Work*. McGraw Hill Inc.; 12<sup>th</sup> Edition.
- Pareek Udai (2016); *Understanding Organizational Behaviour*; Oxford University Press; 4<sup>th</sup> Edition.
- Rao, V.S.P. (2009); *Organisation Behaviour*; Excel Book.

### **IMSCC-202: FINANCIAL MANAGEMENT**

**Course Objective:** The objective of this course is to provide the basic understanding of corporate financial concepts. To enable the students synthesize and explain the corporate financial functions and decision making dynamics in the broad framework of a financial system.

**Learning Outcome:** To demonstrate the application of the course concepts in capital structure and project investment decisions. To demonstrate the application of financial understanding in varying situations of risk return analysis, cash, credit and inventory management.

#### **Unit I:**

Nature of Financial Management: Scope and objectives of finance, role and functions of finance manager, risk-return trade off, shareholders' wealth maximization, agency problem, General awareness of financial environment-financial instruments, regulation and markets.

#### **Unit II:**

Investment Decisions: Analysis of Capital budgeting decisions, application of discounted and non-discounted techniques in capital budgeting, time value of money, capital rationing, risk analysis in capital budgeting.



**Unit III:**

Financing Decisions: Cost of Capital and Dividend Decision: Optimum capital structure, financial and operating leverages, sources of long-Term Finance, cost of capital-components' costs and Combined Cost (WACC), capital structure theories.

**Unit IV:**

Dividend theories, Irrelevance of dividend, MM Hypothesis, relevance of dividend and Walter's model, dividend policy determinants, share repurchase or buyback, Issue of bonus share and its implications,

**Unit V:**

Working Capital Management: Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, computation of working capital required in business firm.

**Suggested Books**

- *Gitman, Lawrence J., & Chad J. Zutter (2017). Principles of Managerial Finance, Pearson Publication, 13<sup>th</sup> Edition*
- *Van Horne, James C, & Dhamija, Sanjay (2011), Financial Management and Policy, Pearson Publication*
- *Rustagi, R.P. (2019), Fundamentals of Financial Management, Taxman's 14<sup>th</sup> Edition*
- *Kishore, Ravi M (2016). Financial Management, Taxman's, 8<sup>th</sup> Edition.*
- *Khan, M.Y., & Jain, P.K. (2018). Financial Management: Text, Problems and Cases, McGraw Hill Publication, 8<sup>th</sup> Edition*

**IMSCC-203: LEGAL ASPECTS AND BUSINESS ENVIRONMENT**

**Course Objective:** To help students develop an appreciation of the evolution of the global economy and of current topical debates surrounding 'globalization' and a range of associated issues and laws. Provide background knowledge of the institutional, economic, political, cultural and technological environments that constitute today's global business environment. Provide a strong foundation to students of basic economic theories and regulations underlying the importance of the transnational corporation, of international trade, and of competitiveness.

**Learning Outcomes:** Aims to equip the students with an analytical framework to scan the national and global business environment. Provide students a framework to calculate the implications of their business decisions on different segments of the economy and legal issues.

**Unit I**

Indian Contract Act, 1872 Contract- Meaning, Essentials, Kinds, Offer and Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts. Modes of discharge of contract and remedies for breach of contract. Contract of Indemnity and Guarantee. The Sale of Goods Act, 1930 Meaning of Contract of sale, Difference between Sale and Agreement to Sell. Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights.

## **Unit II**

Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership. The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Negotiation and assignment. Crossing of cheque, bouncing of cheques.

## **Unit III**

Concept of Business Environment, Nature and Factors in Business Environment, Role of Planning in a Market Economy, India's Growth Experience, Performance & Challenges, Unemployment & Employment, Population Change, and Economic Environment, Agricultural Growth, Performance & Policies, Industrial Growth & Policies.

## **Unit IV**

Economic role of Government; Contemporary Economic Reforms, Role of Industry in Economic Development, Stock Exchange of India, Role of Regulatory Institutions in Indian financial system– RBI and SEBI, Balance of Payment.

Global Business Environment– Political, Economic, Social, Cultural, Legal, Technological, Theories of International Trade; Adam Smith, Ricardo and Ohlin & Heckscher, Indian Economy and GATT, WTO,

## **Unit V**

Emerging issues, Regional Economic Integration, European Union. Corporate Social Responsibility; Environmental and Sustainability issues in Development.

### **Suggested Readings:**

- *M C Kuchhal, Business Law, Vikas Publications*
- *Akhileshwar Pathak, Legal Aspects of Business, Tata Mc GRAW HILL*
- *Cherunilum F. (2017); Business Environment; Himalaya Publishing House, 4<sup>th</sup> Edition.*
- *B.N. Ghosh (2014); Business Environment; Oxford University Press 1st Edition.*
- *Rao P.S. (2013); International Business; Himalaya Publishing House 1st Edition.*

## **IMSCC-204: PRODUCTION AND OPERATIONS MANAGEMENT**

**Course Objective:** The objective of this subject is to introduce the students with the intricacies of Operations Management. The course discusses the importance of planning, organizing and controlling aspects in Operations Management. It also elaborates on the significance of Quality Management in the organizations.

**Learning Outcomes:** Students will be able to formulate and evaluate Operational decisions in any organization – Production based and/or Service Based.

## **Unit I**

Introduction to Operations Management; Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Recent Trends; Designing Products; Services and Processes; Flexible Manufacturing System.

## **Unit II**

Facility Location Planning; Facility Layout Planning; Job Design; Work Study; Work Measurement; Method Study; Financial Analysis of Operating Plans; Ergonomics; Environmental Consideration – Green manufacturing; Ethical issues in OM.

## **Unit III**

Production Planning & Control, Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts & Sequencing. Just in Time (JIT); Lean Production System; Total Productive Maintenance (TPM).

## **Unit IV**

Fundamentals of Inventory Management; Inventory Control Techniques; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM.

## **Unit V**

Introduction to Quality Management; TQM; Contributions of Quality Gurus - Demings, Juran, Philip Crosby & Ishikawa; Techniques of Quality Control; ISO 9000 & ISO 14000; Statistical Process Control; Quality Circles; Kaizen; Six Sigma Approach; 7 QC tools; Service Quality & Service Quality Management

### **Suggested Books:**

- *Heizer and Render, (2010) Operations Management, 10th edition, Prentice Hall,.*
- *Ashwathappa K & Bhat K. Shridhara (2019) - Production & operation Management, 2<sup>nd</sup> Edition, Himalaya Publication.*
- *S N Chary (2019) Production and Operations Management, 6<sup>th</sup> Edition, Tata McGraw Hill,.*
- *William J Stevenson (2018) Operations Management, McGraw Hill, 13th edition.*
- *Adam JrEveretl E. & Ebert R J, (1992) Production and Operations Management, 5<sup>th</sup> Edition, Prentice-Hall.*
- *Dilworth James B (1996) Operations Management, 2<sup>nd</sup> edition, McGraw Hill,.*

## **IMSCC-205: RESEARCH METHODS FOR BUSINESS**

**Course Objective:** The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.

**Learning Outcomes:** Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling. Have basic knowledge on qualitative research techniques, and adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis. Basic awareness of data analysis-and hypothesis testing procedures

### **Unit-I**

Concept, Objectives and Significance of Research, Research Process, Research Design: Exploratory Research Design, Descriptive Research Designs- Cross-sectional & Longitudinal, Experimental Design: Pre-Experimental, Quasi Experimental, True Experimental & Statistical Design.

## **Unit-II**

Measurement and Scaling: Primary Level of Measurement- Nominal, Ordinal, Interval, Ratio, Comparative and Non-competitive Scaling Techniques, Questionnaire Design, Sampling- Sampling Process, Sampling Techniques-Probability and Non-Probability Sampling, Sample Size Decision.

## **Unit-III**

Data Collection: Primary & Secondary Data; Survey Method of Data Collection, Classification of Observation Method; Fieldwork and Data Preparation. Hypothesis: Null Hypothesis & Alternative Hypothesis; Type-I & Type-II Errors; Hypothesis Testing: T-Test, ANOVA, Concepts of Multivariate Techniques-Multiple Regression Analysis, Discriminant Analysis etc.

## **Unit-IV**

Qualitative Research: Data Collection of Qualitative Research- Interviews, Observation & Documents, Qualitative Research Procedure: Focus Group Interview, Online Focus Group, Depth Interview, Projective Techniques, Other Methods of Qualitative Research: Narrative, Phenomenological, Grounded Theory, Ethnography & Case Study Method.

