



Estd. 1916

Vishwavidyanilaya Karyasoudha
Crawford Hall, Mysuru- 570 005

Dated: 25th May 2016

No.AC6/387/2015-16

NOTIFICATION

Sub: Modification of Syllabus of Corporate Social Responsibility (CSR) from the academic year 2016-17.

- Ref: 1. Decision of the Faculty of Commerce Meeting held on 19th February 2016.
2. Decision of the Academic Council Meeting held on 29th March 2016.

The Board of Studies in Masters of Business Administration (MBA) in Corporate Social Responsibility (CSR) which met on 13th November 2015 has recommended to Modify the Syllabus of MBA (CSR) from the academic year 2016-17.

The Faculty of Commerce and the Academic Council at their Meetings held on 19th February 2016 and 29th March 2016 respectively have also approved the above said proposal and it is hereby notified.

The modified syllabus copy of the MBA (CSR) is annexed.

The contents may be downloaded from the University Website i.e., www.uni-mysore.ac.in

Draft Approved by the Registrar

Deputy Registrar (Academic)

To:

- 1) The Dean, Faculty of Commerce, Post Graduate Centre, Hemagangotri, Hassan.
- 2) The Chairman, Department of Studies in Commerce, Manasagangotri, Mysuru.
- 3) The Chairman, Board of Studies in Business Administration (PG & UG), BIMS, MGM.
- 4) The Chairman, Board of Studies in Commerce (UG), DOS in Commerce, MGM.
- 5) All the Principals of Affiliated Colleges running UG and PG Programme.
- 6) The Director, College Development Council, Maharaja College Centenary Building, University of Mysore, Mysuru.
- 7) The Deputy Registrar/Assistant Registrar/Superintendent, Administrative Branch, Academic Section, University of Mysore, Mysuru.
- 8) The Deputy Registrar/Assistant Registrar/Superintendent(Evaluation), UOM, Mysuru.
- 9) The PA to Vice-Chancellor/Registrar/Registrar (Evaluation), UOM, Mysuru.
- 10) Office Copy.

Commerce Noti. - Ja

UNIVERSITY OF MYSORE

MBA IN CORPORATE SOCIAL RESPONSIBILITY (MBA IN CSR)

REVISED SYLLABUS

(Applicable for admissions from 2016-17 onwards)

Approved By:
Board of Studies for MBA in Corporate Social Responsibility
University Mysore
Mysore.
Date: 13 Nov, 2015
Place: Manasagangotri, Mysore.

I - SEMESTER

Sl. No	Existing Subject Code	Subject Title		Remarks			Marks		
		Existing	Revised	Lectures	Field Work / Seminars	Total	Int. Asst.	Exam	Total
1	91201	Socio-Political Prospective on CSR	Fundamentals of CSR	2	1	3	25	75	100
2	91202	Leadership & Managerial Effectiveness in Inclusive Context	Management & Leadership Concepts	2	1	3	25	75	100
3	91203	Development Economics	Development Economics	2	1	3	25	75	100
4	91204	Financial Management	Financial Management	2	1	3	25	75	100
5	91205	Marketing Management	Organizational Behavior	2	1	3	25	75	100
6	91206	Research Methodology	Statistics for Management	2	1	3	25	75	100
7	91207	Management Information System	Business Communication & Information System	2	1	3	25	75	100
Total				14	7	21	175	525	700

II - SEMESTER									
Sl. No	Existing Subject Code	Subject Title		Credits			Marks		
		Existing	Revised	Lectures	Field Work / Seminars	Total	Int. Asst.	Exam	Total
1	91221	Corporate Sustainability Management (GRI and CSR Audit)	Corporate Accounting	2	1	3	25	75	100
2	91222	Environmental Law and Audit	Legal Aspects of Business & CSR	2	1	3	25	75	100
3	91223	Human Resource Management	Human Resource Management	2	1	3	25	75	100
4	91224	Entrepreneurship and Welfare Business	Research Methodology	2	1	3	25	75	100
5	91225	Corporate Governance & CSR	Marketing Management	2	1	3	25	75	100
6	91226	Corporate Ethics	Management of NGOs, Cooperatives and Corporate Foundations	2	1	3	25	75	100
7	91221	SUMMER INTERNSHIP* With Field Work Report	Corporate Governance & Ethics	2	1	3	100	0	100

Total	14	7	21	250	450	700
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III - SEMESTER

Sl. No	Existing Subject Code	Subject Title		Credits			Marks		
		Existing	Revised	Lectures	Field Work / Seminars	Total	Int. Asst.	Exam	Total
1	91241	Organizational Behavior	Social Development Issues & Challenges	2	1	3	25	75	100
2	91242	Rehabilitation & Resettlement and CSR	Entrepreneurial Management	2	1	3	25	75	100
3	91243	Strategic Management	Strategic Management	2	1	3	25	75	100
4	91244	Legal Aspects of Business & CSR	Environmental law & Audit	2	1	3	25	75	100
5	91245	TQM – Evaluation and Monitoring	Supply Chain Management	2	1	3	25	75	100
6	91246	Management of NGOs, Cooperatives and Corporate Foundations	Human Resource Development	2	1	3	25	75	100
7	91247	CSR and Brand Management	NGO Internship With field work Report	2	1	3	100		100

Total	14	7	21	250	450	700
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IV - SEMESTER									
Sl. No	Existing Subject Code	Subject Title		Credits			Marks		
		Existing	Revised	Lectures	Field Work / Seminars	Total	Int. Asst.	Exam	Total
1	91261	Supply Chain Management	Brand Management & CSR	2	1	3	25	75	100
2	91262	Knowledge Management	CSR Accounting Auditing & Reporting	2	1	3	25	75	100
3	91263	Cross Cultural Management	Sustainability & Stakeholder Management	2	1	3	25	75	100
4	91264	Prospective on LPG, WTO, CBD & KYOTO	International Business and CSR	2	1	3	25	75	100
5	91265	Project Management	Project Management	2	1	3	25	75	100
6		Organizational Training & Dissertation*	Organizational Change & Development	2	1	3	25	75	100
7			Dissertation Report	2	1	3	25	50	75
8			Dissertation Viva-Voce					25	25
Total				14	7	21	175	525	700

Credits

- 1 Credit = 15 Hours Lecture / Teaching etc.
- 1 Credit = 30 Hours of Practical / Workshops/ Seminars/ Fieldwork / Summer Training Organizational Training / Organic Link Camps / Educational Tours / Group Discussion / Internal Assignments etc.
- NGO Internship - One Month - Civil Society Organizations, Corporate Foundations, Advocacy Group, Multi-Bi Lateral Organizations, etc.
- Dissertation Work- Dissertation on topics related to Corporate Social Responsibility and Management.

