

Semester	IV	Specialization	NA
Course Code	401	Type	Generic Core
Course Title	Managing for Sustainability		

Course Objectives:

1	Apply general ethical principles to particular cases or practices in business.
2	Think independently and rationally about contemporary moral problems.
3	Recognize the complexity of problems in practical ethics.
4	Demonstrate how general concepts of governance apply in a given situation or given circumstances.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Corporate social responsibility: Concept, The nature of corporate responsibility and corporate citizenship, Relevance in the present day business environment.</p> <p>Corporate social responsibility and stakeholders: Internal and external stakeholders, Responsibility to various stakeholder groups, Interest and influence of various stakeholder groups, Formulating and implementing a policy for corporate social responsibility</p> <p>Bottom of the pyramid opportunities: Issues and opportunities for business in socially and environmentally sensitive world, Social and environmental problems and how they shape markets.</p>	7 + 2
2	<p>Sustainable Development: concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thought on Sustainable Development, Sustainable Development and social framework, equitable distribution, difference between sustainable development and green development, criticism.</p> <p>Stakeholder Impact: Stakeholders and the power they wield, Reducing socio-environmental costs and risks: managing the downside, Driving revenues and creating intangible value: managing the upside.</p>	7 + 2
3	<p>3.1 Business case for sustainable development: Three dimensions of sustainable development</p> <p>1) Environmental: Atmosphere, fresh water and oceans, land use, management of human consumption, energy, food, waste management, Understanding ecological "footprint": Eco-tracking, carbon marketing, carbon credits, economics of sustainability, Designing for the environment and "greening" the supply chain, regulation, case studies.</p>	7 + 2

	<p>2) Economic: environment degradation and economic growth, nature as an economic externality, economic opportunity.</p> <p>3) Social: Peace, security, social justice, sustainability and poverty, human relationship to nature, human settlements.</p> <p>3.2 Study of business models for sustainable development: Indian & Global perspectives.</p> <p>3.3 Sustainability reporting: Triple bottom line reports - The content of sustainability reports (also CSR reports, ESG reports, social and environmental reports)</p> <p>3.4 Social accountability standard - ISO 26000: Social responsibility guidance standard, Global Compact Principles, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment.</p>	
4	<p>4.1 Corporate Governance : Meaning – OECD principles, Difference between governance and management, Purpose of good governance, Potential consequences of poor corporate governance, Business failure and the contribution of poor governance</p> <p>4.2 Relevant Theories: Agency theory, transaction cost theory, stakeholder theory. Friedman's theory of CSR.</p> <p>4.3 Stakeholder value approach: Stakeholder value approach, Enlightened stakeholder approach, stakeholder approach to Governance, risk and financial stability. The balancing of conflicting objectives</p> <p>4.4 Key issues in corporate governance: Role and composition of the board, remuneration of directors and senior executives, accounting and audit, internal controls, checks and governance, relations with shareholders and other stakeholders. Clause 49 of Listing agreement & Corporate Governance Code, CEO, CFO Certification. Role of regulators – SEBI, IRDA, RBI, ED, etc.</p> <p>4.5 Applying best practice in governance: Voluntary and regulatory approaches, rules or principles, concept of 'comply or explain'. Governance problems for global companies and groups. Governance issues in the public sector. Governance issues in the voluntary sector (NGOs and charitable organizations)</p> <p>4.6 Governance aspects: Sarbanes-Oxley Act 2002: Section 302: CEO/CFO certifications, Section 404(a): internal control report, Governance and role of auditors and audit committee.</p> <p>4.7 Case Studies on Corporate Governance: Satyam, Infosys, Tata, Wipro.</p>	7 + 2
5	<p>Corporate Ethics:</p> <p>5.1 The Ethical Value System: Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Code,</p>	7 + 2

