



**PG WING OF SBRR MAHAJANA FIRST
GRADE COLLEGE [AUTONOMOUS]
Accredited by NAAC with 'A' grade**

**Pooja Bhagavat Memorial Mahajana
Education Centre
Affiliated to University of Mysore**

**DEPARTMENT OF STUDIES IN BUSINESS
ADMINISTRATION IN
CORPORATE SOCIAL RESPONSIBILITY**

STRUCTURE AND SYLLABUS

JUNE/JULY - 2019

**DEPARTMENT OF STUDIES IN BUSINESS ADMINISTRATION IN
CORPORATE SOCIAL RESPONSIBILITY
MBA in CSR Course Structure and Syllabi
CHOICE BASED CREDIT SYSTEM- 2019 – 2020
Minimum Credits required for MBA in CSR Degree**

I to IV Semesters	Core Course (C)		Foundation course (F)		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits
	24	86	03	03	27	89

Minimum Credits to be registered by a student in a normal phase to successfully complete MBA in CSR degree in four semesters

Semesters	Core Course (C)		Foundation course (F)		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits
I	06	23	01	01	07	24
II	06	22	01	01	07	23
III	06	20	01	01	07	21
IV	06	21	00	00	06	21
Total	24	86	03	03	27	89

Semester - I

Sl.No	Title of the Course	Core/ Foundation	L:T:P	Credit	Teaching hour per week
01	Principles and Practices of Management	Core	3 : 0 : 1	4	5
02	Organizational Behaviour	Core	3 : 0 : 1	4	5
03	Corporate Economics	Core	3 : 0 : 1	4	5
04	Fundamentals of CSR	Core	3 : 0 : 1	4	5
05	Business Communication	Core	2 : 0 : 1	3	4
06	Statistics for Management	Core	3 : 0 : 1	4	5
*07	Computer Applications in Management	Foundation	1 : 0 : 1	1	2
*08	Skill Development Program-1	Foundation	1 : 0 : 1	1	

Semester - II

Sl.No	Title of the Course	Core/ Foundation	L:T:P	Credit	Teaching hour per week
01	Marketing Management	Core	3:0:1	4	5
02	Human Resource Management	Core	2:0:1	3	4
03	Corporate Accounting	Core	3:0:1	4	5
04	Business Research Methods	Core	3:0:1	4	5
05	Corporate Governance & Ethics	Core	3:0:1	4	5
06	Management of NGOs, Corporate Foundations	Core	2:0:1	3	4
*07	Management Information Systems	Foundation	0:0:1	1	2
*08	Skill Development Program-2	Foundation	0:0:1	1	

*Any one foundation courses from the available foundation courses shall be selected by a student at the commencement of I and II Semesters. The Department Council/Affiliated College will announce at the beginning of the first and second semesters, any two or more foundation courses which will be offered during I and II semesters depending upon the availability of faculty and the demand for foundation courses. The minimum number of students opting for a foundation course should be twenty.

Semester - III

Sl.No	Title of the Course	Core/ Foundation	L:T:P	Credit	Teaching hour per week
01	Strategic Management	Core	3:0:1	4	5
02	Total Quality Management	Core	2:0:2	4	6
03	Social Development Issues & Challenges	Core	2:0:1	3	4
04	Environmental Law & Audit	Core	2:0:1	3	4
05	Certification Programme	Core	2:0:1	3	4
06	Business Familiarization Report	Core	0:0:3	3	
07	Skill Development Program-3	Foundation	0:0:1	1	

Semester - IV

Sl.No	Title of the Course	Core	L:T:P	Credit	Teaching hour per week
01	Entrepreneurship Development	Core	1:0:2	3	5
02	Brand Management & CSR	Core	2:0:1	3	4
03	International Business and CSR	Core	2:0:1	3	4
04	CSR Accounting Auditing & Reporting	Core	2:0:1	3	4
05	Sustainability & Stakeholder Management	Core	2:0:1	3	4
06	Project	Core	0:0:6	6	

***L = Lecture – 1 hour of lecture per week in a semester = 1 credit**

S/T/FW = Seminars/Tutorials/Field Work – 2 hours of seminars/tutorial /field work per week per week in a semester = 1 credit

P = Practicals – 2 hours of practicals per week per week in a semester = 1 credit

**Proposed Syllabus for Autonomous MBA in CSR
Semester – I**

Principles & Practices of Management

Nature	Area	Semester	
Core	Corporate Social Responsibility	I	
Course Code	Course Name	Credit/Distributions	
	Principles & Practices of Management	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To realize the functions of Management
- To understand the theories of Management
- To enumerate the Importance of various structural forms in organizations
- To understand the importance of various dimensions of controls employed in organizations

UNIT I- Management

16 Hours

Definition of Management, Nature and Scope of Management, Basic functions of Management, Management as a process. Evolution of management theory and practice from Taylor, Fayol, Drucker to the present day. Professional code of conduct and Ethics in management. Growth of professional management in India.

UNIT II- Corporate Planning

10 Hours

Planning Process, The purpose of Managerial Planning, Types of Plans, Hierarchy of Plans, Planning Premises, Certainty, risk and uncertainty.

UNIT III- Decision Making

10 Hours

Decision Making, Models of Rational Decision Making Process, limitations, Heuristics, Bounded Rationality in Decision Making Process and Models, Steps in Rational Decision Making.

UNIT IV- Role of Organization Structure

10 Hours

Basis of Departmentation, Specialization, Division of work, Differentiation and Integration, Various forms of Organization, Span of Management principles of Coordination. Power, Authority, Delegation and Decentralization. Informal organizations and grapevine.

UNIT V- Managerial Control

10 Hours

Managerial Control, Relationship between Planning and Control, Limitations of Control, Feedback, Types of Control Systems and Techniques, Management by Exception, Budgetary Control, Functional and Dysfunctional aspects of Budgetary Control, Internal Control Systems, Internal Audit and Management Audit.

Practical Components:

- To study 3 companies and enumerate different types of organizational structures
- To visit 2 companies and study their system of delegation of responsibilities
- To visit 2 companies and study the control systems employed to enhance organizational performance.

Reference Books

- Essentials of Management-Koontz and O'Donnell. E-McGraw Hill,
- Introduction to Management-Fred Luthans-McGraw
- The Practice of Management-Peter.F.Drucker
- Management- Stoner, Freeman and Gilbert
- Management- Griffin
- Management- Holt
- Management- Tasks and Responsibilities- Peter. F. Drucker
- Professional management- Theo Haimann
- Organization Theory and Design – Richard L.Draft
- Management - Richard L.Draft
- People and Performance by Peter F.Drucker

Organizational Behavior

Nature	Area	Semester	
Core	Corporate Social Responsibility	I	
Course Code	Course Name	Credit/Distributions	
	Organizational Behavior	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

- To analyze the behavior of Individuals and Groups in organization in terms of the Key Factors that influence Organizational behavior
- To assess the potential effect of organizational factors (Structure, Culture, Change) on OB
- To critically examine the potential effects of important developments in external environments on OB
- To analyze the organizational behavior issues in the context of Organizational Behavioral theories, Models and Concepts

Unit I - Organizational behavior**06 Hours**

Definition, Key elements of OB, Nature, scope and challenges of OB, Models of organizational Behavior, Contributions of other disciplines to OB, Emerging issues in Organizational Behavior, Impact of globalization and IT on OB

Unit II - Personality, perception and attitudes

20 Hours

Personality: Meaning, Determinants of Personality – Heredity, Environment and Situation, Types of personality – Introvert, Extravert, Type A, Type B, Judging and perceptive personality, Theories of personality – Trait theory, Type theory, Socio Learning theory, Self theory, Psychoanalytical theory, Other personality factors influencing OB – Locus of control, Machiavellianism, Self esteem, self monitoring, Risk taking.

Perception: Meaning, difference between perception and sensation, perceptual Process – Receiving the stimuli, selecting the stimuli, Organization of stimuli, Interpretation, Factors influencing perception – Internal factors and External factors, How to improve perception, Perception and its application in OB (Employment Interview, Performance appraisal, Performance expectation, employee effort, employee loyalty)

Attitude: Meaning of Attitude, Formation of attitude (Direct experience, Social learning), Types of attitude: Job satisfaction, Job Involvement and Organizational commitment. Components of Attitude: Cognitive component, affective component and behavioral component, How to change attitude (Cognitive dissonance theory, Reinforcement theory, balance theory, comprehensive theory).