DETAILED SYLLABUS SUBJECT WISE

FIRST SEMESTER

FUNDAMENTALS OF CSR

UNIT I

Introduction to CSR:

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, 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 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

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

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.

UNIT VI

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.

Reference Books:

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

MANAGEMENT & LEADERSHIP CONCEPTS

UNIT I

Introduction: Management theory and practice – definition of management – nature, purpose and functions–management:scienceorart– systemsapproachtooperationalmanagement–thefunctionsof managers – systems model of management – factors responsible for increasing significance of management – managerial roles – Fredrick Taylor and scientific management – Fayol: father of administrativemanagementtheory–theemergenceofbehavioralsciences– theHawthornestudies– recentcontributionsto management thought– PeterDrucker– socialresponsibilityofmanagers.

UNIT II

Planning & organizing: thenatureofplanning–typesofplans–stepsinplanning– theplanning process–objectives–MBO–theprocessofmanaging by objectives– strategies– policies–planning premises–decisionmaking–searchforalternatives– evaluationofalternatives–selectionofanalternative–programmedandnon-programmeddecisions–modernapproachestodecisionmakingunderuncertainty– decision trees.

UNIT III

Natureoforganizingandentrepreneuring–formalandinformalorganizations– organizationalstructure and departmentation–spanofcontrol– decentralization– delegation of authority– the artofdelegation–matrix organization.

staffing & leading: definition – the systems approach to human resources management- overview of staffing function.

UNIT IV

Human factors and motivation – motivation and motivators – the carrot and stick theory of motivating – basic theories of motivation – McGregor's theory and Y – Maslow's need hierarchy – hygiene approach to motivation – relative analysis of theories

UNIT V

Leadership – definition – ingredients – trait approaches to leadership – leadership based on the use of authority – Likert's four systems of management – the managerial grid – CONTROLLING – the basic control process – critical points and standards – control as a feedback system – requirement of effective control. Five Factor Models of Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness, Managerial Capabilities – Success Orientation.

Reference Books:

1. Management and Behavioral Processes – Dr. B. Janakiram, Vijay N. Rao
a. Excel Books 1/e. 2010.
2. Management – A Global Perspective – Harold Koontz, Heinz Weihrich
i. TMH 6th edition, 2004 ed
3. Principles and Practices of Management – L. M. Prasad – Sultan Chand and Sons, 2003 ed
4. Principles of Management – V. S. P. Rao – Excel Books, 2008 ed
5. Leadership in Organisation, Gary Yukl, Pearson Education

DEVELOPMENT ECONOMICS

UNIT I

Income & growth – Underdevelopment, Human Development, Index of Human Development, Per Capita Income, Structural features – Demographic Characteristics, Rural-Urban Migration, Economic Growth

UNIT II

New Growth Theories, Model of deliberate Technical Progress, Externalities, Total factor productivity, Complementarities, QWERTY, Coordination failure, Linkages & Policy, Economic Inequality and its Measuring, The Lorenz curve

UNIT III

Inequality and Development, The Inverted-U hypothesis, Poverty and under nutrition, Rural and Urban: Overview, Rural-urban interaction, Rural-urban migration.

UNIT IV

Markets in Agriculture, Land, Labor, Capital, Credit & Theories, Interlinked Transactions, Alternative credit policies, Insurance & Models.

UNIT V

International Trade, Trading Patterns, Trade Policy & Gains, Losses from Trade, Trade policy, Multilateral Approaches to Trade Policy, Restricted Trade, Issues in trade liberalization, Multilateralism and Regionalism.

Reference Books:

1. Economic. Development. ELEVENTH EDITION. Michael P. Todaro
2. Banker to the Poor: Micro-Lending and the Battle Against World Poverty by [Muhammad Yunus](#), [Alan Jolis](#)
3. Economic Development by [Michael P. Todaro](#), [Stephen C. Smith](#) - Addison Wesley Publishing Company
4. [Good To Great](#): by JIM Collins
5. The Rise of the creative class by Richard Florida
6. The World is Flat - Thomas Friedman
7. The Company Town by Hardly Green
8. Community Capitalism - Ron Kitchens
9. The Next Hundred Million – Joel Kotkin

FINANCIAL MANAGEMENT

UNIT I

Financial Management, Scope, Objectives, Functions, Role, Interface, Financial Environment, Market and Institution, Fundamental Concepts, Risk and Return Trade off, Capital Asset Pricing Model, Time Value of Money, Bonds & Stocks

UNIT II

Investment Decision, Capital Budgetary Process, Cost and Investment, Appraisal Criteria, Average Rate of Return, Benefit Cost Ratio, Cost of Debt & Equity and Reserve, Cost of Preferred Stock, Cost of Capital, Debentures, Warrants, Term Loan, Lease Financing, Hybrid Financing, Venture Capital financing.

UNIT III

Capital Structure, Theories - Net Income and Operating Income Approach, Miller, Modigliani Propositions I and II, Leverages: Operating, Financial and Combined

UNIT IV

Dividend Policy, Dividend Decision and Valuation, Determinants Dividend Theories – Relevance and Irrelevance: Walter, Garden & MM Hypothesis, Bonus Issues, Stock Split, Buy Back of Shares, Tax Issues

UNIT V

Working Capital Management and Financing, Components of Working Capital, Tools for Analysis and Managing Working Capital Credit Management.

Reference Books :

1. Prasanna Chandra, Financial Management TMH
2. Khan and Jain, Basic Financial Management
3. James Van Horne and John Wachowicz, Financial Management Pearson.
4. Brigham & Houston , Fundamental of Financial Management Thomson
5. Paresh P Shah , Financial Management Biztantra

6. Ashok Banerjee Financial Management FB
7. Prasanna Chandra, Fundamental Financial Management TMH
8. John Wild, Subramanyam & Robert Halsey, Financial Statement Analysis

ORGANIZATIONAL BEHAVIOR

UNIT I

Organizational Behavior – Introduction, nature – scope – perspectives, The Behavioral approach, Challenges, Past and Contemporary. Theoretical framework, Contributing disciplines to the OB field. Foundation of individual behavior- Personality – definition – determinants – personality traits – types – from concepts to skills – personality attributes influencing OB Personality: Values, Emotions, Attitudes and Job related outcomes, theories of personality

UNIT II

Perception – meaning – factors influencing perception – the link between perception and individual decision making – creativity and innovative behavior – decision making in organizations. The Perception Processes: Nature, Implications in the Organizational Context. Learning – definition – theories of learning – some specific organizational applications, learning processes: objectives, principles, organizational systems and applications.