## **Unit-V**

Meaning, Types and Layout of Research Report; Steps in Report Writing, Tabular & Graphical Presentation of Data, Citations, Bibliography and Annexure in Report, Avoid Plagiarism; Use of Statistical Software to Analysis the Data.

### **Suggested Books :**

- *Satyabhushan D., Malhotra NK.,(2015) Marketing Research: An Applied Orientation,7<sup>th</sup> Edition, Pearson publisher.*
- *Bajpai N., (2011) Business Research Methods:, Pearson publisher.*
- *Cooper & Schindler (2015) Business Research Methods,12<sup>th</sup> Edition, Mcgraw-Hill.*
- *Green, Tull&Albaum (2010) Research for Marketing Decisions,5<sup>th</sup> Edition, PHI Pvt. Ltd, New Delhi.*
- *Levine ,Khrehbiel& Berenson (2013) Business Statistics,6<sup>th</sup> Edition, Pearson Education.*
- *Luck D. & Rubin D. (2006) Marketing Research, 7<sup>th</sup> edition, PHI, New Delhi.*

## **IMSCC-206: MANAGEMENT INFORMATION SYSTEMS**

**Course Objective:** For an organization to thrive in today's increasingly rapid pace of change in environment, managers and functional specialists in all areas must perform their jobs effectively, efficiently, and ethically. Information technology provides the tools that enable all organizational personnel to solve increasingly complex problems and to capitalize on opportunities that contribute to the success of the organization. This course provides students with solid grounding in business uses of information technology in a rapidly changing environment, and to understand critical issues surrounding the use of IT in organizations.

**Learning Outcomes:** Students will be able to understand and articulate fundamental concepts of information systems management. Apply IT to solve common business problems. Plan and

implement effective IT solutions to business problems. Apply the ethical aspects of information technology use in the organization.

**Unit I:**

Information Systems: Concept & Technologies, Role of information Systems in Business. Influence of Information Systems in Transforming Businesses. Global E-Businesses and Collaborations, Strategic roles of Information Systems. Behavioural, Technical and Socio-technical approaches. Enhancing Business Processes through Information Systems. Types of Business Information Systems. TPS, MIS, DSS and EIS. Organising the Information Systems function in Business. Ethical and Social issues of Information Systems.

**Unit II:**

Using Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model and The Business Value Chain Model .Aligning Information Systems with Business. Decision Making and Information Systems: Types of Decisions and the Decision-Making Process, Business Value of Improved Decision Making. Decision Support for Operational, Middle and Senior Management .Concepts of Database and Database Management System.

**Unit III:**

Functional Information Systems: Marketing, Human Resource, Financial and Operational Information Systems. Cross Functional Information Systems, Enterprise Systems. Supply Chain Management Systems. Customer Relationship Management Systems. Business Value of Enterprise applications and challenges in Implementing.

**Unit IV:**

E-Commerce: Fundamentals and Concepts: Digital Markets and Digital Goods. Types of E-commerce and E-commerce Business Models. B2B E-Commerce: New Efficiencies and Relationships. Concept of Mobile E-Commerce. Security and Control of Information Systems.

**Unit IV:**

Knowledge: Concepts and Dimensions, Tacit and Explicit Knowledge, Knowledge Management Systems, Content Management Systems, Collaboration Tools and Learning Management Systems, Knowledge Work Systems.

**Unit V:**

Implementing Information Systems as Planned Organisational Change. Business Process Reengineering. Systems Analysis and Systems Design. Modeling and Designing Systems: Structured and Object-Oriented Methodologies, Traditional Systems Life Cycle, Prototyping, End-User Development, Application Software Packages and Outsourcing. Implementing Information Systems. Introduction to Change Management.

**Suggested Books:**

- *Laudon Kenneth C. and Laudon Jane P., (2018), Management Information Systems Managing the Digital Firm by : Pearson Publication, 15e*
- *James A O'Brien, Behl Ramesh, George M. Marakas, (2019), Management Information Systems, McGraw Hill*
- *Jawadekar Waman S., (2013) Management Information Systems A Global Digital Enterprise Perspective; McGraw Hill*

- *Dr.S.Shajahan, R.Priyadharshini, (2004) Management Information Systems, New Age International Publishers*
- *Boris Shishkov,(2020) Designing Enterprise Information Systems, Springer Publication,, ISBN 978-3-030-22441-7*

## **IMSVNC-201: BUSINESS ETHICS & CORPORATE GOVERNANCE**

**Course Objectives:** The objective of this course is to study the major concepts, principles & theories of business ethics, corporate governance, corporate social responsibility and sustainability in today's business world.

**Competency Outcome:** Students will be able to incorporate importance of ethics in business world today and it will help them take ethical decisions in the organization. They will have a better understanding of CSR, Corporate Governance and Sustainability issues faced by the organizations.

### **Unit I: Introduction**

#### **Opening Case: Subprime lending**

Concept of Business Ethics, Elements of Business Ethics, History and development of Business Ethics, Can Ethics be taught?, Bad Apple Theory, Why Ethics matters in Business? Ethics and Law, Ethical Behavior, Relationship between Business and Ethics: Unitarian View of Ethics, Separatist View of Ethics, Integration View of Ethics, Why be ethical in business? Who cares?, Pressure Points for Ethical Behaviour.

Emerging Ethical Issues and Dilemmas in Business- Lying, Bullying, Discrimination, Sexual Harassment, Fraud, Corporate Espionage, Insider Trading, Environmental Issues, Sexual Harassment, Misuse of Organizational resources, Privacy Concerns, Employee Theft, Conflict of Interest etc. ;

Ethical issues related to Marketing, Ethical issues related to Finance, Ethical issues related to HR, Ethical issues related to IT, Ethics of Net neutrality, Ethical dimensions of artificial intelligence.

Ethical Issues in Capitalism, Socialism and Communism,

#### **Closing Case Study: Bhopal Gas tragedy**

### **Unit II: Business Ethics Philosophies**

#### **Opening Case: Turing Pharmaceutical price hike controversy**

**Institutionalization of Business Ethics in India:** Environment Laws, Antitrust Laws, Consumer Protection Laws, Investor Protection, Intellectual Property Right Laws, Corruption Prevention Laws, and Laws Promoting Equity and Safety at Workplaces.

**Traditional and Contemporary Moral Philosophies:** Teleology: Egoism, Utilitarianism, Deontology: Categorical Imperative of Kant, Hypothetical Imperative, Divine Command Theory, Machiavellian Theory, Darwinism, Justice Theory of Rawls', Virtue Theory of Aristotle, Ethical Relativism.

**Contemporary Moral Philosophies:** Contractarianism, Prisoner's Dilemma, Kohlberg's Cognitive Moral Development Theory and Heinz Dilemma, Feminist care ethics, Integrated Social Contract Theory (ISCT).

**Closing Case: Johnson & Johnson Tylenol Crisis**

### **Unit III: Ethical Decision Making: Individual And Organizational Factors**

#### **Opening Case: Enron scandal**

**Individual Ethics Management:** Ethical Dilemma; Ethical Decision Making Models- Utility, Rights, Justice and Caring (URJC) Model, Janus Headed Model, Steps for Taking Good Ethical Decision; White Collar Crimes and Reason for its Growth.

**Organizational Ethics Management:** Organizational Culture and Ethical Climate, Danger Signs of Ethical Risk in Organization, Whistleblowing in Organisations: Tips for whistleblowing and the process of handling whistleblowing in organisations, Discussion of case related to murder of whistle-blowers Satyendra Dubey and Shanmugam Manjunath. Leadership and Ethics, Leadership and use of power to shape an ethical corporate culture, Use of Developing, Managing and Controlling Good Ethics Program in an Organization, Ethics Audit, Mechanism to Resolve Ethical issues in Organization.

**Global Ethics Management:** Avoiding, Forcing, Persuasion or education, Infiltration, Negotiation or Compromise, accommodation and Collaboration.

**Closing Case:** Galleon Group Insider trading fraud.

### **Unit IV: Corporate Social Responsibility**

#### **Opening Case: Merck and River blindness**

Definition of CSR, Importance and Limitations of CSR, Identifying and Defining Social Problems, Preventing and Solving Social Problems, Historical Evolution of CSR, Development of CSR in Modern India, Trusteeship Theory of Mahatma Gandhi, Types of CSR: Carroll's Pyramid, Triple Bottom Line and Environmental Sustainability, Cause Related Marketing, CSR Standardization, Developing an Effective CSR Strategy.