Unit III - Group dynamics:

10 Hours

Meaning, Definition and characteristics, why do people form and join groups, Types of Groups: Formal and informal groups, Stages of group development, Group Behavior, Group Norms, Group Cohesiveness, group role, Inter group behavior, Inter group conflicts, Group Decision making, JOHARI window and Transactional analysis.

Teams: Meaning, Difference between team and Group, Types of teams – Lead teams, Problem solving teams, self managed teams, cross functional teams, virtual teams, Causes for team failure, How to make teams successful?

Unit IV - Motivation

10 Hours

Meaning, Nature of motivation, Need for motivation, Theories of motivation – Content theories and Process theories,

Unit V – Leadership

10 Hours

Meaning, Differences between leadership and Management, functions of leadership, Leadership styles – Autocratic, Democratic, Laissez faire. Leadership theories: Trait theory, Behavioral theories, Fiedler’s contingency model, Path goal leadership theory, Situational leadership theory, Managerial grid, Transactional and Transformational leadership, Making leadership effective.

Practical Component

- Preparing the leadership profiles of five business leaders each from manufacturing and IT sectors and comparing their leadership qualities and behaviors and reporting the same.
- To compare between highly successful leaders and failed leaders and identifying the leadership traits which made the difference.
- To categorize the students into small groups and conducting collage activity to exhibit the group cohesiveness.
- To conduct self analysis through JOHARI window.

Text Books

- Dr.S.S. Khanka; Organizational Behavior, 4th Ed, S.Chand & Company pvt ltd, 2003.

Reference Books

- Fred Luthans – Organizational Behavior, Mc Grawhill, 11th Ed, 2001
- Stephen Robbins – Organizational Behavior, Pearsons 11th Ed, 2008

Corporate Economics

Nature	Area	Semester	
Core	Corporate Social Responsibility	I	
Course Code	Course Name	Credit/Distributions	
	Corporate Economics	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

To integrate the basic concepts of economics with the tools of mathematics and statistics in order to analyze and make optimal business decisions

Unit – I: Introduction

08 Hours

Definition, nature and scope of managerial economics, Theory of the firm- goals of the firm.

Unit – II: Demand Analysis

08 Hours

Concept of demand, determinants of demand, Law of demand, Exceptions to the law of demand, Elasticity of demand, types and measurement.

Unit - III: Regression model for managerial decisions

14 Hours

Introduction to Regression Analysis, Estimating and Testing Regression Equation, Problems in the Use of Regression Analysis, Two-Variable and Multiple Variable Regression Analysis.

Unit - IV: Production And Cost Analysis

14 Hours

Concepts, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale. Cost analysis: Concepts, Types of

cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve.

Unit - V: Market Structures

14 Hours

Perfect Competition, Features, Determination of price under perfect competition.

Monopoly: Features, Pricing under monopoly. Price Discrimination.

Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation.

Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership

Practical Components:

- Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)
- Study of demand elasticity for a product when there is a price increase or price decrease.
- Market surveys/ consumer intention survey for an existing or a new product/service.
- Opinion polls to understand the buyer behavior for a product or a service.
- Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- Preparing a project proposal for a new business venture to understand the BEP using real time data.
- Exploring application and usage of econometric models by using appropriate software packages

Reference Books

- C K Renukarya ; Managerial Economics, Chethana Book House, Mysore, 1996
- Thomas ,Christopher R & S Maurice ,Charles ;Managerial Economics – Concepts and Applications New Delhi: Tata McGraw-Hill Irwin, 2008.
- Hershey, Mark; Managerial Economics- An Integrative Approach Cengage Learning India Pvt. Ltd., Publications 2009
- Maddala ,G S & Miller, Ellen; Micro Economics – Theory & Applications, Tata McGraw Hill Publications
- Dominick Salvatore; Managerial Economics, Oxford University Press
- Mankiw, Gregory; Principles of Economics, Thomson South-Western
- Pindyck&Rubinfeld ; Microeconomics, Pearson 5th edition
- G. S. Gupta, Managerial Economics, Tata Mc Graw Hill Latest Edition
- Dwivedi, Managerial Economics, Vikas Pub., House Pvt., Ltd., 2002
- Das, Satya P, Micro Economics for Business, Sage Publishers, 2007
- Mulhearn, Chris , Howard R Vane , Economics for business, James Eden NewYork,Palgrave,2011
- W Bruce Allen, Managerial economics theory application and cases, Viva Books, New Delhi,2010

Web Reference:

- <http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers-6e-6/9788131733530>
- <http://pearsoned.co.in/prc/book/h-craig-petersen-managerial-economics-4e-4/9788177583861>
- http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?course_id=4207
- <http://ocw.mit.edu/courses/economics/>

Fundamentals of Corporate Social Responsibility

Nature	Area	Semester	
Core	Corporate Social Responsibility	I	
Course Code	Course Name	Credit/Distributions	
	Fundamentals of CSR	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To learn the concepts and theories of CSR
- To know the importance of sustainable development goals
- To understand the role of NGOs in promoting and implementing CSR initiatives in India
- To evaluate futuristic role of CSR in India

Unit I : Introduction to CSR

12 Hours

Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

Unit II : International framework for corporate social Responsibility

10 Hours

International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.

Unit III : CSR Legislation and Implementation

10 Hours

CSR-Legislation In India & the world. Section 135 of Companies Act 2013. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

Unit IV : Drivers of CSR

10 Hours

The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism.

Unit V : Stakeholders and Roles

14 Hours

Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit & Local Self- Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self-Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations.

Review current trends and opportunities in CSR. CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.

Practical Components:

- Visit two MNCs and list down their CSR activities
- Visit two NGOs and enumerate their role in propagating sustainable development goals
- To find out from NGOs their role in promoting CSR activities in India

Reference Books:

- Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
- The World Guide to CSR - Wayne Visser and Nick Tolhurst
- Innovative CSR by Lelouche, Idowu and Filho
- Corporate Social Responsibility in India - Sanjay K Agarwal
- Handbook on Corporate Social Responsibility in India, CII.
- Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique
- Growth, Sustainability, and India's Economic Reforms – Srinivasan
- Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad
- . Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
- Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
- Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social
- Responsibility-A European Perspective, Edward Elgar. University of Delhi.
- Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
- Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

Business Communication

Nature	Area	Semester	
Core	Corporate Social Responsibility	I	
Course Code	Course Name	Credit/Distributions	
	Business Communication	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To familiarize students with the mechanics of writing
- To enable students to communicate (Written and Oral) in English precisely and effectively

Unit – I: Introduction

10 Hours

Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution - Communication in crisis.

Unit – II: Principles of Communication

10 Hours

Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication
Listening as a Communication Skill Non – verbal communication

Demonstrate the effect of noise as a barrier to communication

Make students enact and analyze the non-verbal cues

Unit – III: Written Communication

10 Hours

: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process.

Give exercises for clarity and conciseness in written communication.

Unit – IV: Business letters and reports

12 Hours

Introduction to business letters – Types of Business Letters - Writing routine and persuasive letters – Positive and Negative messages

Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports

Writing Proposals: Structure & preparation.

Writing memos

Group Activity: Form Student groups and ask them to write a persuasive letter and proposal for an innovative product or service. Circulate the work from each group among all other groups and ask them to evaluate the letter and proposal in line with possible responses to a letter (pleased, displeased, neither pleased nor displeased but interested, not interested)

Unit – V: Case method of learning

14 Hours

Understanding the case method of learning – Different types of cases – Difficulties and overcoming the difficulties of the case method – Reading a case properly (previewing, skimming, reading, scanning) – Case analysis approaches (Systems, Behavioural, Decision, Strategy) – Analyzing the case – Dos and don'ts for case preparation – Discussing and Presenting a Case Study

A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.