UNIT III

Values, Attitude and Job Satisfaction: Values – definition – importance of values – sources of our value systems – types of values – loyalty and ethical behavior Attitudes – definition – sources of attitudes – types of attitudes – cognitive dissonance theory – from concepts to skills – changing attitudes Job satisfaction – meaning – measuring job satisfaction – determinants – effect of job satisfaction on employee performance

UNIT IV

Motivation – Concepts and Application, Definition, Early and Contemporary theories, From Concept to Applications – Job design, goal setting and other programmes. Foundation of Group Behavior – defining and classifying groups – stages of group development – internal influence of group – group structure – group decision making.

UNIT V

Management of Change, Resistance to change, Change Models, Change agents, Organizational effectiveness. Organizational climate and culture, learning organizations.

References Books:

1. Organizational Behavior-Stephen Robbins, Sangi, Judge – Pearson Education, 13/e
2. Management & Behavioral Processes- Dr. BJanakiram, VijayN Rao-ExcelBooks 1/e
3. Understanding Organizational Behaviour, Udai Pareek- Oxford, 1/e, 2003
4. Management and Behavioral Processes-KShridhar Bhat- Himalaya Publications,

1/e, 2005

5. Organizational Behavior, Fred Luthans, McGraw Hill, 10/e, 2005

6. Organizational Behavior - Sarma. V.S. Veluri, Jaico Publishing house, 2/e 2010

STATISTICS FOR MANAGEMENT

UNIT I

Fundamentals of statistics- Statistics: Concept, Definition, Significance and Limitations. Collection, processing and presentation of statistical data, Measures of Central Tendency: Mean- Median and Mode. Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Quartile Deviation. Moments, Measures of Skewness and Kurtosis.

UNIT II

Tabular & graphical presentation-Statistical Data: Primary and Secondary data - Sources of Data - Types of Classification of data - Frequency Distribution: Discrete or Ungrouped Frequency Distribution, Grouped Frequency Distribution, Continuous Frequency Distribution. - Diagrammatic and Graphic Representation; Frequency Polygon, Cumulative Frequency Curves or Ogives - Advantages and Limitations of Diagrams and Graphs. Tabulation: - Types of Tables- Construction of one way and two way tables.

UNIT III

Descriptive Statistics: Numerical Measure: Measures of Location- the Weighted and working with Grouped Data-Measures of Variability - Measures of Distribution shape- Relative Location and detecting outliers -Exploratory Data

UNIT IV

Probability Theory:Probability: Concepts of Probability, Additive and Multiplicative Laws, Baye's Decision Rule, Theoretical Distributions: Binomial, Poisson and Normal distribution.

UNIT V

Correlation and Simple Linear Regression: Correlation - concept, types, measures of correlations. Simple Linear Regression Model-Least Squares Method-Coefficient of Determination-Model Assumptions.

UNIT VI

Samples and Sampling: Sampling Techniques or methods. Sample size, sampling & Non Sampling Errors. The Associates of Sampling, Problem-Simple Random Sampling -Points Estimation- Introduction to Sampling Distributions-Sampling Distribution of mean - Sampling Distribution of Proposition-Properties of point estimators-Other Sampling Methods.

Reference Books:

1. Quantitative Techniques for Management – ND Vohra, 4th ed, 2010
2. R Srinivasan, Engineering Management & Operations Research, Pearson Education, 2006
3. S. D. Sharma, "Operations Research", Kedar Nath and Ram Nath & Co. Ltd. 15th ed, 09
4. Operations Research With C Programs - Vikas Publication, 2010 ed
5. Wonnacott and Wonnacott: "Statistics for Business and Economics" Wiley
6. Publications
7. Wonnacott and Wonnacott: "Econometrics" Wiley Publications
8. Sanchetti and Kapoor: "Statistics"
9. Morris Hamber: "Statistical Analysis for Decision Making"
10. Richard Livin and David Robin: "Statistics for Management"

BUSINESS COMMUNICATION & INFORMATION SYSTEM**UNIT I**

Introduction: Communication – Definition, classification, purpose, characteristics of successful communication, barriers, communication structure in organization Oral & Written Communication: Conversation Control, reflection and empathy, two sides of effective oral communication Listening as a Communication Skill, Nonverbal communication.

Unit II

Business Letters and Reports: Writing routine and persuasive letters, writing memos-mails, proposals, resumes, reports and executive summaries, Positive and Negative messages. Meeting Documentation: Notice, Agenda, and Resolution & Minutes. Presentation, elements, designing a presentation Case method of Learning: Types of cases, reading a case, case analysis approaches, dos and don'ts for case preparation.

UNIT III

Concept of MIS, Meaning – Nature, Need, Purpose, Objective and role of MIS in organization. Types of Systems - Systems Approach to Management, Types of Information and Information Systems – Information System Resources.

UNIT IV

Database Concepts: Data, Information and Knowledge – Types of Databases - Database Management Systems – Data Warehouses and Data Mining
Telecommunication Networks: Intranets – Extranets – Types of Telecommunication Networks – Network Architecture and Protocols.

UNIT V

Concept of Systems development life cycle (SDLC) Types of SDLC, Use of flow charts. ERP Concepts, Evolution of ERP, ERP Packages, SAP, BAAN, MFG-PRO, Oracle, ERP Evaluation, ERP and BRP, ERP Implementation, Extended ERP. Application of MIS in Manufacturing and Service Industry.

UNIT VI

Website publishing, Types of website, Web surfing, E-Commerce, B2B, C2C, E-Commerce Security Issues, Ethical Issues.

Case Studies

Reference Books:

1. Management Information System in Business , Government and society , Rahul De, Wiley
2. MIS O' Brian TMH.
3. E. H. McGrath, S.J. 2012. Basic Managerial Skills for All. 9th ed. Prentice-Hall of India.
4. Business Communication : Concepts, Cases And Applications –Chaturvedi P. D, & Mukesh Chaturvedi,2/e, Pearson Education,2011
5. 2. Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010
6. MIS – Kennett G. Laudén and Jane P. Laudén
7. ERP Concepts – V. K. Garg

SECOND SEMESTER
CORPORATE ACCOUNTING

UNIT I

Introduction to Accounting: 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 – 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 : 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: preparation and analysis of income statement, Balance sheet, cash flow statement, Ratios and Projections using excel.