**Theological Ethics and Philanthropy:** Philanthropy in Hinduism, Buddhism, Islam, Christianity, Islam and Sikhism.

**Closing Case: The pesticide controversy and its impact upon the CSR strategy of Coca-Cola**

### **Unit V: Corporate Governance: Theories and Models**

#### **Opening Case: Punjab National Bank Scam**

Definition of Corporate Governance, Importance of Corporate Governance, Principles of Corporate Governance, and Models of Corporate Governance: Anglo-American Model, German Model, Japanese Model, Issues in Corporate Governance. Development of Corporate Governance in US, UK and India.

**Theories of Governance:** Agency Theory, Shareholder Theory, Stakeholder Theory, Stewardship Theory,

**Closing Case: Satyam Scam**



## Suggested Books

- Linda K. Trevino, Katherine A. Nelson (2017); *Managing Business Ethics: Straight Talk about How to Do It Right*, Wiley Publishing House, 6th Edition
- Kumar, Shailendra, RaiAlok K (2019); *Business Ethics*; Cengage Learning, 1<sup>st</sup> edition.
- O. C. Ferrell , John Fraedrich , Ferrell (2017); *Business Ethics: Ethical Decision Making & Cases*; Cengage Publishing House
- Thomas Donaldson , Thomas W. Dunfee,(1999); *Ties That Bind: A Social Contracts Approach to Business Ethics*; Harvard Business School Press.
- Norman E. Bowie, (2015); "Business Ethics," in *New Directions in Ethics*, ed. Joseph P. DeMarco and Richard M. Fox, New York: Routledge&Kegan Paul, 2015
- Elkington. John, (1997) *Cannibals with Forks: The Triple Bottom Line of 21st* (Capstone/John Wiley, hardcover, 1997)
- Gandhi M.K. *Trusteeship* (Ahmedabad Navjivan Publishing house, 1960) pp 5.
- Callahan, D. (2004), *The Cheating Culture: Why More Americans are Doing Wrong to Get Ahead* (Harcourt, Inc., Orlando, FL).
- Mallin. Chris A.(2011) ; *Handbook on International Corporate Governance: Country Analyses*; Edward Elgar. pp 421
- Kanungo, R. N., and M. Mendonca (1996); *Ethical dimensions of leadership*, Sage Publications Thousand Oaks, CA.

### Semester III

				Theory/ External	Internal Assessment	Total
<b>IMSCC-301</b>	Innovation and Entrepreneurship/ MOOCs	<b>04</b>	<b>Core Course</b>	70	30	100
<b>IMSCC-302</b>	Project Management	<b>04</b>	<b>Core Course</b>	70	30	100
<b>EFBEL-301A</b>	Social Entrepreneurship	<b>04</b>	<b>Elective (Choose One)</b>	70	30	100
<b>EFBEL-301B</b>	Institutional & Legal Framework for Start Ups & Family Business			70	30	100
<b>EFBEL-301C</b>	Small Business Promotion			70	30	100
<b>EFBEL-302A</b>	Communication and Branding Strategies	<b>04</b>	<b>Elective (Choose One)</b>	70	30	100
<b>EFBEL-302B</b>	Project Appraisal & Management			70	30	100
<b>EFBEL-302C</b>	Dynamics of Family Business Management			70	30	100
<b>IMSIN-301</b>	Summer Internship Project	<b>04</b>	<b>Summer Internship Project</b>	70	30	100
<b>EFBIER-301A</b>	Business Analytics	<b>04</b>	<b>Inter-Departmental Course</b>	70	30	100
<b>EFBIER-301B</b>	Inter-Departmental Course			70	30	100
	<b>Semester Total</b>	<b>24</b>		<b>420</b>	<b>180</b>	<b>600</b>

#### IMSCC-301: INNOVATION AND ENTREPRENEURSHIP

**Course Objective:** The course is designed as a broad overview of entrepreneurship, including identifying a winning business opportunity, gathering funding for and launching a business, growing the organization and harvesting the rewards. It is an integrative course—one that combines material introduced to the students in core courses and applies it to the design and implementation of new ventures. The students are expected to have completed courses in Management Principles, Marketing, HRM, Productions & Operations, Economics, Accounting & Finance.

**Learning Outcomes:** Appreciate and develop entrepreneurial attitude and prerequisites for becoming an entrepreneur. Demonstrate creativity in identifying opportunities for business venture. Distinguish between suitability of alternative forms of business organisations for chosen venture. Familiarize with the procedures for establishing a business venture and necessary documentary and regulatory compliances and tax issues. Familiarize and identify sources of finance available for the venture. Display insights into procedure for and advantages of different IPR's. Relate and apply different strategies in support of a venture. Develop and display soft skills for managing a team and provide leadership. Prepare projected financial statements and ratios for key indicators. Prepare a comprehensive business plan. Recognize the need for social entrepreneurial opportunity and ways to organise the same through own venture

#### Unit I:

Entrepreneurship: Meaning and objective. Entrepreneurship and its role in Economic Development. Entrepreneurial Traits and Mindset. Misconceptions and Myths about

Entrepreneurship. Motivation for becoming an Entrepreneur. Entrepreneurship as a Career Option. Entrepreneurial Leadership.

Creativity and Innovation .Bottlenecks to Creativity and innovation .Disruptive Technology and generating commercial value from Innovation; Sources of New Ideas, Techniques for generating Ideas. Accessing Business Potential of an Idea. Idea to Opportunity: Sources of Opportunity, Opportunity Recognition.

#### **Unit II:**

Types of New Ventures, Tax implications of various forms of Ventures. Procedures for setting up a Business in India. Entrepreneurship and Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights. Business Plan: Purpose and Contents of a Business Plan. Marketing Plan: Need for Marketing Research, Industry Analysis, Competitor Analysis, Market Segmentation, Target Markets, Market Positioning, Marketing Mix, Marketing Plan and Market Strategy. Operation and Production Plan: Product Design and Specifications.

#### **Unit III:**

Types of Production Systems, Location and Layout Decisions, Plant and Technology Choices, Production Planning and Commercialization.

Financial Plan: Assumptions underlying the Financial Statements. Budgeting. Preparation of projected Funds Flow and Cash Flow Statement, Profit and Loss Accounts / Income Statement and Balance Sheet. Key Financial Indicators: Break-Even Analysis, Ratio Analysis, Valuation Methods, Sensitivity analysis. Financing of New Ventures: Stages of Financing, Sources of Finance – Seed Funding, Venture Capital Funding, Bank Funding, Lease Financing. Funding opportunities and Institutional Support in India for New Ventures. Managing Cash and Liquidity, Record Keeping, Performing Due Diligence

#### **Unit IV:**

Launching a New Venture: Preparing Implementation Plan, Raising Resources, Leveraging Intellectual property, Organisation Plan: Team Building for the New Venture, Designing Organisational Structure and Systems Building a Winning Team, Motivating and Inspiring the Team Members, Monitoring the Technological Trends, Pilot Testing, Understanding Markets, Market Strategies and Positioning. Managing Growth: Managerial Issues and Growth Strategies for New Ventures. Revival and Exit: Turnaround Strategies, Liquidation and Exit Strategies for Entrepreneurs.

#### **Unit V:**

Introduction to social enterprises, Social entrepreneurship – need, definition, characteristics and models. Social leadership, networks and external relationships, revenue models, Measures of performance of social enterprises, ISO 26000, Local problems and local solutions, Social audit, Issues in management of Social Enterprises.

#### **Suggested Books:**

- *Kumar A (2012); Entrepreneurship; Pearson, 3<sup>rd</sup> Edition.*
- *Poornima M.CH (2006); Entrepreneurship Development: Small Business Enterprises; Pearson, 1<sup>st</sup> Edition.*
- *Kumar A., S.C. Poornima, M.K. Abraham, K. Jayashree (2011); Entrepreneurship Development; New Age International Publishers, 1<sup>st</sup> Edition.*

- *A.Sahay, M. S. Chhikara (2007); New Vistas of Entrepreneurship: Challenges & Opportunities; Excel Books, 1<sup>st</sup> Edition.*
- *R.K.R. Kummitha (2016); Social Entrepreneurship: Working towards Greater Inclusiveness; Sage Publications, 1<sup>st</sup> Edition.*

## **IMSCC-302: PROJECT MANAGEMENT**

**Objective:** The aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project. The role project management techniques and how to mobilize finance for domestic and international projects shall be highlighted.