Reference Books:

1. Business Communication : Concepts, Cases And Applications – P D Chaturvedi, Mukesh Chaturvedi – Pearson Education, 2/e, 2011 (Module 1, 2, 4, 5, & 7)
2. Business Communication, Process And Product – Mary Ellen Guffey – Thomson Learning , 3/E, 2002 (Module 3)
3. Business Communication – Lesikar, Flatley, Rentz & Pande – TMH 11/E, 2009 (Module 1, 2, 4, 5, & 7)
4. Advanced Business Communication – Penrose, Rasberry, Myers – Cengage Learning, 5/e, 2004 (Module 1, 5, 6 & 8)
5. BCOM – Lehman, DuFrene, Sinha – Cengage Learning, 2011 (Module 1, 2, 4, 6, 7, 8)

Reference Books:

1. Effective Technical Communication By M Ashraf Rizvi – TMH, 2005.
2. Business Communication, M.K. Sehgal & V. Khetrapal – Excel Books.
3. Business Communication – Krizan, Merrier, Jones – Thomson Learning, 6/e, 2005.

Statistics for Management

Nature	Area	Semester	
Core	Corporate Social Responsibility	I	
Course Code	Course Name	Credit/Distributions	
	Statistics for Management	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To provide an understanding on the basic concepts of statistics
- To acquaint the students to the role that statistics plays in business decisions

Unit I: Introduction

10 Hours

Quantitative data interpretation in managerial decision making: collection – classification – tabulation – frequency distribution – charts and graphs, measures of central tendencies and dispersion

Unit II: Correlation and regression

12 Hours

types of correlation, scatter diagram, Karl Pearson coefficient of correlation, Spearman rank correlation coefficient – repeated ranks. Regression coefficients, lines of regression, estimation of dependent variable based on independent variable

Unit III: Probability theory

12 Hours

basic probability concepts – conditional probability – Bayes theorem Probability distributions: binominal, Poisson and normal distributions

Unit IV: Sampling

8 Hours

Census vs sampling, Sampling Techniques, sample size, random sampling. Non-sampling and sampling errors. Estimation-point and interval- definition.

Unit V: Statistical Decision Theory

14 Hours

hypothesis testing for means and proportions and for difference of means and proportions - Chi-Square test and analysis of variance-one way and two way ANOVA.

Practical components:

- Analysis of cash deposit pattern in commercial banks
- A regression analysis on the impact of smoking, level of exercise, weight on medical cost. (A case study of any medical center)

Reference Books:

- Dr. C.K Renukarya-Business Statistics, chethan Book House, Mysore
- Statistics for Managers – using Microsoft excel – Levine, Stephan & others
- Statistics for Management – Richard Levin and Rubin[excel version]
- Statistics – Murray Spiegel, Schaum Series
- Quantitative Business Analysis – Text & Cases – Samul Bodiley& others
- Basic Business Statistics – Bereuram and Levine
- Quantitative Methods – Anderson, Sweeny & William

Computer Applications in Management

Nature	Area	Semester
Foundation	Corporate Social Responsibility	I
Course Code	Course Name	Credit/Distributions

	Computer Applications in Management	(L-1:T-0:P-1) Credit = 01	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To provide students with the essential skills needed to create, edit and print professional looking documents using text, tables, lists and pictures as well as covering simple mail merge.
- To equip students with the skills required to create & edit spreadsheets, use functions & formulas and to work with various tools to analyze and present data in spreadsheets, such as sorting, filtering, applying conditional formatting and charting the data.
- To provide students with the essentials skills needed to create, edit and present professional looking presentations using text, tables, diagrams, charts and pictures as well as providing presentations tips.

Unit I: Information System Resources:

08 Hours

Computer basics (H/w & S/w), Internet & office automation, Word processing with MS word - starting MS word - MS Environment - working with word documents - working with text - working with tables - checking spelling and grammar - printing document - creating mailing lists- mail and merge.

Unit II: Concept of spread sheet and MS Excel

08 Hours

Concept of spread sheet and MS Excel - starting MS Excel - MS Excel Environment-working with Excel – workbook- Preparation of charts and graph with excel – Sorting & Filtering - Working with functions – Summary statistics – printing in Excel.

Unit III: Presentation with Ms Power point

08 Hours

Making presentation with Ms Power point - starting Ms Power point - Ms Power point Environment - working with power point - working with different views - designing presentations - printing in power point

Practical Component

- Hands on sessions to create, edit and print word documents using text, tables, lists and pictures as well as covering simple mail merge.
- Hands on sessions to create & edit spreadsheets, use functions & formulas and to work with various tools to analyse and present data in spreadsheets, such as sorting, filtering, applying conditional formatting and charting the data.
- Hands on sessions to create and edit PowerPoint slides using text, tables, diagrams, charts and pictures and presenting the slides.

Text Books:

- Kumar Bittu, Mastering Ms Office, V & S Publisher
- Sanjay Saxena- MS Office 2000- Vikas Publishing House,

Reference Books:

- Sanjay Saxsena-A First Course in Computer- Vikas Publishing House.
- Mohan. P- Computer Applications in Management- HPH Pvt. Ltd.
- Pathak, and Nirupma- Computer Application in Management- HPH Pvt. Ltd.

Skill Development – 1

Nature	Area	Semester	
Foundation	Corporate Social Responsibility	I	
Course Code	Course Name	Credit/Distributions	
	Skill Development	(L-1:T-0:P-1) Credit = 01	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- The present course is designed to provide an analytical and practical overview of the basic skills needed for a manager
- The Students are expected to comprehend the art of presentation, e-mail etiquette and data interpretation

Unit – 1 : Presentation Skills**03 Hours**

Technical aids used for presentation; Chalk and Board, Over head Projectors, Paper Handouts, Flip Chart, Artefacts or Props, basic Understanding of PowerPoint

Unit – 2 : Advanced Presentation Skills**03 Hours**

Rules and Guidelines for creating a good Presentation, The beginning, Actual content and closing of a Speech, Holding audience attention and Handling Questions

Unit – 3 : Email Netiquettes**04 Hours**

Subject & Body of an email, Rules of emails: No Spamming, Disclaimer etc., Guidelines of an email: Reply, Reply all, Forward etc., Mass Mail service providers like Mail Chimp etc.

Unit – 4 : E-mail Analytics**03 Hours**

Analytics like Click through Rate, Open rate, Opt out Rates etc., Email Threats like Phishing and Spamming

Unit – 5 : Data Interpretation**03 Hours**

Basic interpretation of graphical representation of data, Basic Interpretation of Percentage based data

Second Semester

Marketing Management

Nature	Area	Semester	
Core	Corporate Social Responsibility	II	
Course Code	Course Name	Credit/Distributions	
	Marketing Management	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To be able to analyze various Marketing Concepts
- To Identify the criteria of Consumer Behaviour Process
- To evaluate the difference between Consumer Marketing and Business Marketing
- To appreciate the Brand Concept inevitability

Unit – I: Introduction to Marketing Management

12 Hours

Introduction to Marketing Management: Differences between Selling and Marketing, Scope & nature of Marketing Management, Classification of various products/services. Various Marketing concepts, Different types of Marketing environment, elements of Marketing Mix.

Unit – II: Nature of Consumer Behavior

10 Hours

Nature of Consumer Behavior: Various steps in consumer & Buyer Behavior Process, Models of Consumer Behavior. Fundamentals of Marketing Research, Marketing Information System.

Unit – III: Test Marketing, Concept of Segmentation, Targeting & Positioning

10 Hours

Test Marketing, Concept of Segmentation, Targeting & Positioning: Basis for Segmentation. Differences between Consumer Marketing and Business Marketing.

Unit – IV: Product Mix and Product Pricing

12 Hours

Product Mix and Product Line, Product Portfolio, Product Life Cycle strategies. Branding, types of Brands, Brand Building, measuring Brand Equity. Packaging and Labeling. Pricing, General Pricing approaches, new Product Pricing strategies, Public Policy and pricing.

Unit – V: Promotion Mix

12 Hours

Elements of Promotion Mix, Marketing Communication Process, Internet Marketing, E-tailing, Levels and Strategies of Distribution Channels, Scope of Logistics Management, Social Media Marketing.

Practical Components:

- Consider the products of your favorite like, smart phones, Cars and apperals etc to analyze the Buying Behaviour.
- Analyze the various restaurants in city – how are they segmented? If you were to start a new restaurant, how would you position it? What would your parameters?
- Analyze the product life cycle of a few common products like jeans, Laptops, Computers etc.
- Visit a supermarket and study the pricing, packaging and advertising strategy of some FMCG companies like HUL, ITC, Britannia, Parle, and others in some products like Incense Stick, Soaps, Biscuits etc.