UNIT V

Cost Accounting elements of Costs: 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 AS & IFRS in accounting system.

Reference Books:

1. Financial accounting for managers: Dr Ashok Singhal: LexisNexis -Butterworths Wadhwa
2. Financial Accounting: A Managerial Perspective – R. Narayanaswamy.
3. Introduction of Management Accounting – Horngren, Sundem, Stratton
4. Cost and Managerial Accounting – Duccan Willamson.
5. Cost Accounting for Business Managers – Asish K Bhattacharayya
6. Management and Cost Accounting – Colin Drury
7. Management Accounting – Hensen Mowen
8. Financial Analysis and Modelling – Chandan Sen Guptha
9. Cost and Managerial Accounting - Duncan Willamson
10. Cost accounting for Business Managers - Asish K Bhattacharayya .
11. Management and Cost Accounting - Colin Drury
12. Management Accounting- Hensen Mowen

LEGAL ASPECT OF BUSINESS & CSR

UNIT I

Business Law in India, Constitution of India, Fundamental Rights & Duties. Directive Principles of State policy. Centre & State relationship.

UNIT II

Law of Contract: The Contract Act 1872: Formation of Contract; Essential elements; Voidable contracts and void agreements, Offer and Acceptance, Consideration, Free consent, Legality of object and consideration, Performance and Discharge of contract, remedies of contract, quasi contract, Contract of Guarantee, Bailment, Bailment (rights and duties of bailor and bailee), Agency (various modes of creating agency, rights and duties of agents and principal). International Contracts.

Law of Sales: Sale of Goods Act 1930: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller.

UNIT - III

Competition Act 2002, Consumer Protection Act 1986, The Right to Information Act 2005
Negotiable Instruments Act, 1881.

UNIT IV

The Indian Patent Act 1970 & 2004, WTO. Foreign Exchange Management Act 1999

UNIT V

Indian Companies Act 1956 – 2013: Salient Features of Companies, Classification and Formation of Companies, Memorandum and Articles of Association, Doctrine of Indoor Management, Appointment of Directors, Meetings of Directors & Shareholders of Companies, Overview of different modes of winding up of Companies. Industries (Development and Regulation) Act, 1957.

Sections Adjunct to Section 135 of companies Act 2013.

Reference Books:

1. Business Law, S.S. Gulshan, Excel Books
2. Business Law Including Company Law, S.S. Gulshan and G.K. Kapoor, New Age Publication
3. Introduction to constitution. D D Basu
4. Competition Law in India, Oxford, New Delhi. Ramappa, A. (2006)
5. Company Law, Eastern Book Company, Lucknow. Singh, Avtar (2013),
6. Business Law, N.D. Kapoor, New Age
7. Business Law, Gulshan, Excel
8. Legal Aspects of Business, Pathak, TMH

HUMAN RESOURCE MANAGEMENT

UNIT I

Nature and scope of HRM and HRD - introduction - definition - human resource management - personal v/s HR - meaning of HRM - features of HRM - role of HRM - managerial functions and operative functions - objectives of HRM policies - procedures and programmes - organization of HRM - line and staff and personnel management - role of personnel manager and HR manager - qualities of HR / personnel manager.

UNIT II

HR planning (HRD) - introduction - objectives of HRP - definition and need for HRP - benefits of HRP - factors affecting HRP - process, -recent trends in HRP -problems and limitations of HRP - job analysis - job evaluation - job description, Job Specifications; Job characteristic approach to job design. Recruitment - definition - objectives - subsystems - factors affecting recruitment policy - centralized and decentralized recruitment - recruitment techniques - recruitment process, e-recruitment, employee referrals.

UNIT III

Selection, Placement and Induction - meaning - definition of selection - essentials of selection procedure - significance of selection process and selection as a source of competitive advantage - selection procedure - recruitment application form - written exams - preliminary interview - various types of tests (aptitude, achievement, situational, interest, personality) - different types of interviews and interview process - means to make interview effective - medical exams - reference checks - final decision - employment - placement and induction.

UNIT IV

Human Resource Training and Development - meaning of T & D - importance of training - benefits of training - need and objectives -- on-the-job and off-the-job training methods -- training procedure - final evaluation,- how to make training effective.

UNIT V

Performance Management and Appraisal, Performance Coaching and Counseling, Performance Management for Team and Team Appraisal, Compensation, Establishing Strategic Pay Plan, Incentive and Benefits, Money and Motivation.

UNIT VI

Labor Management Relations, Law on Industrial Relation, Labour and Industrial Relation Policy, Productive Bargaining, Trade Unions and Trade Unionism: Theories of Trade Unions, Trade Union Law, Issues and Problems, Employees Association.

Reference Books:

1. Personal And Human Resource Management – P Subba Rao – Himalaya Publication, 4/e
2. Human Resource Management – Biswajeet Patnayak – PHI 3/E, 2005
3. Managing Human Resources – Bohlander, Snell, Sherman – Thomson Learning 13/E, 2004
4. Human Resource Management – Cynthia Fisher, Shaw – Wiley Dreamtech / Biztantra, 5/e, 2005
5. Human Resource Management 2011 Dessler Gary, Varkkey Biju, Pearson Publication 12th Edition
6. Human Resource Management : A south – Asian perspective , Snell, Bolander , Vohra, Cengage
7. VSP Rao, Human Resource Management EB
8. Wayne F Cascio Managing Human Resource TMH
9. Fisher , Schoenfeldt and James Shaw, Human Resource Management Biztantra
10. Jyothi and Venkatesh , Human Resource Management , Oxford
11. Human Resource Management – T.V. Rao
12. Human Resource Management – Micheal Armstrong
13. Human Resource Management – Gary Dessler
14. Human Resource Management - Pattanaik

RESEARCH METHODOLOGY

UNIT I

Research in Management, what is Research? Objectives of Research, Approaches, Methods and Types of Research, Formulation of Research Problem, Research Hypothesis, Research Process Design Classification and Need, Research Proposal. Importance of Research methods in scientific research.

UNIT II

Review of Literature: Need for Reviewing, What to Review and for what purpose literature search procedure, source of literature, planning of review work.