### **Course Outline**

#### **Unit I: Basic framework of project**

Meaning and importance of a Project, types of projects, project development cycle, the concept of project management, project planning and implementation Corporate Strategy and Resource Allocation, Generation and Screening of Project Ideas -Project identification, Project formulation and preparation – pre-feasibility studies, feasibility studies and Balanced scorecard,

#### **Unit II: Project Preparation**

Market and Demand estimation, market survey, demand forecasting techniques, technical feasibility, cost of project, estimation of costs, estimation of fund requirement, sources of funds, project financing in India, loan syndication for projects, tax considerations in project preparation, plans and project planning tips; design project management

#### **Unit III: Project Appraisal**

Cost benefit analysis (Cash flow projections), Financial evaluation – discounted and non discounted techniques of capital budgeting techniques, project rating index, critical examination of evaluation techniques,

Economic, commercial, social cost benefit analysis in public and private sectors, investment criteria and choice of techniques, Treatment of risk and uncertainty –types and risk measuring techniques, risk sensitivity analysis, probability approach single as well as multiple projects, allocation of limited capital

#### **Unit IV: Implementation, Monitoring and Control of Projects**

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination, forms of project organizations, project review and administrative aspects, Monitoring and post completion audit, evaluation of the projects.

## **Unit V: Contemporary Issues**

Contemporary issues in project appraisal and related area, project management principles by project management institute USA

### **Suggested Books**

- *Gray, Clifford F., Larson, Erik W. and Desai, Gautam V. (2017). Project management the managerial process, McGraw hill education, 7<sup>th</sup> edition,*
- *Chandra, Prasanna (2019), Projects: Preparation, Appraisal, Budgeting and Implementation, 8<sup>th</sup> edition, , Mcgraw hill education*
- *Lester, Albert (2017), Project management, planning and control, 7<sup>th</sup> edition, Butterworth-Heinemann.*
- *Gupta, Rajeev M. (2014), Project management, second edition, PHI*
- *Bhavesh Patel (2010), Project management financial evaluation with strategic planning, networking and control, second edition, Vikas publishing*
- *Nagrajan, K. (2010), Project Management, New Age International Publications.*

## **EFBEL-301A: SOCIAL ENTREPRENEURSHIP**

### **Course Objective:**

- To familiarize the students with the concept and overview of new trends in entrepreneurship with a view to enhance entrepreneurial talent.
- The paper aims to create an understanding of the concept of Women Entrepreneurship & Social Entrepreneurship as endowed with a different flair of Entrepreneurship.
- It seeks to prepare the minds with skills, structures and process associated with Social Entrepreneurship and management of Social Enterprises and Women Entrepreneurship in Indian Context. T
- To explore new vistas of entrepreneurship in 21st century environment to generate innovative business ideas.

### **Unit I**

Understanding Social Entrepreneurship and Organizational form: Defining Social Entrepreneurship Difference between Social and Business Entrepreneurship, Evolution of Social Entrepreneurship in India, Process and Types of Social Entrepreneurship, Challenges, Strategies and future of social entrepreneurship.

### **Unit II**

Building blocks of social enterprise: Social enterprise as a business model, types of Business Model, Understanding the Pricing Models, Creating the Delivery Channels, Financing the social enterprise, Making social enterprise competitive, Communication strategies for social enterprises. Social Entrepreneurships and its Linkage with NGO's, Microfinance, etc., Role of ICT, SHGs, Case Studies.

### Unit III

New Directions for Social Entrepreneurship: Managing startup social enterprises, Measuring performance of social enterprises, Governance of Social Enterprises, Corporate Social Entrepreneurship, Contemporary Issues in Social Entrepreneurship, Case Studies.

### Unit IV

Understanding Women Entrepreneurship: Concept, Evaluation, Importance and functions of women entrepreneurship, Topologies and categories of women entrepreneur, Entrepreneurial Process among Women Entrepreneurs, Financial Structure of Enterprises Owned by Women Entrepreneurs, Challenges of Women entrepreneur.

### Unit V

Growth & Strategies: Women entrepreneur in India and abroad, Government policy on Women Entrepreneurship, Organization Promoting Women Entrepreneurs in India, Profile of Enterprise, Socio –Economic Origins, Motivating & Facilitating Factors of Women Entrepreneur; Work-Home role Conflict- Entrepreneurial Performance, Problem & prospects. Case Studies.

#### Suggested Books:

- Doherty B., George Foster, Chris Mason (2009); *Management for Social Enterprise*; Sage Publication; U.K.
- Nicholls Alex (2008); *Social Entrepreneurship: A New Model of Sustainable Social Change*; Oxford University Press; New York.
- Agarwal A., Kumar P. (2018); *Social Entrepreneurship and Sustainable Business Models: The Case of India*; Palgrave MacMillian.
- Guo, C., & Bielefeld, W. (2014). *Social entrepreneurship: An evidence-based approach to creating social value*. San Francisco, CA: Jossey-Bass.
- Gurnani P.S. (2016); *Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India*; Educreation Publication; New Delhi
- Anil Kumar Thakur, Rahman, R. (2009), —women Entrepreneurship, Deep Deep Publications Pvt. Ltd., New Delhi.
- Maura McAdam (2013); *Female Entrepreneurship*; Routledge, London
- Santha S., R. Vasanthagopal (2008); *Women Entrepreneurship in India*; New Century Publications
- D. Lalitha Rani (1996) *Women Entrepreneurship*; APH Publishing; New Delhi.

### EFBEL-301B: INSTITUTIONAL & LEGAL FRAMEWORK FOR START UPS & FAMILY BUSINESS

**Objective:** To acquaint students with introduction to formal institutions and their role in establishment and development of startups and family business. This knowledge area will familiarize entrepreneurs with the checks and eligibilities for the startups.

### **Unit 1: National Level Institutions**

Need for Institutional Support , Institutional support for Small business enterprise at Central level, Role and objectives of National Small Industries Corporation Ltd. ( NSIC ),National Science and technology Entrepreneurship Development Board (NSTEDB),National Productivity Council (NPC),National Institute for small industry extension and training , Indian Institute of Entrepreneurship ,Entrepreneurship development Institute of India

### **Unit II: State level/ district level institutions**

State level institutions Role and objectives of Directorate of Industries, .District industries centre , state financial corporation (SFCs),State Industrial Development /Investment corporations( SIDO / SIICs),State small Industrial Development Corporation , SIDBI – development and support services

### **Unit III: Business Law**

Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm.

The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Holder and Holder in due course. Negotiation and assignment. Crossing of cheque, bouncing of cheques. Elements of company law; Meaning and types of companies, Formation and incorporation Memorandum of Association, Articles of Association, Prospectus.

### **Unit IV: Legal Framework**

Basic introduction and relevant sections of : Bailment pledge and lien ,Consumer protection Intellectual property rights , Law and banking, Negotiable instruments ,Right to information Act, Information technology Act Environment protection Act, letter of credit indemnity guarantee and bond

### **Unit V: Contemporary Issues**

Amendments and recent important case laws, Institutional performance analysis

### **Suggested Books**

- *Pathak A. (2013); Legal aspects of Business; MC Graw Hill, New Delhi.*
- *Kuchhal M C (2017); Business Laws; Vikas Publication.*
- *Kuchhal M.C & Vivek K. (2018); Business Legislation for Management; Vikas Publications.*
- *Charantimath P. (2012); Entrepreneurship and small business management; Pearson Publications.*
- *Kapoor N.D. ( 2019); Elements of Mercantile Law; Sultan Chand ,New Delhi.*

## **EFBEL-301C: SMALL BUSINESS PROMOTIONS**

**OBJECTIVE:** To equip students with the domain knowledge for small scale enterprises and promotional framework for small business with reference to Domestic and Overseas Market.

### **Unit I:**

**Small Business Organization:** Entrepreneurial Career: Meaning and Importance. Small Scale Industries Registration: Benefits, Subsidies, Incentives and Export Prospects. Methodology of Small Business Promotion.

### **Unit II:**

**Market Survey & Opportunity:** Business planning: Start up strategies for Small Business. Evaluation of an existing business. Acquisition Vs New Venture decisions. Legal framework for Buyouts. Governmental Promotions and Incentives for Business start – ups.

### **Unit III:**

**Identification of a feasible location:** Location Management for New ventures: Marketing research for site selection. Locating a manufacturing plant. Site criteria used by the high – Technology companies. Role of Industrial Parks.

### **Unit IV:**

**Intellectual Property Rights and the Entrepreneurship:** Patents: Meaning, Types and Importance of Intellectual Property Rights. Intellectual Property Rights: Application process, Registration and grant for Patents. Copyrights and Trademarks: Support systems. District Industry centers.

### **Unit V:**

**Small Enterprise in International Business:** Theories of International Trade. Export Plan. Export Financing. Export Incentives. Export Procedure & Documentation.