Reference Books:

- Marketing Management – Philip Kotler, Prentice Hall India, (New edition)
- Basic Marketing – Perault
- Fundamentals of Marketing – William Stanton
- Principles of Marketing – Philip Kotler and Garry Armstrong
- Marketing Management – Rajan Saxena
- Marketing Management – Zickmund
- Marketing – Ramesh Kumar

Human Resource Management

Nature	Area	Semester	
Core	Corporate Social Responsibility	II	
Course Code	Course Name	Credit/Distributions	
	Human Resource Management	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

Course objectives

- To demonstrate the Knowledge and Skills needed to effectively manage Human Resource in organization
- To describe the Trends in the Labor force composition and how they affect HRM
- To compare the common methods for recruiting and selecting Human Resource
- To integrate Teamwork, Leadership and Motivational skills to organizational scenarios

Unit – I : Introduction**10 Hours**

Introduction: Evolution and Development of HRM, Meaning of HRM, Definition, Nature and scope of HRM, personnel v/s HR, features of HRM, role of HRM, managerial functions and operative functions, objectives of HRM, HRM policies procedures and programmes,

organization of HRM: line and staff relationship, HR manager, qualities of HR / personnel manager, Recent trends in HRM.

Unit – II : HR Planning, Recruitment and Selection

15 Hours

HR Planning, Recruitment and Selection: Job analysis – Need for Job analysis, process of Job analysis, Techniques of data collection for job analysis, Job Description and Job specification, Components of job description and job specification, Benefits of job analysis, HRP: Meaning, Objectives, and Benefits of Human Resource Planning. Factors affecting HRP – External Factor, Internal Factors, Process of Human Resource Planning, Recruitment – Definitions and Objectives, process of recruitment, Recruitment policy, Centralized versus Decentralized recruitment, sources of Recruitment – Internal and external sources of recruitment. Selection: Meaning, Steps in Selection Process – Preliminary screening, Application Blank, Selection Tests, Selection Interview, Reference Checks, Physical examinations, Final selection. Placement – meaning and definition, Induction – Meaning, objectives and benefits, Contents of induction program – Formal and informal induction, Differences between induction and orientation programs.

Unit – III: Training and Development

10 Hours

Training and Development: Meaning and definition of training, Objectives of Training, Need for training, benefits of training, Differences between training and development, Training methods – on the job and off the job training methods, Training procedure - identification of training needs, Training Design and delivery, Training evaluation – Reaction, Learning, Behaviour and Results.

Unit – IV: Performance Management

10 Hours

Performance management: Introduction, Meaning and Definition, Objectives of performance Appraisal, Methods of Performance Appraisal – Traditional methods and Modern methods, 360 degree performance appraisal, Uses and Limitations of Performance Appraisal, Potential appraisal, Differences between performance and potential appraisal.

Unit – V: Compensation Structure

11 Hours

Compensation planning: Meaning, Objectives of Wage and salary administration, Components of wage and salary administration, Methods of wage payment, perks, Fringe benefits, Benefits: Types of benefits, Incentives: Types of incentive schemes – Individual incentives and Group incentives, Making Incentives and Benefits more effective.

Practical Component

- Give a job analysis case and ask the students to prepare job description and job specification.
- To plan an advertising layout for the recruitment of the position of sales manager.
- To prepare an appointment letter for the post of sales manager of a company.

Text Books

- Dr. S Khanka Human resource management, S Chand 2013
- Personal And Human Resource Management – P Subba Rao – Himalaya Publication, 4/e

Reference Books

- K Ashwathappa Human resource management, Himalaya Publications
- VSP Rao, Human Resource Management EB
- Keith Davis HR and personnel management, Tata Mc Grawhill, 1985
- Flippo Personnel management Mc Grawhill, 1980

Corporate Accounting

Nature	Area	Semester	
Core	Corporate Social Responsibility	II	
Course Code	Course Name	Credit/Distributions	
	Corporate Accounting	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objective

- To provide the students the presentation and understanding of financial reporting for the partners as well as for external users
- To understand the concepts and standards underlying the accounting procedures used to measure business performance.
- To use accounting information for business decisions as a basic language of business

Unit – I: Introduction:

10 Hours

Meaning, accounting concepts and conventions – Financial Accounting v/s Management Accounting – Recording, Classifying and summarizing business transactions leading to preparation of final accounts of sole proprietary, merchandizing manufacturing and service business using Excel.

Unit – II: Finalization of accounts

10 Hours

Bank reconciliation – inventory valuation –assets; concept of depreciation – adjustment entries
– Trading/Profit and loss account – Balance sheet-concept of revenue recognition.

Unit – III: Financial Statement Analysis

10 Hours

Techniques of statement analysis : Horizontal analysis, Vertical analysis, Trend Analysis, Ratio Analysis (Profitability, Liquidity, Solvency and Capital market ratio), preparation of fund flow & cash flow statement using Excel.

Unit – IV: Excel Applications

8 Hours

Preparation and analysis of income statement, Balance sheet, cash flow statement, Ratios and Projections using excel.

Unit – V: Cost Accounting elements of Costs

10 Hours

Classification of costs, Preparation of costs, Preparation of cost sheet, Cost Accounting Systems: Job costing, process costing, contract costing and service costing, managerial costing and use of break – even analysis in decision making – Relevant costs for marketing and production decisions – Cost Drivers and activity based costing.

Unit – VI: Implication of IFRS

8 Hours

Implication of AS & IFRS in accounting system.

Practical component:

- Prepare the final accounts of a partnership business
- To develop and draft cost sheet of manufacturing company

Reference Books:

- Financial accounting for managers: Dr Ashok Singhal: LexisNexis –Butterworths Wadhwa
- Financial Accounting: A Managerial Perspective – R. Narayanaswamy.
- Introduction of Management Accounting – Horngren, Sundem, Stratton
- Cost and Managerial Accounting – Duccan Willamson.
- Cost Accounting for Business Managers – Asish K Bhattacharayya
- Management and Cost Accounting – Colin Drury
- Management Accounting – Hensen Mowen
- Financial Analysis and Modelling – Chandan Sen Guptha
- Cost and Managerial Accounting - Duncan Willamson
- Cost accounting for Business Managers - Asish K Bhattacharayya.
- Management and Cost Accounting – Colin Drury

- Management Accounting – Hensen Mowen

Business Research Methods

Nature	Area	Semester	
Core	Corporate Social Responsibility	II	
Course Code	Course Name	Credit/Distributions	
	Business Research Methods	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

The primary objective of this course is to develop a research orientation among the scholars and to acquaint them with fundamentals of research methods. Specifically, the course aims to introduce the basic concepts used in research, the scientific social research methods and their approaches.

Some other objectives of the courses are:

- To develop an understanding of the basic framework of research process.
- To develop an insight into various research designs and techniques.
- To understand some basic concepts of research and its methodologies
- To be able to write research report and thesis independently

Unit – I: Research in Business

08 Hours

Overview and role of business research, Information systems and knowledge management, Theory building, Ethical issues in business research.

Unit – II : Problem definition and research proposal

10 Hours

Problem definition and research proposal, Basic research designs– Exploratory, descriptive and causal designs. Secondary data research designs. Qualitative analysis, Secondary data.

Unit - III: Survey

12 Hours

Basic concepts in survey research, Methods of communication with respondents, Questionnaire, Interview, etc., Observation method, Experimental research. Measurement and scaling concepts, Attitude measurement, Principles of questionnaire design.

Unit – IV : Sampling design and methods

12 Hours

Sample design and sample procedures, Determination of sample size – a review of statistical theory, Field work.

Unit – IV : Data Analysis and Presentation

14 Hours

Editing and coding for transformation of raw data into information, Basic data analysis – descriptive, statistics, univariate statistics, bivariate analysis: Tests of differences, Measures of association. Multi variate analysis. Presentation of research findings.