UNIT IV

Sampling Techniques – Steps Types, Size, Errors, Scaling and its Techniques, Sources of Data, Observation, Survey Method, Questionnaire and its design.

UNIT IV

Processing of Research Data, Editing, Coding, Classification and Tabulation, Hypothesis Testing, Measures of Central Tendency, Variation, Dispersion and Skewness, Test of Randomness, Correlation and Regression Analysis, ANOVA

UNIT V

Report writing, Types, Report Writing Process, Pre Research Proposals, Progress Report and Final Report, Research Report Format, Data and Data Analysis. Presentation & Findings. Project Writing, Report Writing, Presentation.

Reference Books:

1. OR Krishnaswami and Rangantham – Methodology of Research HPH
2. Donald Cooper and Pamela Schindler Business Research Methods THM
3. Dipak Kumar Bhattacharyya , Research Methodology EB
4. Danial Riordan and Steven Pauley , Technical Report Writing Today, Biztantra
5. Statistics for Management – Richard I Levin and David S Ruben – Prentice Hall of Indian Pvt. Ltd
6. SC Gupta Business Statistics Himalya Pub House

MARKETING MANAGEMENT**UNIT I**

Concept of Market, Marketing & Market Place. Holistic Marketing Concept, Value Delivery Process, Role of Strategic Planning. Marketing Philosophies; Marketing Management Process-An Overview.

UNIT II

Marketing Research Basics and Process, Consumer Behavior, Five Stage Model. B2B Buyers Behaviour, Segmentation & its Concept, Bases and Application. Understanding Marketing Environment; Demand Forecasting; Market Segmentation, Targeting and Positioning. BCG Matrix application and Limitations, Packaging, Labeling, Guarantees and Warranties.

UNIT III

Product and Pricing Decisions: Product Concept; Types of Products; Product Levels; Major Product Decisions; Brand Management; Product Life Cycle, New Product Development Process; Pricing Decisions: Determinants of Price; Pricing Process, Policies and Strategies.

UNIT IV

Services Marketing: Meaning and Nature of Services. Growing Importance of Services Sector; Classification of Services and Marketing Implications; Services Marketing Management Process.

UNIT V

Promotion and Distribution Decisions: Communication Process; Promotion Tools-Advertising, Personal Selling, Publicity and Sales Promotion; Emerging Channels of Distribution, Distribution Channel. Decisions-Types and Functions of Intermediaries; Channel Design; Selection and Management of Intermediaries.

UNIT VI

Emerging Trends and Issues in Marketing: Consumerism, Rural Marketing, Social Marketing; Direct Marketing; Online Marketing, Green Marketing. Integrated Marketing Communication and Process, IMC- Development Effective Communication.

Reference Books:

1. Strategic Brand Management By Kevin Lane Keller, Parameswaran, Isaac Jacob Pearson
2. Strategic Brand Management by Jean Noel Kapferer, Kogan
3. Kotler & Kosky Marketing Management – a south asian Perspective – Pearson
4. Zeithaml V. A. , Bitner M. J. and Pandit, A. (2008), Services Marketing, 5th Edition, Tata McGraw Hill
5. Publishing Co. Ltd. New Delhi.
6. Ramasswamy and Namakumari, Marketing Management – McMillan.

MANAGEMENT OF NGOS, COOPERATIVES AND CORPORATE FOUNDATIONS

UNIT I

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

UNIT II

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

UNIT-III

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

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

UNIT-V

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.

Reference Books:

1. The Management of Non-Governmental Organizations - David Lewis
2. The Earthscan reader on NGO management - Michael Edwards, Alan Fowler
3. Management of Non-Governmental Organisations: Towards a Developed Civil Society By J. M. Ovasdi
4. Formation and Management of NGOs: Non-governmental Organisations - Anita Abraham
5. Guidelines for NGOs management in India - Snehlata Chandra
6. Managing for Change: Leadership, Strategy and Management in Asian NGOs - Ian Smillie, John M. Hailey

7. Global Standard NGOs: The Essential Elements of Good Practice - Grant B. Stillman
8. Ngos as Legitimate Partners of Corporations - Dorothea Baur
9. Key Concepts in Corporate Social Responsibility - Suzanne Benn, Dianne Bolton

CORPORATE GOVERNANCE & ETHICS

UNIT I

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

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: 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

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

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

Reference Books :

1. Good Governance Issues and Sustainable Development: The Indian - Ed. R.N. Ghosh, Rony Gabbay, Abu Siddique
2. The Quest for Sustainable Business - *Wayne Visser*
3. A Guide For Corporate Responsibility Managers - *Timothy J Mohin*
4. *ISO 26000: The Business Guide to the New Standard on Social Responsibility; Lars Moratis and Tino Cochius; Greenleaf Publishing; 2011*
5. Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, [William B. Werther, Jr.](#), [David Chandler](#)
6. The Business Case for Corporate Social Responsibility: Understanding and ...
7. Philipp Schreck
8. 12. Motivational Interviewing, Third Edition: Helping People Change (Applications of Motivational Interviewing) by William R. Miller and Stephen Rollnick (Sep 7, 2012)
9. 13. Skills Training Manual for Treating Borderline Personality Disorder by Marsha M. Linehan (May 21, 1993)
10. 14. Smart but Scattered: The Revolutionary "Executive Skills" Approach to Helping Kids Reach Their Potential by Peg Dawson and Richard Guare (Jan 2, 2009)
11. Business Ethics and Corporate Governance, C.S.V.Murthy, HPH
12. Business Ethics, Francis & Mishra, TMH
13. Corporate governance, Fernando, Pearson
14. Business Ethics & Corporate Governance, S. Prabakaran, EB
15. Corporate Governance, Mallin, Oxford
16. Corporate Governance & Business Ethics, U.C.Mathur, MacMillan

THIRD SEMESTER

SOCIAL DEVELOPMENT ISSUES AND CHALLENGES

UNIT I

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

UNIT II

Social work intervention and contemporary issues, 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

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 - 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 IV

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.