### **Suggested Books**

- 1. Colin Barrow (1993); *The Essence of Small Business*; Prentice Hall.
- 2. C.B.Gupta & N.P.Srinivasan (1992); *Entrepreneurship Development*; Sultan Chand & Sons.
- 3. David H.Holt (1992); *Entrepreneurship: New Venture Creation*; Prentice Hall.
- 4. K.C.Nanda (1999); *Credit and Banking*; Response Books.
- 5. Jaiswal B. & Kamal Y. (2020); *Export Import Procedure and Documentation*; NRBC.

## **EFBEL-302A: COMMUNICATION & BRANDING STRATEGIES**

**Course Objective:** The main objective of this subject is to expose the students to the importance and design of various elements of Marketing Communication and the need to ensure consistency in message across different communication mix elements and channels. It also aims to provide an insight into various aspects of branding decisions and management.

### **Unit I:**

Introduction to Marketing Communication, concept of Integrated marketing communication. Elements of Promotion mix: advertising, sales promotion, public relations (media relations,



sponsorships, business events, social media) personal selling, Exhibition, Trade shows, Interactive/Internet Marketing. Product Packaging as a communication tool

#### **Unit II:**

Designing communication plan, process, budget allocation methods, advertising- types, functions, appeals, designing advertisements, media strategy, types of media, advertising agencies – types and compensation to these agencies. Sales promotion- types, significance, tools. Personal selling.

#### **Unit III:**

Introduction to Branding and Brand Management, Role and Importance of Branding, Elements of Branding, functions of a brand, Types of Brands. Concept of Brand Identity, brand personality, Brand image

#### **Unit-IV:**

Brand strategy decisions and brand extensions, Brand Management Process, Brand Loyalty, brand positioning and communication,

#### **Unit-V:**

Brand Equity, Approaches to Brand Equity, Methods of Brand Equity Valuation. Brand assessment and brand revitalization

#### **Suggested Books:**

- Narang, R., *Advertising, Selling & Promotion*, Pearson Education.
- Clow, K.E., Baack, D.E., *Integrated Advertising, Promotion and Marketing Communications*(3<sup>rd</sup>ed.) Pearson Education
- Belch, G., & Belch, M., *Advertising and promotion: An integrated marketing communications perspective*, New York: McGraw-Hill.
- Keller, K. *Strategic Brand Management*, Pearson
- Verma, H.V., *Brand Management*, Excel Books
- Chitale, A.K., Gupta, Ravi, *Product Policy and Brand Management*, (3<sup>rd</sup> edition.) PHI

### **EFBEL-302B: PROJECT APPRAISAL & MANAGEMENT**

**Objective:** The aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project. The role project management techniques and how to mobilize finance for domestic and international projects shall be highlighted.

#### **Course Outline**

##### **Unit I: Basic framework of project**

Meaning and importance of a Project, types of projects, project development cycle, the concept of project management, project planning and implementation Corporate Strategy and Resource Allocation, Generation and Screening of Project Ideas -Project identification, Project formulation and preparation – pre-feasibility studies, feasibility studies and Balanced scorecard,

## **Unit II: Project Preparation**

Market and Demand estimation, market survey, demand forecasting techniques, technical feasibility, cost of project, estimation of costs, estimation of fund requirement, sources of funds, project financing in India, loan syndication for projects, tax considerations in project preparation, plans and project planning tips; design project management

## **Unit III: Project Appraisal**

Cost benefit analysis (Cash flow projections), Financial evaluation – discounted and non discounted techniques of capital budgeting techniques, project rating index, critical examination of evaluation techniques,

Economic, commercial, social cost benefit analysis in public and private sectors, investment criteria and choice of techniques, Treatment of risk and uncertainty –types and risk measuring techniques, risk sensitivity analysis, probability approach single as well as multiple projects, allocation of limited capital

## **Unit IV: Implementation, Monitoring and Control of Projects**

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination, forms of project organizations, project review and administrative aspects, Monitoring and post completion audit, evaluation of the projects.

## **Unit V: Contemporary Issues**

Contemporary issues in project appraisal and related area, project management principles by project management institute USA

## **Suggested Books**

- Gray, Clifford F., Larson, Erik W. and Desai, Gautam V. (2017). *Project management the managerial process*, McGraw hill education, 7<sup>th</sup> edition,
- Chandra, Prasanna (2019), *Projects: Preparation, Appraisal, Budgeting and Implementation*, 8<sup>th</sup> edition, , McGraw hill education
- Lester, Albert (2017), *Project management, planning and control*, 7<sup>th</sup> edition, Butterworth-Heinemann.
- Gupta, Rajeev M. (2014), *Project management, second edition*, PHI
- Bhavesh Patel (2010), *Project management financial evaluation with strategic planning, networking and control*, second edition, Vikas publishing
- Nagrajan, K. (2010), *Project Management*, New Age International Publication.

## **EFBEL-302C: DYNAMICS OF FAMILY BUSINESS MANAGEMENT**

**Course Objective:** Family businesses are a breed unto themselves. While sharing quite a few features with other enterprises, they have their unique characteristics which set them apart. The dynamics of relationships within a family influences every aspect of the management of a Family Owned Business.

- Dynamics of Family Business Management seeks to create an awareness of family dynamics as intertwined with family business.
- Help negotiate the governance structure as applicable and functional in a FOB.
- Instil an understanding as well as provide a clarification of what can be expected and delivered in a FOB.
- Give an overview of the key tasks in family business management: succession planning, selection of the successor, conflict resolution, change management, etc.

**Unit I: Family Owned business:** Defining Family Owned Business. Classic systems of a Family Enterprise (*The Family System, The Ownership System, The Enterprise System*). Governance Systems (*Enterprise Governance, Family Governance-Family Council, Owner Governance-Ownership Form*); Creating a Governance Structure. Systems Approach to Family Interaction (*Triangle, Scapegoat, Homeostasis, Boundaries*).

**Unit II: Diagnosing Family Entanglements:** Family genogram. Developing Business family's genogram, Using the Genogram to identify family scripts and themes. Circumplex Model of Marriage and Family Systems (understanding Family Cohesion and Family Flexibility), Application of Circumplex Model, Clinical Rating Scale and Developing Circumplex Model.

**Unit III: Succession Planning in Family Owned Business:** Personal Readiness (*Identity, Change in Capacity, Temperament, Health*), System Readiness – Family (*Spouse, Children, Extended Family*), System Readiness – Business (*Enterprise Itself, Owners, Successors*), System Readiness – Social and Cultural Context (*Community and Cultural Norms*). Succession Planning. Advice to Successor, Advice to Successor. Moores and Barrett's 4L Framework of Family Business Leadership.

**Unit IV: Stages of Evolution of Family Enterprises:** Individual Life Cycle (Levinson), Family lifecycle; The Family Business Lifecycles, Greiner's Model of Organizational Evolution. Ownership Issues in the Evolving Family Business, Management Issues in the Evolving Family Business. Alternatives to Engaged Ownership (Exit, Delegation, Pruning the Tree, Dividing into Silos, Spinoff/Splitoff/Splitup, Sale).

**Unit V: Narcissism, Envy, and Mythsm Family Firms:** Personality types, Managerial implications of dysfunctional narcissism, The importance of individuation, The family firm as transitional object, The power of envy, Games families play: the role of family myths, The impact of family myths on the family business.

**Addressing Transitions and Change in Family Enterprises:** Vries's Five Critical Phases of Change (concern, crisis, confrontation, crystallization, and change). A model of individual

change; The process of change within Family Enterprises; Understanding the change process in families.

### **Suggested Book**

- deVries, M. F. K., & Carlock, R. S. (2010). *Family Business on the Couch: A Psychological Perspective*. John Wiley & Sons.
- Hall, A. (2012). *Family business dynamics: a role and identity based perspective*. Edward Elgar Publishing.
- Liebowitz, B. (2011). *The family in business: The dynamics of the family owned firm*. Business Expert Press.
- De Pontet, S. B. (2017). *Transitioning from the Top: Personal Continuity Planning for the Retiring Family Business Leader*. Springer.
- Rodzinne, F. (2012). *Family in Business or Business in Family*. Polish Agency for Enterprise Development

## **IMSIN-301: SUMMER INTERNSHIP PROJECT**

### **EFBIER-301A: BUSINESS ANALYTICS**

**Objectives:** Understand the conceptual foundations of relevant business analytics methodologies. Understand the nature and scope of analytics in business management decisions. Understanding the application of various analytical tools including interpreting the input and communicating the output from these tools and models with their advantages and limitations Understand the application of these analytical tools to assist business decisions. Support Business decisions with analytical, research and managerial skills.

**Learning Outcomes:** The Students would be able to understand the benefits provided by analytical methods in business management. Manage technical challenges to plan, gather, analyse and interpret research information. Be able to access the appropriateness of analytical methods for different applications. Have gained hands-on analytical application skills utilizing relevant software. Be able to properly interpret and communicate methodological results. Resolve marketing decision problems and make sound business decisions using analytics.