Practical components

- Students shall independently develop questionnaire to find out the brand effectiveness of a popular detergent from an FMCG
- To understand and analyse the project report prepare by senior students and discuss

Reference Books:

- Business Research Methods – Zikmund
- Marketing Research – Malhotra N.K.
- Marketing Research – Parashuraman
- Business Research Methods – Donald R. Coopers and Schindler
- Foundations of Behavioural Research – F.N. Kerlinger
- MLA Handbook for Researchers – MLA Association

Corporate Governance & Ethics

Nature	Area	Semester	
Core	Corporate Social Responsibility	II	
Course Code	Course Name	Credit/Distributions	
	Corporate Governance & Ethics	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To appreciate the nature of business ethics, ethical leadership
- To comprehend theoretical aspects of corporate governance

Unit – I: Introduction

10 Hours

Meaning and definitions of Ethics. Nature of business ethics; the relationship between business ethics, corporate governance and ethical leadership; Kohlberg’s six stages of moral development; levels of ethical analysis; concept of corporate integrity.

Unit – II: Corporate Governance

12 Hours

Definition—Historical perspective of corporate governance and Issues in corporate governance—Theoretical basis of corporate governance—mechanism- corporate governance systems—Indian model of governance –What is good corporate governance—obligations towards society and stake holders. Theories underlying Corporate Governance (Stake holder’s theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate **Governance Mechanism:** Anglo American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

Unit – III: Ethical decision making

12 Hours

Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business (i) Utilitarianism (J.Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle).

Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robest Nozick) Ethical Issues in Functional Areas of Business.

Marketing: Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute.

HR: Workers Right and Duties: Work place safeties, sexual harassment, whistle Blowing.

Unit – IV: Governance and Stakeholders

10 Hours

Role Players. Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Non executive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII, Report, Cadbury Committee.

UNIT – V: Accountability

12 Hours

Accounting Standards and Accounting disclosures. Finance Reporting and Corporate Governance, Non Accounting Regulations in Corporate Governance, Corporate Governance & CSR

Practical Components

- To visit two MNCs and record their practice of ethical leadership
- To visit two MNCs and study the transparency and accountability pattern practiced at corporate governance system

Reference Books :

- Good Governance Issues and Sustainable Development: The Indian - Ed. R.N. Ghosh, Rony Gabbay, Abu Siddique
- The Quest for Sustainable Business - Wayne Visser
- A Guide For Corporate Responsibility Managers - Timothy J Mohin
- ISO 26000: The Business Guide to the New Standard on Social Responsibility; Lars Moratis and Tino Cochi; Greenleaf Publishing; 2011

- Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, William B. Werther, Jr., David Chandler
- The Business Case for Corporate Social Responsibility: Understanding and ... Philipp Schreck
- Motivational Interviewing, Third Edition: Helping People Change (Applications of Motivational Interviewing) by William R. Miller and Stephen Rollnick (Sep 7, 2012)
- Skills Training Manual for Treating Borderline Personality Disorder by Marsha M. Linehan (May 21, 1993)
- Smart but Scattered: The Revolutionary "Executive Skills" Approach to Helping Kids Reach Their Potential by Peg Dawson and Richard Guare (Jan 2, 2009)
- Business Ethics and Corporate Governance, C.S.V.Murthy, HPH
- Business Ethics, Francis & Mishra, TMH
- Corporate governance, Fernando, Pearson
- Business Ethics & Corporate Governance, S. Prabakaran, EB
- Corporate Governance, Mallin, Oxford
- Corporate Governance & Business Ethics, U.C.Mathur, MacMillan

Management of NPOS, Co-operatives and Corporate Foundations

Nature	Area	Semester	
Core	Corporate Social Responsibility	II	
Course Code	Course Name	Credit/Distributions	
	Management of NPOS, Co-operatives and Corporate Foundations	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

- To enlightened on the principles and practices of NGOs, Cooperatives and Corporate foundations
- To get introduced to various society registration acts

Unit – I: Introduction

12 Hours

Understanding Non-Profit Management, Changing Scenario of Non-Profit Entity, Acceptance of Non-Profit Entity as Civil Society Organization

Unit – II: Society Acts

12 Hours

Society Registration Act, 1860, The Indian Trust Act, 1882, Cooperative Societies Act, 1912, and Section 25 of The Company Act, 1956

UNIT – III: Funding Mechanism

10 Hours

Funding Structure from Foreign and National Organization, Foreign Aid and NGOs in India, Social Sector Spending by Government, Bi – Lateral and Multi – Lateral Institutions in India

UNIT – IV: Resources**12 Hours**

Understanding Common Property Resources, Tradition Property Rights, Common Property Resource Management

UNIT – V: Sustainability Approaches**10 Hours**

Sustainability of Non – Profit Sectors, CSR as an Instrument of Funding for the further Non – Profit Sectors, Innovative Approach and Interventions by Non – Profit Entities.

Practical Components:

- To visit two NGOs and record their social spending
- To understand the funding structure of two foreign and national organizations

Reference Books:

- The Management of Non-Governmental Organizations - David Lewis
- The Earthscan reader on NGO management - Michael Edwards, Alan Fowler
- Management of Non-Governmental Organisations: Towards a Developed Civil Society By J. M. Ovasdi
- Formation and Management of NGOs: Non-governmental Organisations - Anita Abraham
- Guidelines for NGOs management in India - Snehlata Chandra
- Managing for Change: Leadership, Strategy and Management in Asian NGOs - Ian Smillie, John M. Hailey
- Global Standard NGOs: The Essential Elements of Good Practice - Grant B. Stillman
- Ngos as Legitimate Partners of Corporations - Dorothea Baur
- Key Concepts in Corporate Social Responsibility - Suzanne Benn, Dianne Bolton

Management Information Systems

Nature	Area	Semester	
Foundation	Corporate Social Responsibility	II	
Course Code	Course Name	Credit/Distributions	
	Management Information Systems	(L-0:T-0:P-1) Credit = 01	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

- To understanding the concepts of Information Systems
- To understand the concepts of Telecommunication Networks
- To understand the different stages of Software Development Life Cycle
- To provide practical knowledge and work with different functional modules of ERP

Unit – I: Information Systems**08 Hours**

Data v/s Information, Strategic role of information in management, Organization as an information system. TPS, MIS, DSS, ESS, OAS, Networking concepts, telecommunications networks.

Unit – II: Systems Development**08 Hours**

The concept of systems development life cycle (SDLC),Types of SDLC, Use of flow charts.

Unit – III: Application Technologies**08 Hours**

ERP concepts, Evolution of ERP, ERP packages, SAP, Baan, MFG-PRO, Oracle, ERP Evaluation, ERP and BPR, ERP Implementation, Extended ERP, Case studies.

Unit – IV: Web Publishing**08 Hours**

Web publishing, Types of websites, Web surfing, E-commerce, B2B, B2C, C2C, E-commerce security issues, Ethical issues

Unit – V:**24 Hours**

Practicals on ERP -. Functional modules of ERP.

Practical Component

- Hands on Sessions on Functional Modules of ERP
- Students to visit an Industry to study the telecommunication network used and to prepare a report.

Reference Books

- Kennett G. Laudon and Jane P. Laudon MIS, Pearsons Education, 10th Ed, 2007
- James A. O'Brien, MIS, Tata Mc Grawhill, 7th Ed, 2006
- C.S.V.Murthy MIS, Himalaya Publishing House, First Ed, 2008
- D.P. Goyal MIS, Macmillen publishers, 2nd Ed, 2006
- V.K. Garg ERP Concepts, PHI, 2nd Ed,2003

Skill Development – 2

Nature	Area	Semester	
Foundation	Corporate Social Responsibility	II	
Course Code	Course Name	Credit/Distributions	
	Skill Development	(L-0:T-0:P-1) Credit = 01	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

- The present course is designed to provide an effective communication required for a successful manager
- To encourage the students to ideate entrepreneurial thoughts

Unit – I:

03 Hours

Advance Goal Setting, Effective Communication Skills (Empathetic Communication), Power of Positive Thinking, Emotional Intelligence

Unit – II:

03 Hours

Problem Solving techniques, Power of Preparedness, Entrepreneurship (How to ideate and start a business and Stress Management tools

Unit – III:

04 Hours

Team work, Team building exercise, Leadership Skills, Self Confidence

Unit – IV:

03 Hours

Listening skill exercises, Creativity, Body language

Unit – V:

03 Hours

Training on relevant Courses before Graduation, Grooming, Cleanliness, Decorum, Table Manners

Third Semester

Strategic Management

Nature	Area	Semester	
Core	General Management	III	
Course Code	Course Name	Credit/Distributions	
	Strategic Management	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

- To be able to comprehend vision, mission and goals of the company
- To analyze and deal with the competition using strategic management tools

Unit I: Introduction**08 Hours**

Origin of strategy, strategy vs tactics, vision, mission and objectives, elements of business strategies, Strategic Management process.