References:

1. Willis, K. Theories and Practices of Development, London: Routledge.
2. Frank, A. G) “The Development of UnderdevelopmentJ
3. Timmons Roberts and Amy Bellone Hite (eds.) The Globalization and Development Reader. Oxford: Blackwell
4. Roberts, T.J. and A. Hite (eds) From Modernisation to Globalisation: Perspectives on Development and Social Change. (London: Blackwell, 2000)
5. Sklair, L. (ed.) Capitalism and Development. (London: Routledge, 1994)

6. Sklair, L. Sociology of the Global System. (London: Prentice-Hall, 1995)
7. Cohen, R. and P. Kennedy Global Sociology. (London: Macmillan, 2000)
8. Webster, A. Introduction to the Sociology of Development. (London: Macmillan, 1990)

ENTHREPRENURIAL MANAGEMENT

UNIT I

Introduction: Entrepreneur: Meaning of Entrepreneur; Evolution of the Concept; Functions of an Entrepreneur, Types of entrepreneur, Intrapreneur – an emerging class, Concept of Entrepreneurship-Evolution of Entrepreneurship; -Development of Entrepreneurship; The entrepreneurial Culture; Stages in entrepreneurial process - Social Enterprise Business Models

UNIT II

Statutory Issues in Entrepreneurship: Small & Medium Enterprises - Govt. Policy and SME in India & Problems - Starting the Business, Product Planning and development, Barriers, Legal Issues for Entrepreneur - State and Central Government's initiatives to foster Entrepreneurship.

UNIT III:

Business Planning Process: Meaning of business plan - Business plan process- Advantages of business planning- Marketing plan-Production/operations plan- Organizational plan-financial plan - Final project report with feasibility study - preparing a model project report for starting a new venture.

UNIT IV:

Institutional Machinery for Entrepreneurs: Small industry financing developing countries -A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD -IDBI-SIDO-Indian Institute of Entrepreneurship -DIC- Single window - Latest Industrial policy of Government of India.

UNIT V:

What is social entrepreneurship - Various Dimensions of social entrepreneurship - Comparison between Business and social entrepreneurship - Approaches to Social entrepreneurship - Nonprofits, Public Sectpr and Social entrepreneurship - Philonthropy and Hybrid Ventures - Social Entrepreneurship and Business - Micro

financing and social entrepreneurship - Challenges for social entrepreneurs – creating a successful business model, finding funding and income generation - Social Enterprise Business Model - Universities and Business Associations role in handholding Entrepreneurs through Incubators.

UNIT VI:

Social value creation and the social enterprise: Five Cs of social change - Capacity-Building: Raising Social Impact Money - Donor Perspective - Practitioner Perspective - Investor Perspective - Social Sector Employment -Policy implications for Government Policy, Corporate Strategy.

Reference Books:

1. Barringer & Ireland : Entrepreneurship: Successfully Launching new Venture 2010 Pearson
2. Jack M. Kaplan Patterns of Entrepreneurship Management , Wiley
3. Hishrich & Peters : Entrepreneurship THM
4. Fundamentals of Entrepreneurship – Mohanty – Prentice Hall of India
5. Vasant Desai :- Dynamics of Entrepreneurship Development and Management HPH
6. M. Lall , Entrepreneurship, Excel Books
7. Mohanthy – Fundamentals of Entrepreneurship, Prentice Hall of India
8. Zimmerer & Scarborough – Essentials of Entrepreneurship & Small Business Management - Prentice Hall of India.

STRATEGIC MANAGEMENT

UNIT I

Nature of Strategic Management: Concept of strategy; strategic management process; Vision Mission, Goals and Objectives; External Environmental Analysis; Analyzing Companies Resource in Competitive Position; Mintzberg's 5Ps of Strategy. Levels of strategy Functional-Level Strategy, Business-Level Strategy, Corporate-Level Strategy. Strategic Goals and objectives – features – roles – Critical success factors.

UNIT II

Strategy Formulation: Concept of industry; strategic groups; industry life-cycle analysis; macro environment. SWOT analysis – Internal & External Environmental Analysis; Analyzing Companies Resource in Competitive Position – Concept of Stretch, Leverage and Fit; Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Grand Strategies; Porter's Generic Strategies; Strategies for Competing in Global Markets.

UNIT III

Corporate-Level Strategies: Diversification Strategies: Creating Corporate Value and the Issue of Relatedness, Vertical Integration: Coordinating the Value Chain, The Growth of the Firm: Internal Development, Mergers & Acquisitions, and Strategic Alliances Restructuring Strategies: Reducing the Scope of the Firm.

UNIT IV

Strategy Implementation and Evaluation: Structural Considerations and Organizational Design; Leadership and Corporate Culture; Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control, Need for Balanced Scorecard.

Reference Books

1. Thomas L. Wheelen, J. David Hunger (2010). Strategic Management and Business Policy, Pearson/Prentice Hall.
2. Arthur, A, Thomson and Strickland, A. J. (2002). Strategic Management – Concept and Cases. Tata McGraw Hill, New Delhi.
3. F. Cherunilam, Strategic Management, Himalaya Publishing.
4. Strategic Management: A Stakeholder Approach - R. Edward Freeman
5. Strategic Management: Theory and Application - Adrian Haberberg, Alison Rieple
6. Strategic Corporate Social Responsibility

ENVIRONMENTAL LAW AND AUDIT

UNIT I

Constitutional Provisions for Environmental Protection: 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

- a) Water (Prevention & Control of Pollution) Act
- b) Water (Prevention & Control of Pollution) Cess Act
- c) Air (Prevention & Control of Pollution) Act
- d) Environment (Protection) Act
- e) Hazardous Waste (Management & Handling) Rules
- f) Manufacture, Storage and Import of Hazardous Chemicals Rules.
- g) 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: 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

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

UNIT - V

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, publichearing, Regulation on Bio-Medical Waste.

UNIT-VI

Environmental Audit: ISO-19011, Qualities of Environmental Auditor, Contents of EA reports,

Environmental Audit Terminology, Environmental management System audit.

Reference books:

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

SUPPLY CHAIN MANAGEMENT

UNIT I

Introduction to supply chain management: what is SCM? Supply and demand. The objectives of Supply Chain, Value Chain Focus of Supply Chain. Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Balance Sheet, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities. Managing External and Internal Supply Chain Management, Supply Management – Operation, Integrated Logistics – Inbound, In-Plant and Outbound Logistics.

UNIT II

Global Supply Chain Management – EDI, problems of Complexity, Reserve Supply Chain, Value Chain and Value Delivery System, Purchasing and Supply Management. Measuring and analyzing the value and efficiency of a domestic and global Supply Chains network

UNIT III

Sourcing of Materials, Global Sourcing, Operation – Optimized Production Technology – JIT, KANBAN, CONWIP, Aggregate Planning / Workplace Planning, Production Scheduling, Shop Floor Control. Push, pull, push-pull systems, the impact of Lead time, demand driven strategies, impact of internet, distribution strategies.