	<p>5.2 Values: Importance, Sources of Value Systems, Values across Cultures</p> <p>5.3 Indian Values and Ethics: Respect for Elders, Hierarchy and Status, Need for Security, Non – Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Holistic relationship between Man and Nature, Attitudes and Beliefs.</p> <p>5.4 Business Ethics: Nature, Characteristics and Needs, Ethical Practices in Management, Ethical Values in different Cultures, Culture and Individual Ethics, Relationship between Law and Ethics, Impact of Laws on Business Ethics.</p> <p>5.5 Ethics and Corporate Excellence: Code of Ethics in Business Houses, Strategies of Organizational Culture Building, Total Quality, Customer Care, Care of the Employees as per Statutes, Objective and Optimistic Approach.</p> <p>5.6 Indian and Global case studies.</p>	
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Note:

Introductory treatment of all topics is expected to sensitize the students.

Compliance / Regulatory aspects should not be overemphasized.

Learning Resources:

1	Text Books	<p>Corporate Governance by Christine A Mallin, Oxford University Press.</p> <p>Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition.</p> <p>Corporate Governance Codes, Systems and Practices by S C Das, PHI – Eastern Economy Edition.</p> <p>Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition.</p> <p>Ethics, Business & Society Edited by Ananda Das Gupta, Response Books</p> <p>Business Ethics by Crane and Matten, Oxford University Press, 2nd Edition.</p> <p>Business Ethics – An Indian Perspective, by Ronald Francis and Mukti Mishra, TMGH.</p> <p>Corporate Governance Values and Ethics by Dr. Neeru Vasishth & Dr. Namita Rajput, Taxman</p> <p>Corporate Governance – Principles, Mechanisms & Practice, Swami Dr. Partasarathy, Biztantra Publications.</p>
2	Reference	The Satyam Saga – Business Standard Publication

Semester	II	Specialization	NA
Course Code	215	Type	Generic - Elective
Course Title	Industry Analysis - Desk Research		

Course Objectives:	
1	To help the students understand the dynamics of a specific industry.
2	To acquaint students with various issues particular to an industry.
3	To provide a cross-functional perspective of the functioning of a business enterprise and an industry.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Industry Analysis – the Basics:</p> <p>Nature of the Industry, Players in the industry.</p> <p>Nature of competition from an economist's perspective.</p> <p>Market shares of top 3 & bottom 3 players.</p> <p>Possible Classification of players into Leaders, Challengers, Followers, Nichers.</p> <p>Positioning & Differentiation strategies of key players. Branding strategies.</p> <p>Pricing Policies, Cartelization if any and comments thereon.</p> <p>Capacity analysis – total capacity of the industry and break up capacity amongst key players, Planned future capacity additions.</p> <p>Geographical spread of plants/facilities/ capacities (Domestics as well as Global).</p> <p>Demand Supply balance in the industry, Key factors affecting demand.</p> <p>Key supply side constraints.</p> <p>Professional Trade bodies of the Industry.</p> <p>Business Functions carried out Online by the key players. Online presence.</p>	25 + 5
2	<p>Promoters & Management Ethos:</p> <p>Background of promoter groups of top 3 and bottom 3 players in the industry.</p>	

	<p>Management ethos and philosophy.</p> <p>Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights.</p> <p>Detailed profile of one distinguished top management personnel each from any two players in the Industry.</p> <p>CSR policy.</p> <p>Corporate Governance Initiatives.</p> <p>Initiatives towards social inclusion.</p> <p>Initiatives towards environment conservation.</p>	
3	<p>External Environment:</p> <p>Controlling ministry and / or regulator if any for the Industry</p> <p>Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, etc. against irregularities , legal violations if any.</p> <p>Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 3 players.</p> <p>Key National and Global issues affecting the industry.</p> <p>Key initiatives by the Government to promote the industry.</p> <p>Environmental issues.</p>	
4	<p>Financials:</p> <p>Profitability, Revenues, Margins of top 3 & bottom 3 players over the last 3 years and trends/changes therein.</p> <p>Sick players if any and their turnaround strategies, if any.</p> <p>Key factors contributing to costs.</p> <p>Ratio analysis of financial data for last 3 years for top 5 and bottom 5 companies in the industry.</p>	
5	<p>Recent Developments:</p> <p>Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein.</p> <p>Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have</p>	