Unit II: Competitive Analysis**10 Hours**

Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques.

Unit III: Strategy Models**12 Hours**

Strategy Models - BCG matrix, GE nine cell planning grid, Chandlers thesis, levels of strategy making, Mackinsey 7 s model, Porters five forces model, Value Chain Analysis, Strategic intent and the concept of strategic pyramid, corporate ethics and corporate social responsibility(CSR).

Unit IV: Generic competitive strategies**12 Hours**

– stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage

Unit V: Strategy Implementation**14 Hours**

Balanced Scorecard, Benchmarking, building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation.

Practical Components:

- Browse the internet for 3 companies, analyze and write down the strategy and execution efficiency.
- Prepare a report on unprofitable company and find out the reasons for failures in the market and their strategies.
- Conduct SWOT analysis of a company and submit the report

Recommended Books:

- Strategy and Structure – Alfred C.Chandler
- Strategic Management – Alex Miller and Irwin
- Competitive Advantages: Creating and Sustaining, Superior Performance –Michael E. Porter
- Competing for the future – Prahlad and Hammel
- The Future of Competition – Prahlad and Venkataraman
- Crafting and executing Strategy – Aurthor A. Thompson and others
- The Art of Strategy – Avinash K.Dixit and Barry J.Nalebuff

Total Quality Management

Nature	Area	Semester
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Core	Corporate Social Responsibility	III	
Course Code	Course Name	Credit/Distributions	
	Total Quality Management	(L-2:T-0:P-2) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course objectives

- To understand and familiarize customer and customer needs
- To explore the theories and practices in quality
- To impart hands on experience in various quality systems

Unit – I: Introduction to TQM

10 Hours

Introduction to TQM, Meaning of the terms quality, quality control and quality assurance, importance of quality, quality dimensions of products and services, quality and competitive advantage, cost of quality, TQM, Evolution of TQM, Basic principles of TQM, TQM VS Traditional management, advantages of TQM

Unit – II: Framework to TQM

10 Hours

Philosophical Framework to TQM Contribution of various gurus of TQM, Deming-Deming's chain reaction, Deming's principles, deadly sins, PDCA cycle, Juran's Quality trilogy, Juran's breakthrough sequence, Philips crosby- Quality is free, Taguchi's Quality loss function, Ishikawa's contributions and Quality Circles.

UNIT – III: Benchmarking

12 Hours

Benchmarking Definition, reasons for benchmarking, types of benchmarking, process of benchmarking what to benchmark, understanding current performance, planning, studying others, using findings, Xerox model of benchmarking, Advantages and pitfalls of benchmarking Concept of Kaizen and its applications

Unit – IV: Business Process Re-engineering

12 Hours

Business Process Re-engineering(BPR) Introduction, Need for BPR, Implementing BPR, Steps in BPR, Re-engineering Vs. TQM, BPR Vs. Kaizen, Re-engineering the structure, change management and BPR, BPR and IT, Advantages and Limitations, Indian examples of BPR

Unit – V: Quality Management Systems

12 Hours

Quality Management Systems(QMS) Introduction, meaning of QMS, ISO 9000, Benefits of ISO, ISO 9000-2008 series, implementation of ISO 9000, Problems related to ISO 9000, QS 9000, Need for QS 9000, QS 9000 series ENVIRONMENTAL MANAGEMENT SYSTEM (EMS), ISO 14000 series, Benefits of ISO 14000, Integrating ISO 9000 & 14000, SEI-CMM level 5,

Practical Component:

- To study any Indian organization which has won Deming prize and identify the quality initiatives of that organization

- To study various quality awards given in India like CII Business excellence award , Rajiv Ghandi national quality award and Tata groups Excellence Award and compare with international awards
- To identify any 2 products and 2 services and develop Quality attributes for the same.
- To identify industry from any sector and conduct a benchmark study with respect to best in the class.

Recommended Text Books:

- Management and Control of Quality, James R. Evans, 8/e 2012, Cengage Learning
- Total Quality Management, Dale.H. Besterfield, 3rd Edition, Pearson Education
- Total Quality Management Text and Cases, G. Nagalingappa & Manjunath VS, Excel books.
- Total Quality Management, Shridhar Bhat, Himalaya Publication

Reference Books:

- Total Quality Management by Poornima M.Charantimath, Pearson Education.
- Quality Control Handbook by JURAN, Mc.Graw Hill Publication

Social Development Issues and Challenges

Nature	Area	Semester	
Core	Corporate Social Responsibility	III	
Course Code	Course Name	Credit/Distributions	
	Social Development Issues and Challenges	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To enlightened on the principles and practices of NGOs, Cooperatives and Corporate foundations
- To get introduced for various society registration acts

Unit – I: Introduction

12 Hours

What is the sociology of development - Neo-evolutionary, modernization and neomodernization theories of development - Marxist and neo-Marxist theories of development - Global approaches to development.

Unit – II: Social work and implications

12 Hours

Social work intervention and contemporary issues - Urban sociology, urban community development & municipal administration – Rural sociology, rural community development & Panchayati raj - Family welfare Women's welfare and child welfare.

Unit – III: Empowerment

10 Hours

Social justice and Empowerment-Women Rights - Tribal Rights - Social Policy and Social Legislation in India: Planning in India - Rehabilitation & Resettlement Policy and Social Development - Rehabilitation Action Plan - CSR Policy and Rehabilitation & Resettlement -

Unit – IV: Rehabilitation & Resettlement

12 Hours

World Bank and ADB standing on and Rehabilitation & Resettlement - Government of India Policy Guidelines and interventions - Millennium Development Goals – Sustainable Development Goals-Developmental Schemes in India - Social Security in India

Unit – V: Social Development

10 Hours

Corporate –Community Collaboration (CCC)and Social Development Social Development and Modes of CSR – Challenges and barriers to Corporate-Community Collaboration – CCC as CSR process and product-Socio-Economic Impact of CCC – Community Investment and Corporate Citizenship Programs.

Practical Components:

- To visit two NPOs and record their social spending
- To understand the funding structure of two foreign and national organizations

Reference Books:

- Willis, K. Theories and Practices of Development, London: Routledge.
- Frank, A. G) “The Development of Underdevelopment”
- Timmons Roberts and Amy Bellone Hite (eds.) The Globalization and Development Reader. Oxford: Blackwell
- Roberts, T.J. and A. Hite (eds) From Modernisation to Globalisation: Perspectives on Development and Social Change. (London: Blackwell, 2000)
- Sklair, L. (ed.) Capitalism and Development. (London: Routledge, 1994)
- Sklair, L. Sociology of the Global System. (London: Prentice-Hall, 1995)
- Cohen, R. and P. Kennedy Global Sociology. (London: Macmillan, 2000)
- Webster, A. Introduction to the Sociology of Development. (London: Macmillan, 1990)

Environmental Law and Audit

Nature	Area	Semester
Core	Corporate Social Responsibility	III

Course Code	Course Name	Credit/Distributions	
	Environmental Law and Audit	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

- To analyzing the public policies and their implementation in the field of environmental law and auditing of such activities in institutions/Organisation/ Industry.
- To promote, support and assist education and personal training program designed to enhance environmental information processing and utilization capabilities with special reference to Environmental Policies(Acts), Rules, and Legislations.
- To create an opportunity to the stake holder to implement various theme based activities on Environment protection and sustainability.
- To acquaint with the unique aspects of environmental law and how they present important challenges and opportunities, to help in thinking and analytical skills that govern this area (as well as other legal fields with strong administrative or regulatory dimensions), and to give practical sense of the key tools and materials collaborate with the different stake holders for the research and environment awareness.

Unit – I: Constitutional Provisions for Environmental Protection

12 Hours

Specific Provisions for Environmental Protection in the Constitution of India, Provisions in the Directive Principles of State Policy. Public Interest litigation.