UNIT IV

Logistics Framework – Concept, Objective and Scope; Transportation, Warehousing, Inventory Management; Packing and Unitization; Control and Communication, Role of Information Technology in Logistics, Logistics Service Firms and Third Party Logistics.

UNIT V

Retailing and Supply Chain Interface: Retail Supply Chain Management , Transportation and inventory in Retail SC, Channel design and management, Role of packing and Repacking in Retail Business, Customer focus in supply chain, Complain Handling , developing customer service strategy , RFID and Bar Coding

Reference Books:

1. David Simchi-Levi, Philip Kaminsky, Edith Simchi –Levi, Ravi Shankar – “Designing and Managing the Supply Chain” – TMH, 3/e, 2008

2. Mohanty, Deshukh – “Supply Chain Management” – Biztantra Publications, 2/e,2005.
3. Chopra Sunil and Peter Meindl (2009). Supply Chain Management, 4th Edition, Pearson Education
4. Supply Chain Management – text and Cases by Janat Shah- Pearson Edition
5. A logistic Approach to Supply Chain Management by John J. Coyle Cengage Publishing
6. Supply Chain Management for Competitive advantage Concepts and Cases by Narayanan Rangaraj, G. Raghuram, & M. srinivasan, Tata Megraw Hill
7. Logistic and Supply Chain Management , David J Bloomberg, PHI private ltd.

HUMAN RESOURCE DEVELOPMENT

UNIT I

HRD: Definition, Evolution of HRD from Personnel management, Developmental Perspective of HRD, HRD at macro and micro levels: Outcomes of HRD in the national and organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the present context. Development of HRD Movement in India.

Theory and Practice of HRD: HRD concepts, Subsystems of HRD: Human Resource Planning, Potential, Potential Appraisal, Assessment Center, Performance appraisal including 360 degree – Human Resource Accounting Organizational Culture and Climate: Meaning and type of Organizational culture and Climate; Role of HRD in promoting a development oriented Culture and climate in the Organizations.

UNIT II

Development Human Capacity: Aptitude, Knowledge, Values, Skills of Human Relations, Responsiveness, Loyalty and Commitment, Transparency, Leadership development.

Training and Development: Meaning and Scope of training, education and development; Training need analysis, Types of training Internal and external, Outbound Training, Attitudinal training, Training effectiveness. Learning Organization: Organizational Learning, Importance of Experiential Learning, Learning Organisation, Knowledge Management, Achieving Organisational Effectiveness and Excellence.

UNIT III

Evaluating HRD: Human Resource Accounting, HR Audit and Bench marking, Impact-assessment of HRD initiatives on the bottom-line of an organization.

UNIT IV

Employee Engagement: Definition – Engagement vs. Satisfaction – Engagement Drivers and Models – Work Engagement, Job Engagement and Organisational Engagement – Gender Issues in Engagement – Creating and Executing an Engagement Campaign – Burnout and Disengagement – Engagement and Attrition.

UNIT V

Recent Trends in HRD: Training for trainers and HRD professionals, Promoting Research in HRD. Impacts of developments in the other fields such as Psychology, Business Management, Communication and Information Technology, Training and Development, Career Planning & Succession Planning.

Reference Books:

1. Albrecht, S., Handbook of Employee Engagement: Perspectives, Issues, Research and Practice, Edward Elgar Publishing Ltd., 2010.
2. Carbonnara, S., Manager’s Guide to Employee Engagement, McGraw-Hill, 2012.
3. Cook, S., The Essential Guide to Employee Engagement, Kogan Page Ltd., 2009.
4. Federman, B., Employee Engagement: A Roadmap for Creating Profits,

- Optimizing Performance and Increasing Loyalty, Pfeiffer and Company, 2009.
5. Gibb, S., Human Resource Development: Foundations, Process, Context, 3rd Edition, Palgrave Macmillan, 2011.
 6. Haldar, U.K., Human Resource Development, Oxford University Press India, 2009.
 7. Macey, W.H., Schneider, B., Barbera, K.M. and Young, S.A., Employee Engagement: Tools for Analysis, Practice and Competitive Advantage, John Wiley and Sons, 2009.
 8. Mankin, D., Human Resource Development, Oxford University Press USA, 2009.
 9. McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
 10. Mone, E and London, M., Employee Engagement Through Effective Performance Management, Tata McGraw-Hill Education Pvt. Ltd., 2009.
 11. Noe, R. and Deo, A., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2012.
 12. Ramadoss, S. and Sengupta, D., Employee Engagement, Dreamtech Press, 2011.
 13. Rishipal, Training and Development Methods, S.Chand, 2011.
 14. Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
 15. Sheikh, A. M., Human Resources Development and Management, 3rd Edition, S.Chand, 2007.
 16. Werner, J.M. and DeSimone, R.L., Human Resource Development, 5th Edition, Cengage Learning, 2012.

FOURTH SEMESTER

BRAND MANAGEMENT AND CSR

UNIT I

Brand-concept: Nature and Importance of Brand; Types of brands , Strategic Brand Management Process; Brand Identity perspectives , Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Designing marketing programs to build brand Equity, customer based brand equity ,Brand Loyalty, Measures of Loyalty,, Branding strategies – product, line , range and umbrella branding.

Brand Personality: Definition, Measures and, Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional, symbolic and Experiential brands.

UNIT II

Planning and Implementing Brand marketing programs: Criteria for choosing brand elements, options and tactics for brand elements, legal brand considerations- Conceptualizing the Leveraging Process - Company-Country of origin and other Geographic areas-channels of distribution- Co-Branding- Licensing-Celebrity Endorsement- Sporting, cultural or Other Events-Third Party Sources

UNIT III

Brand Positioning: Concepts and Definitions, 3 Cs of positioning, Brand positioning and differentiation Strategies, Repositioning, Celebrity Endorsements, Brand Extension; Managing brands over time, Brand Reinforcement, brand revitalization, managing global brands, Branding in different sectors.