#### **Unit I:**

Overview of Business Analytics, Analytical Methods and Models, Use of Analytics in Business Practices, Concept of Big Data, Types of Data, Hands on Practice on Data in Excel.

#### **Unit II:**

Concept of Data Visualization, Data visualization and Storytelling Through data, Data Visualization Techniques, Data Visualization Through Advanced Chart, Time Series Data Analysis and forecasting.

#### **UNIT III:**

Data Mining and Management, Data Mining Tools, Data Mining Process, Data Mining Through Social Media, Summarize Marketing Data, Data Reduction methods, Metrics for Business Management, Pricing Analytics.

**Unit IV:**

Introduction to R and R-Studio software, Data Analysis Through R, Web and Social Media Analytics, Sentiment Analysis, Social Network Analytics, Text Analytics, Hands on practice on Data Analysis using R

**Unit V:**

Optimization Techniques, Linear Optimization Models, Sensitivity Analysis, Decision Analysis, Decision Analysis without Probabilities, Decision Analysis with Probabilities.

**Suggested Books:**

- *Lilien, G. L., Rangaswamy, A., & De Bruyn (2007); Principles of Marketing Engineering; Trafford Publishing, 3rd edition.*
- *Linoff, G. S., & Berry, M. J. (2011); Data mining techniques for marketing, sales, and customer relationship management; John Wiley & Sons, 3<sup>rd</sup> Edition.*
- *S. Scheps (2011); Business Intelligence; For Dummies; 1 Edition.*
- *E. Siegel & T.H. Davenport (2013); Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die; Wiley, 1<sup>st</sup> Edition.*
- *Pochiraju, Bhimasankaram, Seshadri & Sridhar (2019); Essentials of Business Analytics; Springer International Publishing, 1<sup>st</sup> Edition.*

**EFBIER-301B: INTER-DEPARTMENTAL COURSE**

## Semester IV

				Theory/ External	Internal Assessment	Total
<b>IMSCC-401</b>	Strategic Management/ MOOCs	<b>04</b>	<b>Core Course</b>	70	30	100
<b>EFBEL-401A</b>	Family Business Models	<b>04</b>	<b>Elective</b>	70	30	100
<b>EFBEL-401B</b>	Managing Conflict in Family Business, Leadership and Team Work			70	30	100
<b>EFBEL-401C</b>	Taxation Laws & Planning			70	30	100
<b>IMSMT-401</b>	Master Thesis/ Dissertation	<b>08</b>	<b>Master Thesis/ Dissertatio n</b>	140	60	200
<b>EFBEL-402A</b>	Sickness and Turnaround Strategies for small business	<b>04</b>	<b>Elective</b>	70	30	100
<b>EFBEL-402B</b>	Governmental Schemes for Entrepreneurship Development			70	30	100
<b>EFBEL-402C</b>	Business Finance for Start – Ups and Growth			70	30	100
<b>EFBIRA-401A</b>	Artificial Intelligence in business	<b>04</b>	<b>Intra- department al Course</b>	70	30	100
<b>EFBIRA-401B</b>	Intra-departmental Course			70	30	100
	<b>Semester Total</b>	<b>24</b>		420	180	600

### IMSCC-401: STRATEGIC MANAGEMENT

**Course Objective:** The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top management and to acquaint with strategic management process and develop competencies to understand competitive posture of own and competing firms in various industries with a view to successfully implement strategy with effectiveness.

#### Learning Outcomes:

- Relate vision and mission with the current business of the organization.
- Define business in terms of need/ functions, customers and alternative
- Technologies.
- Distinguish between ability, capability, competence and competitive advantage.
- Interpret trends and developments in the environment and implications for business in terms of opportunities, challenges and threats.
- Perform SWOT analysis of organisation and competitors.
- Justify the chosen strategy with the conditions and prerequisites for success. Construct business portfolio and understand strategic implication.
- Distinguish a mechanist organization with a learning organization.
- Assess an organization's readiness to change. Address the issues in implementation of strategy in a given situation.
- Apply value chain to identify core competencies required to be developed.
- Discriminate between variants of organisation structure and recommend suitable organisation structure to support strategy execution.

- Identify and recommend best practices for ensuring effectiveness in strategy execution
- Decipher characteristics of culture in an organisation and recommend required attributes and actions for changing the problematic /unhealthy culture
- Identify performance metrics for strategic performance management
- Recommend strategic and operational effectiveness techniques for evaluation
- Perform strategic audit.
- Demonstrate ethical behavioural orientation and cultural sensitivity

#### **Unit I:**

Nature and Scope of Strategic Management, Process of Strategic planning and Implementation, Strategic Management Process, Strategists and their Role in Strategic Management, Hierarchy of Strategic Internet: Vision, Mission, Goals and Objectives, Business Definition. Environmental Appraisal: Environmental Scanning, Appraising the Environment, Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.

#### **Unit II:**

Company level strategies: Grand, Stability, Expansion, Retrenchment and Combination Strategies, Business Level strategy: Cost, Differentiation, Focus, Organisational prerequisites for implementing chosen business strategy, Implications for strategic alignment, tailoring strategy to fit specific industry and company situation.

Strategic Analysis and Choice: Business Portfolio, Portfolio balance, choice, Construction and analysis of business portfolio, Strategic imperatives of portfolio choice, Competitive advantage: Sources, drivers and routes to Competitive advantage

#### **Unit III:**

Strategies for entering new business, choosing a diversification path-related vs unrelated business, International diversification and. Strategies for managing a group of business, Corporate Restructuring. The challenge of Strategic Implementation, Levels of organizational change and associated approaches to strategic management of change, Organizational learning, leadership for organizational change, assessment of readiness to change, Integrating formulation and implementation, role of implementers at different levels, Principal managerial components of strategy execution process, building a capable organization, staffing, building core competencies and competitive capabilities, matching organization structure to strategy, organization structures of the future

#### **Unit IV:**

Generic model of core processes and systems, Context levers, systems levers – information resourcing, human resourcing, capital resourcing and control systems, systems as action levers, Managing internal operations and actions to promote better strategy execution: Marshalling resources, instituting best practices, adopting best practices and continuous improvement, TQM, Installing Information systems and operating systems, corporate culture and leadership as keys to successful execution

#### **Unit V:**

Functional and Operational Implementation, operational effectiveness, Strategy Evaluation and Control, Techniques of operational and strategic control the leader as a role model, Everyday

actions shaping organizational outcomes, Strategic Management in an International Firm; Navigating and managing disruptions and innovation. Strategy and Corporate Evolution in Indian Context.

**References:**

- Thompson, A A, Strickland, A. J and Gamble, J E, Jain A K, 19 ed, *Crafting and Executing Strategy*, McGraw Hill/Irwin
- Dess, G G, and Miller, A, *Strategic Management*, 2<sup>nd</sup>ed, McGraw Hill,
- Pearce I, J A. Robinson, R B. Jr., Mital, A McGraw-Hill Education, 2018 *Strategic Management: Planning for Domestic and Global*
- David, F., 15<sup>th</sup>ed 2015, *Strategic Management*
- Kazmi, A, 3<sup>rd</sup> edition, *Business Policy and Strategic Management*, Tata McGraw Hill

**EFBEL-401A: FAMILY BUSINESS MODELS**

**OBJECTIVE:** To inculcate the knowledge of concepts of family business and development structure for existing business.

**Unit I:**

**Family Business Development Model:** Introduction of Family Business – Conceptual Models of Family firms. Three dimension development Model. Ownership Development Dimension. Family Developmental Dimensions. Business Developmental Dimensions. Modeling for Family Business.

**Unit II:**

**Family Business Types:** Family Business types and traditional forms of family business. Founders and the Entrepreneurial experiences. Growth and Evolution of Family Business. Complexity of family enterprise. Diversity of successions.

**Unit III:**

**Narcissism, Envy and Myths in Family Firms:** Personality types: Managerial implications of dysfunctional narcissism. Meaning and Importance of Individuation. Power of envy. Role of family myths and impact of family myths on family business. Characteristics of founder. Common defensive structures in founder.

**Unit IV:**

**Leadership Transition:** Options for tackling succession problem. Inheritance. Psychological pressure on new leaders. Systematic view of business family. Family system proposition. Family scripts and rules. Diagnosing family entanglements.

**Unit V:**

**Transition and Change:** Lewin's idea of change. Model of individual change. Process of change within organization. Change process in families. Family focus Role play on Family Business planning.