Unit – II: Environmental Acts

10 Hours

- Water (Prevention& Control of Pollution) Act
- Water (Prevention & Control of Pollution) Cess Act
- Air (Prevention & Control of Pollution) Act
- Environment (Protection) Act
- Hazardous Waste (Management & Handling) Rules
- Manufacture, Storage and Import of Hazardous Chemicals Rules.
- Public Liability Insurance Act and Rule Important Judgments and Cases: Discussion on landmark cases: Sriram Chemicals Oleum Leak Case, Bhopal Gas Leak case, Ganga Action Plan case etc. Green Benches

Unit – III: Environmental Policy and Law

10 Hours

Environmental Policy : Pre & Post Independence

Period; From Stockholm to Johannesburg Declaration (Rio) and Role of Government - Five year Plans - Forest Policy - Conservation strategy - Water Policy; Conservation of Natural Resources and its Management; Role of Judiciary on Environmental issues - Evolving of new Principles - Polluter pays principle - Precautionary principle – Public trust doctrine.

Unit – IV: Environment and its Impact**10 Hours**

Climate Change, Conservation and Wildlife, Ministry of Environment and Forests (MoEF), GoI, Environmental Clearance Protocol, Environment Impact Assessment Agency (SEIAA)

Unit – V: Environmental management System**14 Hours**

Environment Protection Act, 1986 including, Environment Protection Rules, Coastal Zone Regulation, ECO-Mark, Environment Impact Assessment, Environmental Audit, Public Participation in Environmental decision making, Environment information, public hearing, Regulation on Bio-Medical Waste. Environmental Audit: ISO-19011, Qualities of Environmental Auditor, Contents of Environmental Audit Terminology, Environmental management System audit.

Practical Components:

- Industrial visit to supervise and make a study of implementation of Environmental Acts / Law with special reference to Air Act, Water Act, Insurance act, Waste Management regulations and Industrial Accidents.
- Study of Important government policies related water act, water cess act, motor vehicle act, EIA, Environmental Audit amendments by MOEF and CC, CPCB, KSPCP and Supreme Court from time to time.
- Carry out the Research Projects related to Environment Law with practical sense of the key tools and materials.

Reference books:

- R. K. Trivedy – Handbook of Environmental Laws, Guidelines, Compliance & Standards, Vol. 1 & 2 Environ – Media karad, India
- Mhaskar A. K. Environmental Laws

Skill Development – 3

Nature	Area	Semester	
Foundation	Corporate Social Responsibility	III	
Course Code	Course Name	Credit/Distributions	
	Skill Development	(L-0:T-0:P-1) Credit = 01	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

- The present course will encourage the students to think logically and appreciate the reasoning capability
- Involve the students in group discussion and mock interview exercises to enhance their employability

Unit – I:**02 Hours**

Language enhancement tips, written communication skills, public speaking skills

Unit – II: **02 Hours**

Exercises to develop right attitude, Self-Development, time management

Unit – III: **04 Hours**

Quantitative Aptitude & Logical Reasoning

Unit – IV: **04 Hours**

GD & Mock GD

Unit – V: **04 Hours**

Resume Writing, HR Interview, FAQs & Mock Interview

Fourth Semester

Event Management

Nature	Area	Semester	
CORE	Corporate Social Responsibility	IV	
Course Code	Course Name	Credit/Distributions	
	Event Management	(L-1:T-0:P-2) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

The purpose of this course is to enable the students to acquire a general knowledge about the "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events with a special focus on case studies of the events.

- To acquire an understanding of the role and purpose(s) of special events in the organizations.
- To acquire an understanding of the techniques and strategies required to plan successful special events.
- To acquire the knowledge and competencies required to promote, implement and conduct special events.
- To acquire the knowledge and competencies required to assess the quality and success of special events.

Unit – I: Introduction **08 Hours**

Introduction -Nature, scope, significance and components of event, relationship between business and events, Responsibility of event planners, identifying suitable venue, layout.

Types of events and skills for Event management -Seminars & Conferences, Trade Shows, Sporting events, Product launch, Press conference. Skills for Event Management-

Unit – II: Planning

10 Hours

Concept, Nature and Practices in Event Management: Organizing and planning events, Customer relationship management, Starting and managing events business, Event coordination Crisis planning - prevention - preparation - provision - action phase - handling negative publicity -Different types of sponsorship - definition - objectives - target market - budget

Unit – III: Preparing a proposal

12 Hours

Conducting market research - SWOT analysis - estimating attendance - media coverage - advertising - budget. Organizing the event - Purpose - venue - timing - guest list - invitations - food & beverages - room dressing - equipment - guest of honor - speakers - media - photographers - podium – exhibition and check lists,

Unit – IV: Introduction to Event Marketing

12 Hours

Nature, need and importance – Marketing for event – Special feature of event marketing – Event Marketing Mix: Product, Price, Promotion, Distribution, Partnership, Segmentation and Targeting of the market for events–Types of advertising - promotions - website and text messaging, Social media platform and other digital media promotions used to market an event. Media invitations - photo-calls - press releases - TV opportunities - radio interviews. Special emphasis on 5 W’s of event marketing.

Unit – V: Preparing Human Resources for Event

14 Hours

Man power planning- training of employees – training needs identification – training methods Evaluation-Budget - cost of event - return on investment - media coverage - attendance – feedback

Reference Books:

- Lynn Van Der Wagen & Brenda R. Carlos, Event Management for Tourism, Cultural, Business and Sporting Events, Pearson Prentice Hall, 2005
- Event Management-Purnima Kumari
- Event Management and Marketing: Theory, Practical Approaches and Plan- Anukrati Sharma, Shruti Arora
- Event Management -Sandhya A Kale
- Event Management: A Professional and Development Approach – Ashutosh Chaturvedi

Brand Management & CSR

Nature	Area	Semester
Core	Corporate Social Responsibility	IV
Course Code	Course Name	Credit/Distributions

	Brand Management & CSR	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- To analyze the importance of branding by visiting the various dimensions of brand promotion
- To Study the factors that are associated with brand success and failure
- To outline the importance of market planning and segmenting, targeting and positioning to make the product successful

Unit – I: Introduction to Brand Management

12 Hours

Introduction to Product & Brand Management, Product mix and Product line, Brand Image, Brand Equity, Brand Association, Brand Awareness, Brand Recall, Brand Positioning, Brand Narration, Brand Experience, Brand loyalty, Brand pull, Brand Promise.

Unit – II: Branding Strategy

12 Hours

New Product Development Process, Product Launch, , Launch Strategy, Reasons for New Product failures, Steps in Consumer Adoption Process, Product Life Cycle concepts. (12 Hours)

Unit – III: Segmentation, Targeting and Positioning

12 Hours

Market Planning, Planning Process, Components of Marketing Plan – Analysis of competition, Product Portfolio Analysis, Customer Analysis, Segmenting – Targeting – Positioning (STP), Techniques of good positioning, Various Pricing strategies, Distribution strategies.

Unit – IV: Brand Equity

10 Hours

Designing and Implementing Marketing Programs to build Brand Equity, Important elements to build Brand Equity, Measuring the effectiveness of Brand Equity, Branding Strategies.

Unit – V: Ethics in Branding

10 Hours

Ethics in Brand Building, Brand Marketing practices in India, Issues and Challenges of Indian Brands, Branding in rural India.

Practical Components:

- To identify 5 major brands of India and analyze their branding efforts to bring about uniqueness to make the product successful
- To do a mini project on social media that has been used to create a powerful brand image of a new entrant in car market
- To interview 5 marketers and list out their brand positioning strategies to exploit the rural market

Reference Books

- Product Management – Donald R. Lehman, Russel S. Winner and
- Strategic Brand Management - Kevin L.Keller

- The Brand Management Checklist – Brab Vanauken and Managing Indian Brands – Ramesh Kumar
- Application Exercises in Marketing – Ramesh Kumar
- Brands & Branding by The Economist .
- Strategic Brand Management by Jean Noel Kapferer
- Building, Measuring, and Managing Brand Equity by Kevin L.Keller
- Handbook of new product management – Christopher H.Luch
- Brand Management Practices – Issues and Trends by K. Sasikumar, K.S. Chandrasekar

International Business and CSR

Nature	Area	Semester
Core	Corporate Social Responsibility	IV
Course Code	Course Name	Credit/Distributions
	International Business and CSR	(L-2:T-0:P-1) Credit=03
		C1+C2 30 Marks
		C3 70 Marks

Course Objectives:

- To highlighted on various concepts of International Business process
- Relationship between CSR and International business

Unit – I: CSR - International Perspective

12 Hours

International Business –Definition – Internationalizing business-Advantages – Concept of Liberalization Privatization and Globalization - factors causing globalization of business-international business environment – country attractiveness –Political, economic and cultural environment –Effect of Liberalization Privatization and Globalization, Liberalization Privatization.