UNIT IV

Branding Strategy in Service Sectors – Financial, Hospital, Wellness, Health Care, NGOs and Public Services, CSR and Marketing, CSR as Organizational Brand Building

Reference Books:

1. Keller K. L. (2008), Strategic Brand Management, 3rd Edition, Pearson Education
2. Brand Management The Indian Context – Y L R Moorthi – Vikas Publication.2005
3. Management Models for Corporate Social Responsibility - Jan Jonker, Marinus Cornelis de Witte
4. Management Models for the Future - Jan Jonker, Jacob Eskildsen
5. Strategic Corporate Social Responsibility: Stakeholders in a Global Environment – William B. Werther, Jr., David Chandler
6. Corporate Reputations, Branding and People Management – Graeme Martin, Susan Hetrick

CSR ACCOUNTING AUDITING & REPORTING

UNIT I

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

UNIT III

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

UNIT V

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

Reference Books:

1. SOCIAL AUDIT TOOLKIT Fourth Edition 2008.
2. For the Common Good: redirecting the economy toward community, the environment and a sustainable future by Herman Daly
3. Ishmael: an adventure of the mind and spirit by Daniel Quinn
4. Natural Capitalism by Paul Hawken, Amory Lovins & Hunter Lovins
5. Small is Beautiful: economics as if people mattered by E.F. Schumacher
6. CSR India – Ready Reckoner Comprehensive guidelines for CSR Activities by IICA.
7. AA1000 STAKEHOLDER ENGAGEMENT STANDARD 2011.
8. Handbook for Implementers of ISO 26000, Global Guidance Standard on Social Responsibility.
9. G4 Sustainability Reporting Guidelines by GRI.

SUSTAINABILITY & STAKEHOLDER MANAGEMENT

UNIT I

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

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

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: 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

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.

Reference Books:

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

INTERNATIONAL BUSINESS AND CSR

UNIT I

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

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 and agreements and implications, the global recession.

UNIT IV

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

UNIT V

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, Leadership Issues, 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.

Reference Books:

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

PROJECT MANAGEMENT

UNIT I

Project Identification Analysis: Concept of Project, Search for Business Idea, Project Identification, Project Planning Formulation and Analysis, Project Screening and Presentation of Projects for Decision Making; Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities. Project Life Cycle, Feasibilities of Projects-Different forms of Project Contracting.

UNIT II

Capital Investments and Difficulties, Types of Capital Investment, Phase of Capital Budgeting, Facets of Project Analysis, Financial Estimates and Deductions, Estimation of Project Cash Flows.

UNIT III

Project Appraisal: Time Value of Money; Project Appraisal Techniques - Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Return.

Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.

UNIT IV

Project Scope Management, Creating Work Break Down Structure (WBS), Project Roll - up, Process Break down Structure, Responsibility Matrix, Cost of Capital.

UNIT V

Project Scheduling, Project Risk Management, Reducing Project Duration, Project team Management, Project Control Process, Performance Measurement, Evaluation, Planning Audit, Post Completion Audit.

UNIT VI

Social Cost Benefit Analysis – Rational for SCBA, UNIDO Approach, Multiple Project and Constraints – Linear Programming Model, Financing of Projects – Different Kind of Project Finance.

Reference Books :

1. Projects – Planning, Analysis Selection , Finance , Implementation and review by Dr. Prasanna Chandra
2. Project Management – Clifford Gray & Larson
3. Project Management : A Managerial Approach – Meredith , jack .R & Mantel Samuel.J
4. The Practice and Theory of Project Management Creating Value Through Change – NewTon, Richard, Hampshire, Palgrave Pub.
5. Effective Project Management – Clements, James P & Gido Jack – Cengage Learning.
6. Chandra. P.(2009). Projects, (7th Edition). Tata McGraw Hill.
7. Pinto, (2009). Project Management, 1st edition, Pearson Education.

ORGANIZATIONAL CHANGE AND DEVELOPMENT

UNIT I

OD – definition – history of OD – values, assumptions and beliefs in OD. OD – overview– foundations of OD – models and theories – systems theory participation and empowerment – teams and team work – parallel learning structures.

UNIT II

OD – interventions – classifications: teams interventions – inter group and third party peace making interventions – comprehensive OD interventions. Theory and Practice on change and changing; The Nature of Planned Change; The Nature of Client Systems: Group Dynamics, Inter group Dynamics and Organizations as Systems.

UNIT III

Managing the OD process – action research: a process and approach – history and varieties of action research. Operational Components of OD: Diagnostic, Action and Process – Maintenance Components.

UNIT IV

Implementation and Assessment of OD. Implementation conditions for failure and success in OD efforts; Assessment of OD and change in organizational performance; The impact of OD Structure interventions and applicability of OD – training experiences – T-groups– behavioral modeling – life and career planning – coaching and mentoring – instrumental training.

UNIT V

Power, Politics and OD – research on OD – future and OD. Some key considerations and issues in OD: Issues in consultant – client relationship; Mechanistic & Organic systems and contingency approach; The failure of OD.

Reference Books:

1. Wendell I. French & Cecil H. Bell, Jr. - Organization Development - PHI.
2. French, Bell and Zawacki - Organization Development Theory, Practice and Research, Universal Book Stall, Third Edition.
3. Rosabeth Moss Kanter, the change Masters, Simson & Schaster.
4. Daniel Robey, Carol A Sales - Designing Organizations - fourth edition.
5. Advian, Phil, Mike & Mark - Managing Change - FT & Prentice Hall.
6. Blake & McCauley - Leadership Dilemmas - Grid Solutions - GPC (Gulf).

Semester I	Semester II	Semester III	Semester IV
Sept 01 - Jan30	Feb01 -Jul30	Aug01 - Jan 30	Feb01 -Jul30
Lecture	Lecture	Lecture	Organisational Training
Workshops / GD	Workshops / GD	Workshops / GD	Lecture
Symposium	Symposium	Symposium	Workshops / GD
Seminars	Seminars / Education Tours	Seminars / Organic Link Camps	Symposium / Seminars
Fieldwork	Fieldwork	NGO Internship With field work report.	Internal Assignments
Internal Assignments	Internal Assignments	Internal Assignments	Dissertation Subject Selection - Fieldwork

Semester Examination	Semester Examination	Semester Examination	Semester Examination
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EXAMINATION QUESTION PAPER PATTERN
MBA in Corporate Social Responsibility
Effective from the Academic the Year 2016-17 onwards

Time: 3.00 Hrs

75 Marks

SECTION – A

Answer any six questions out of Eight Questions (6 X 5 Marks =30 Marks)
(Short answer type questions)

SECTION – B

Answer any three questions out of Five Questions (3 X 10 Marks = 30 Marks)
(Long answer type questions)

SECTION – C

Compulsory Section (1X 15 Marks =15 Marks)
(Questions shall be application oriented may be a problem or a case study or an Essay type question pertaining to the syllabi)