**Suggested Books :**

- Gurnani P.S. (2016); *Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India*; Edu-Creation Publication; New Delhi.



- *Maura McAdam (2013); Female Entrepreneurship; Routledge, London.*
- *Rao M.B. & Talluri S. (2018); Micro, Small and Medium Enterprises: MSME; K.Y Publication.*
- *Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent (2007); Family Business on the Couch – A psychological perspective; Wiley Publisher.*
- *R. Srinivasan, C.P. Lodha (2017); Strategic Marketing and Innovation for Indian MSMEs; Springer.*

## **EFBEL-401B: MANAGING CONFLICT IN FAMILY BUSINESS, LEADERSHIP AND TEAM WORK**

**Course Objective:** This course provides analysis of, and insights into, the conflict issues, leadership pattern and building strong team under family business run over time. The course is structured to enable students to *understand how to build strong family team* which focuses on the challenges in creating effective co-leadership teams in a family business. Students will explore where conflict comes from in family enterprises, and how it differs from non-family ones. Students will discover methods for managing conflict to avoid a crisis in a family enterprise.

### **Unit I**

Conflict in Family Business: Concept, Difference in a family business conflict and non-family organization, Constructive or Destructive Impact of Family Ownership, Common Pattern of Conflict, Causes of Conflict, Consensus of Conflict in Family Business, Resolving Family Business Disputes, Case Studies.

### **Unit II**

Family Business Leadership: Introduction, Leadership Challenges in Family Business, Evolving Strategies and leadership Role, Leader Legacy, Approaches to Family Leadership, Structure of Family Leadership, Responsibilities of Leadership Job, Difference between Family and Corporate Leadership, Family Democracy vs Meritocracy, Obtaining Honest Feedback, Defining and Measuring Success, Leadership Skills for 21<sup>st</sup> Century, Case Studies.

### **Unit III**

Developing Next Generation Family Leader: Leadership and Religion in Family Business, Succession in Family Business through Authentic Leadership, Family Entrepreneurial Leadership Transition to the Second Generation, Challenges of Family Leadership, Familial Values & Professionalization, Structure and next generation Leaders preparation.

### **Unit IV**

Teamwork in the Family Business: Introduction, Strategies for Building Team, Starting Points- The growing trend toward teams and partnership, Steps to creating a team atmosphere, Sibling Partnerships- Tasks and pitfalls in a sibling partnership, Pros and cons of sibling partnerships, Cousin Consortiums- Building a working relationship among cousins, Husbands and Wives- Common threads of successful spouse teams, Beating the stresses of mom-and-pop partnerships, Case Studies.

### **Unit V**

Building Better Executive Teams: Strategies that encourage co-leadership, teaming up with hired managers, Creating Employee Work Teams- form, inspire, lead and support teams in the

workplace, Encouraging teamwork and rewarding team performance, Identification of potential team players, Bringing the Family Team Together-Understanding stages of ownership evolution, Strategies to compensate family shareholders and Settling dispute , Successful Family Business Teams- Overcoming obstacles to good communications, Maintaining trust among all family members and Resolving conflicts, Practical Tools for Achieving Teamwork -Partnership charters, Constitutions to establish the rights of active and non-active owners, Ensuring family councils elicit members' aspirations and views, smooth out disagreements and facilitate future planning, Case Studies.

### **Suggested Books**

- *K. Rhodes, D. Lansky(2013); Managing Conflict in the Family Business: Understanding Challenges at the Intersection of Family and Business; Palgrave Mcmillian, NY.*
- *Álvarez, José Manuel, Palma-Ruiz, Jesús Manuel (2019); Handbook of Research on Entrepreneurial Leadership and Competitive Strategy in Family Business; IGI Global, USA.*
- *Mark Daniell, Sara Hamilton (2010); Family Legacy and Leadership: Preserving True Family Wealth in Challenging Times; John Wiley and Sons.*
- *Pramodita Sharma, NunziaAuletta, Rocki-Lee DeWitt, Maria José Parada(2015); Developing Next Generation Leaders for Trans-generational Entrepreneurial Family Enterprises; Edward Elgar Publishing, UK.*
- *Joseph H. Astrachan and Kristi S. (2003); Conflict and Communication in the Family Business; McMillan, NY.*

## **EFBEL-401C: 403TAXATION LAWS & PLANNING**

**Objectives:** To introduce the basic concepts of tax laws in India and enable the student to interpret the various provisions of Indian income tax law for computation of tax and filing of returns

### **Unit I Basic Terms and heads of Income**

Important definitions U/s 2 Residential Status Income under Salary, Income house from Property, Capital Gains (S. 45 to S 50C) Income from Other Sources (S.56 to S. 59)

### **Unit II Computation of Income Tax**

Profits and Gains from Business, Profession & Vocation (S.28 to 32 35, 36, 37, 40, 40A, 43B) Computation of Income tax , important deductions Tax evasion and tax avoidance; tax planning and tax management, Residential status of a business and incidence of taxation,

### **Unit III Scope of tax planning**

Scope of tax planning for setting of new business, Location of business undertaking, Nature and size of business, Form of business and ownership pattern , Employee remuneration Tax considerations in specific financial and managerial decisions, Lease or own decision, Make or buy decision, Repair/renewal or replacement of an asset, Capital structure decision

#### **Unit IV GST and Other Indirect Tax**

Concept of Indirect Tax, types of indirect tax in India, Difference between direct and indirect tax Introduction to GST - Definitions Salient Features. Objectives. Advantages and disadvantages, important amendments

#### **Unit V Estate Planning & Contemporary Issues in Tax Laws**

ESTATE PLANNING FOR FAMILY BUSINESS Estate Planning – outline of comprehensive succession plan – overview of estate tax – deduction of family owned business – special use valuation for real estate used in business – using charitable arrangements to minimize estate taxes, Filing of income tax, returns online: direct and indirect tax

#### **Suggested Books**

- *Singhania, V.K. &Singhania, M. (2019), Corporate tax planning and business tax procedures, Taxmann 23<sup>rd</sup> Edition*
- *Ahuja, Girish and Gupta. Ravi (2019), corporate tax planning and management by, Bharat Law House, 20<sup>th</sup> Edition.*
- *Lakhotia R. N. &Lakhotia S. (2017), Corporate Tax Planning Handbook, 32<sup>nd</sup> Edition, McGraw Hill Education*
- *Agarwal K.K. (2008), Corporate Tax Planning, Atlantic Publishers and Distributors PVT LTD*
- *Agarwal, K.K.,(2008), Direct Tax Planning and Management, Atlantic Publishers and Distributors PVT LTD, 5<sup>th</sup> Edition.*
- *Nag and Karmakar Direct & Indirect Tax Laws & Practice New, Central Book Agency*
- *J.K. Lasser''s Financial and Tax Strategies for Family Business by Barbara WeltmanPublisher : Wiley, Year : 2001.*

#### **IMSMT-401: MASTER THESIS/ DISSERTATION**

#### **EFBEL-402A: SICKNESS AND TURNAROUND STRATEGIES FOR SMALL BUSINESS**

**Objective:** The course objective is to acquaint the students with the measures which have to be to handle adverse situations in business .The turnaround strategies have been discussed in detail along with recent cases ,to make it more understandable

#### **Unit I: Concept of Sickness**

Industrial Sickness, Meaning, Identification of a sick Unit, Definition of a sick unit , Guidelines for correct Identification of sickness, RBI''s role and Guidelines regarding Sickness ,Government''s Policy of Sickness , BIFR – ,BIFR''s role in Turnaround. Role of Commercial banks in assisting small scale business

#### **Unit II: Symptoms and Causes**

Challenges for Small scale business, Process of Sickness, Signals and Symptoms of Sickness, Tracking the causes of Sickness – Meaningful cause analysis – Relevant case studies analyzing causes of Sickness.

### **Unit III: Viability Study**

Conducting Techno – Economic viability study, Defining viability, Importance of Validity Study – Aspects to be covered in the validity report, Examination of External Environment.

### **Unit IV: Turnaround Strategies**

Turnaround – Meaning, Choice of Existence, and Information required for formulating. Turnaround programme ,processing of Information, preparation of turnaround plan.

### **Unit V: Contemporary Issues and Cases**

Turnaround stage – Interlinked strategies in the various faces of turnaround, Turnaround requirements ,Factors for successful Turnarounds, Monitoring the performance and follow up, Recent cases related to turnaround plans .