Unit – II: CSR and Globalization

10 Hours

Globalization: Meaning, Drivers, And International trade theory: Mercantilism, Absolute advantage, Comparative advantage, Globalization and its impact on Indian economy- meaning and levels of globalization- factors are influencing globalization -globalization strategy for a company- a critique of globalization- globalization in India- steps towards globalization – effects of globalization. GATT and WTO -multilateral trade negotiation andagreements and implications, the global recession.

Unit – III: Global Legal Framework

10 Hours

Convention on Bio – Diversity 1992, WTO Agreement of 1994, KYOTO Protocol of 1997.Relationship of WTO, CBD and KYOTO for India, Roles and Benefits from WTO, CBD and KYOTO, Relationship between CSR and WTO, CBD & KYOTO. Sustainable Forestry and Natural

Recourses vis-à-vis CBD, Non-Tariff Barriers of WTO vis-à-vis CSR, Green House Emission and KYOTO Protocol.

Unit – IV: Ethics and International Business

12 Hours

Broad issues in Globalization: Emerging Global Players, Ethical issues in Context of International Business, The Social Responsibility of the Global Firm, Cross-Culture Communication And Negotiation,

Unit – V: CSR and Leadership

12 Hours

Business Improvement: Integrating Quality, Innovation, and Knowledge Management, The Role of the Parent: Managing the Multinational Business Firm, Organizing and Structuring the Multi Business Firm.

Practical Components:

- Students can visit two successful MNCs and record the business processes
- Prepare a mini project on the CSR activities conducted by two MNCs

Reference Books:

- International Business, Francis Cherunilam, Fifth Revised Edition, PHI Learning Pvt. Ltd.
- Donald Ball Wendell H McCulloch, Michael Geringer, Minor, Jeanne M Mcnett – International
- Business by TATA MCGRAW – HILL
- International Business – Roger Bonnet
- International Business – Michal Zinkata
- International Business – Richard M Shaffer
- India’s Foreign Trade – Vadilal
- Buckley , Adrian – Multinational Finance, New York, Prentice Hall Inc.m
- International Financial Management – Jeff Madura
- Lasserre, Philippe (2007). Global Strategic Management, Palgrave MacMillan.
- John D Daniels, Lee H Radebaugh Daniel P Sullivan , Prashant Salwan (2010). International
- Business Environments and Operations, Pearson Education

CSR Accounting Auditing & Reporting

Nature	Area	Semester	
Core	Corporate Social Responsibility	IV	
Course Code	Course Name	Credit/Distributions	
	CSR Accounting Auditing & Reporting	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective

- To help students to expand their awareness of the profession's responsibility toward environmental problems and the broader issues of sustainability.
- To understand student socially responsible behavior and possible actions with regard to Social issues.

Unit – I: Corporate Sustainability

12 Hours

Corporate Sustainability, Definition, Overview in global Prospect. Global Guidance Standard on Social Responsibility's 26000, seven principles of social responsibility. SEBI Guide Line on CSE Reporting, Life Cycle Assessments, Factors Driving Corporate Sustainability.

Unit – II: Accountability Index

12 Hours

Accountability Index – Bureau of Indian Standard (BIS), Dow Jones Sustainability Index, Cradle – to – Cradle, Green Building & Purchasing.

Unit – III: Global Reporting Initiative

10 Hours

The Global Reporting Initiative and Corporate Sustainability Reporting Guidelines. Social Accountability International's SA8000 standard. Accountability's AA1000 standard, based on John Elkington's triple bottom line (3BL) reporting. ISO 14001 environmental management Standard Social Life Cycle Assessment -UNEP Guidelines. Impact Assessment.

Unit – IV: Social Auditing

12 Hours

Social Auditing, The Social Audit Process, The Social Audit Standard. Social Audit Verification, Social Accounting, Social Audit Report.

Unit – V: Annual report on CSR

10 Hours

IICA format for Annual report on CSR activities.CSR Audit &Reporting Guidelines by Companies act 2013.

Practical Component

- To visit any 2 companies and study their standards and regulations constituting best practice
- To asses situation, fix objectives, develops policy, then implement meaningful action

Reference Books:

- SOCIAL AUDIT TOOLKIT Fourth Edition 2008.
- For the Common Good: redirecting the economy toward community, the environment and a sustainable future by Herman Daly
- Ishmael: an adventure of the mind and spirit by Daniel Quinn
- Natural Capitalism by Paul Hawken, Amory Lovins & Hunter Lovins

- Small is Beautiful: economics as if people mattered by E.F. Schumacher
- CSR India – Ready Reckoner Comprehensive guidelines for CSR Activities by IICA.
- AA1000 STAKEHOLDER ENGAGEMENT STANDARD 2011.
- Handbook for Implementers of ISO 26000, Global Guidance Standard on Social Responsibility.
- G4 Sustainability Reporting Guidelines by GRI.

Sustainability & Stakeholder Management

Nature	Area	Semester	
Core	Corporate Social Responsibility	IV	
Course Code	Course Name	Credit/Distributions	
	Sustainability & Stakeholder Management	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- To introduced the concepts and importance of sustainability
- To get insights into stakeholders management

Unit – I: Sustainability Definition

12 Hours

Sustainability and sustainable development: Why sustainability?- Concept and seven key factors of Sustainability – UN Sustainable Development Goals and Sustainability – Environmental Sustainability : Global Initiatives on Environmental Sustainability.

Unit – II: Green Building Footprints

12 Hours

Corporate Sustainability Footprint: The Value Chain Footprint - Sustainability and Greenhouse gases (GHG) - Facility Operations: Energy Efficiency & Green Building - Sustainable Procurement & Logistics.- Sustainable Production and Consumption. Corporate Sustainability Footprint - Resource use and loss – Process view and Life Cycle Assessment - Industry and competition analysis.

Unit – III: Stakeholders and Importance

10 Hours

Business (corporate) sustainability: Evolution of business approaches to SD- Business Sustainability – UN Global Compact - Key players in sustainability field: governments, NGOs, international and supranational organizations.

Stake holder mapping, Internal Stakeholders, External Stake holders, Stakeholder Theory & Stakeholder Engagement Overview Stakeholder’s relations. Pro-poor development.

Unit – IV: Corporate Sustainability Strategy

12 Hours

Developing strategy through benchmarking and balanced scorecard - Intrapreneurs and employee engagement - Operationalizing Sustainability - Corporate Sustainability Management System: Determining sustainability “current state” – Corporate level; Benchmark sustainability

program – Gap analysis; Creating sustainability strategy - Sustainability Challenges and Solutions.

Unit – V: Stakeholder Engagement

10 Hours

Corporate Stakeholder Engagement : Multilateral engagement (UN/World Bank/OECD) - Government engagement - NGO's – influence and engagement -Trade associations (WBCSD) - Stakeholder interests and engagement -Creating a comprehensive Stakeholder engagement strategy - Implementation and engagement- Analysis and evaluation.

Practical Components:

- To visit any two NGOs and record their contribution towards the sustainability practices
- To write any two strategies employed to engage stakeholders in companies

Reference Books:

- Farver, Mainstreaming Corporate Sustainability
- Blackburn, The Sustainability Handbook
- “R. Edward Freeman on Stakeholder Theory”
- Rate the Raters Phase Four: The Necessary Future of Ratings (SustainAbility, July 2011); scan key points
- CSRHUB.com (review high level)
- Accountability AA1000 Stakeholder Engagement Standard (AA1000SES)
- Accountability & UNEP: From Words to Action: The Stakeholder Engagement Manual (Volumes One & Two) (review high level)
- Accountability & UNEP: From Words to Action: The Stakeholder Engagement Manual (Volumes One & Two)