### **Suggested Books**

- *Yadav R.A., “Managing Corporate Turnaround – Text and Cases”, Concept publishing Company, New Delhi,,,Latest edition.*
- *.Gupta L.C,”Controlling Corporate Sickness” Oxford University Press, India, ,,.Latest edition.*
- *Bilani S.N. &Mitra P.K., “Industrial Sickness – Identification and Rehabilitation”, Vision Books. ,,.Latest edition.*
- *Khandwalla P.N., “Turnaround Excellence”, Response Books, 2001.*
- *Nanda K.C.Nanda, “Credit and Banking”, Response Books,1999.*

## **EFBEL-402B: GOVERNMENTAL SCHEMES FOR ENTREPRENEURSHIP DEVELOPMENT**

**Objective:** To acquaint students with initiatives and campaigns run by government for entrepreneurship development and partnership;and to equip students to understand the eligibility and filing process of such schemes.

**Unit I:** Entrepreneurship Developmental Schemes in India: Problems and Prospects. Meaning, Role and Importance of Government Schemes for Entrepreneurship Development.Types & Levels of Schemes for Entrepreneurship Development. Entrepreneurship Development: Assessing overall business environment in Indian Economy.

**Unit-II:** Introduction to E-Access and E-Registration to Governmental Schemes. Single Window clearance: An initiative of Government of India. Single Point Registration Scheme. eBiz Portal Government Schemes for Start-up Projects in India and Digital India.

**Unit-III:** Start Up India & Stand Up India. Make in India. Pradhan Mantri Mudra Yojna. ATAL Innovation Management. A Scheme to Promote Innovative & Rural Entrepreneurship (ASPIRE). Technology Innovation Management and Entrepreneurship Information Service (TIME IS).

**Unit-IV:** Support for International Patent Protection in Electronics & Information Technology (SIP-EIT). Credit Guarantee Scheme for Startups (CGSS). The Venture Capital Assistance Scheme (VCA). Revamped Scheme of Fund for Regeneration of Traditional Industries (SFURTI).

**Unit-V:** Small Business Innovation Research Initiative (SBIRI). VIRASAT: A Credit Scheme for Craft persons. Raw Material Assistance Scheme (RMAS). Comprehensive Handloom Cluster Development Scheme (CHCDS). Procurement and Marketing Support Scheme (P&MS)

### **Suggested Books**

- *IIFB (2017); Micro, Small and Medium Enterprises in India; Taxmann.*
- *R. Srinivasan, C.P. Lodha (2017); Strategic Marketing and Innovation for Indian MSMEs; Springer.*
- *Gurnani P.S. (2016); Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India; Edu-Creation Publication; New Delhi.*
- *Maura McAdam (2013); Female Entrepreneurship; Routledge, London.*
- *Rao M.B. & Talluri S. (2018); Micro, Small and Medium Enterprises: MSME; K.Y Publication.*

## **EFBEL-402C: BUSINESS FINANCE FOR START – UPS AND GROWTH**

**Objectives** To acquaint the students with the various sources of finance available for setting up new venture along with the government and private intervention in financing new business . It will also include valuation of new firms and management of distress situations

### **Unit I Sources of Finance**

Nature of financing needs of entrepreneurs and for new ventures and start-ups, , means of financing new ventures, short term and long term sources of finance , appraisal criteria for financing by different financing bodies, angel investors, Early sources of funding: Incubators, Accelerators and crowd funding

### **Unit II Financial Plan**

Business Finance support by Venture capital funds, SFCs. SIICs, commercial banks , SIDBI, private investors and EXIM bank for export credit, finance for export oriented units, Direct equity by EXIM and Direct finance, Preparing The Financing Plan : General considerations , Construction financing, Long term financing, withholding Tax considerations , Estimating the Borrowing capacity of project, Loan repayment parameters , Borrowing capacity , assuming full draw downs, applications to hypothetical high speed rail project – annual coverage tests.

### **Unit III Evaluation of Venture**

Evaluating Venture Opportunities, venture evaluation, Scheme of Micro finance Programme & innovations, financial inclusion through Business Correspondent scheme of RBI, Valuation of entrepreneurial Ventures – the venture capital method, discounted cash flow method

#### **Unit IV**

Instruments of finance – seed capital, project finance, working capital as well as export finance, other negotiated and spontaneous sources and instruments of finance in domestic and international environment for manufacturing, service and NGO's, Impact investing, Financing Social Entrepreneurs

#### **Unit V**

Fundamentals of Term Sheets, Managing distress situations, Case studies on strategic entrepreneurial finance

#### **Suggested Books**

- Charantimath P, (2006) *Entrepreneurship development and Small Business Enterprises*, Pearson
- Gitman, Lawrence J., & Chad J. Zutter (2017). *Principles of Managerial Finance*, Pearson Publication, 13<sup>th</sup> Edition
- Van Horne, James C, & Dhamija, Sanjay (2011), *Financial Management and Policy*, Pearson Publication
- Klonowski D, (2015) *Strategic Entrepreneurial Finance*, Routledge, New York
- Rin .M & H Thomas (2020) *Fundamentals of Entrepreneurial finance* Oxford University Press
- Abor J Y (2017) *Entrepreneurial Finance for MSMEs A Managerial Approach for Developing Markets*, Palgrave Mcmillan

### **EFBIRA-401A: ARTIFICIAL INTELLIGENCE IN BUSINESS**

**Course Objective:** The objective of the course is to give the student a conceptual understanding of how AI works and how is it different from the human mind. It is further sought to enlighten the student on how the traditional business tools and practices will be affected by the AI systems. The important points regarding the challenges and the ethical dimension are also incorporated. Finally, the future of AI and the interface between consciousness and AI is brought out succinctly.

**Learning Outcomes:** The conceptual understanding of AI system and its difference with the human mind will help student appreciate the gravity of the implications for the business in the coming decades. Going through the instructions on the utility of AI as business tools the student would stand out as a valuable asset to their future employers. The ethical dimensions involved should also sensitize the students on the challenges involved for value-based business practices. In the frightening and uncertain times of AI era the student should find solace in the infallibility and supremacy of human consciousness and take the AI challenge boldly and positively.

## **Unit I: HUMAN VERSUS MACHINE**

What matters to a machine; What makes a mind; Looking into the Future; Programs that Write Programs; Four Basic Drives; The Intelligence Explosion; The Point of No Return; The Law of Accelerating Returns; The Singularitarian; The End of Human Era; The Cyber Ecosystem; Telemigration, Automation and the Transformation; Digitech Impulse.

## **Unit II: USING AI TO ATTRACT, PERSUADE, AND RETAIN CUSTOMER**

Market Research; Marketplace Segmentation; Raising Awareness; Social Media Engagement; In Real Life; The B2B World; The In-Store Experience; On the Phone; The Onsite Experience—Web Analytics; Merchandising; Closing the Deal; Back to the Beginning; Attribution; Growing Customer Expectations; Retention and Churn; Many Unhappy Returns; Customer Sentiment; Customer Service; Predictive Customer Service; The AI Business Platform

## **Unit III: SOLVING THE BUSINESS PROBLEMS**

Application of AI: Finance, Manufacturing, Transportation, Energy, Healthcare, Communication, Law, and Defence. One-to-One Marketing; One-to-Many Advertising; The Four Ps; The Customer Journey; Branding; Your Bot Is Your Brand; Marketing Mix Modelling; Econometrics; Customer Lifetime Value

## **Unit IV: THE CHALLENGES**

Machine Mistakes; Human Mistakes; The Ethics of AI; What Machines Haven't Learned Yet; How to Train a Dragon; The Human Advantage; AI to Leverage Humans; Collaboration at Work; Your Role as Manager; AI for Best Practices.

## **Unit V: THE FUTURE**

The Path to the Future; Machine-Train Thyself; Intellectual Capacity as a Service; Data as a Competitive Advantage; How Far Will Machines Go; Computing Tomorrow; Consciousness and AI: What is Consciousness; is Consciousness beyond Science; Experimental clues about Consciousness; Theories of Consciousness; How might AI Consciousness Feel?

## **References:**

- *James Barrat (2015); Our Final Invention; Pan Macmillan India, 1<sup>st</sup> Edition.*
- *Garry K & Mig G. (2017); Deep Thinking: Where Machine Intelligence Ends and Human Creativity Begins; John Murray Publications, 1<sup>st</sup> Edition.*
- *Kamal Y. (2020); Marketing Management; NRBC, 1<sup>st</sup> Edition.*
- *Jim Sterne, G.A. Poe & Gildan M. (2018); Artificial Intelligence for Marketing; Gildan Media- Audible Book, 1<sup>st</sup> Edition.*
- *Max Tegmark (2017); Life 3.0: Being Human in the Age of AI; Knopf, 1<sup>st</sup> Edition.*

## **EFBIRA-401B: INTRA-DEPARTMENTAL COURSE**