	<p>significant import components.</p> <p>Key Alliances in the past 5 years and their performance & impact on other players in the industry.</p> <p>Mergers & Acquisitions, if any.</p> <p>Technological developments.</p> <p>Labour unrest if any –reasons thereof and impact on the particular player and the industry as a whole.</p> <p>Emerging first generation entrepreneurs, if any, in the industry.</p> <p>Corporate wars & feuds in the industry, if any.</p>	
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Note:

Students should work in groups of 3 to 5 each under the guidance of a faculty.

Students shall study various aspects of any TWO industries (group of similar business entities) of their choice.

Focus shall be the comparative and historical analysis across the players in the industry.

Students shall submit a structured detailed report.

The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty. The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:

Report – 20 Marks

Presentation – 15 Marks

Question & Answer – 15 Marks

Learning Resources:

1	Text Books	--
2	Reference Books	--
3	Supplementary Reading Material	<p>Annual reports of various companies</p> <p>Economic Times</p> <p>Business Standard</p>

The syllabus

Course I

Introduction to Human Rights and Duties

Credit: 1

I) Basic Concept

- a) Human Values- Dignity , Liberty, Equality , Justice, Unity in Diversity, Ethics and Morals
- b) Meaning and significance of Human Rights Education

II) Perspectives of Rights and Duties

- a) Rights: Inherent-Inalienable-Universal- Individual and Groups
- b) Nature and concept of Duties
- c) Interrelationship of Rights and Duties

III) Introduction to Terminology of Various Legal Instruments

- a) Meaning of Legal Instrument- Binding Nature
- b) Types of Instruments: Covenant-Charter-Declaration-Treaty-Convention-Protocol- Executive Orders and Statutes

IV) United Nations And Human Rights

- a) Brief History of Human Rights- International and National Perspectives
- b) Provision of the charters of United Nations
- c) Universal Declaration of Human Rights- Significance-Preamble
- d) Civil and Political Rights-(Art. 1-21)
- e) Economic, Social and Cultural Rights-(Art.22-28)
- f) Duties and Limitations-(Art. 29)
- g) Final Provision (Art. 30)

Course II

Human rights of vulnerable and disadvantaged groups

Credit: 1

I) General Introduction

- a) Meaning and Concept of Vulnerable and Disadvantaged
- b) Groups, Customary, Socio-Economic and Cultural Problems of
- c) Vulnerable and Disadvantaged Groups

II) Social status of women and children in International and national perspective

- a) Human Rights and Women's Rights –International and National Standards
- b) Human Rights of Children-International and National Standards

III) Status of Social and Economically Disadvantaged people

- a) Status of Indigenous People and the Role of the UN
- b) Status of SC/ST and Other Indigenous People in the Indian Scenario
- c) Human Rights of Aged and Disabled
- d) The Minorities and Human Rights

IV) Human rights of vulnerable groups

- a) Stateless Persons
- b) Sex Workers
- c) Migrant Workers
- d) HIV/AIDS Victims

Course III

Human Rights and Duties in India: Law, Policy, Society and Enforcement

Mechanism

Credit: 1

I. Human Rights in Indian Context

- a) Indian Bill of Rights And Sarvodaya
- b) Preamble- Fundamental Rights- Directive Principles-Fundamental Duties

II. Human Rights- Enforcement Mechanism

- a) Human Rights Act, 1993
- b) Judicial Organs- Supreme Court (Art 32) And High Courts(Art 226)
- c) Human Rights Commission- National and State of Maharashtra
- d) Commission of Women, children , Minority, SC/ST
- e) Survey of International Mechanism

III. Human Rights Violations and Indian Polity

- a) Inequalities in society-population-illiteracy-poverty-caste-inaccessibility of legal redress
- b) Abuse of Executive Power-Corruption-Nepotism and favoritism
- c) Human Rights and Good Governance
- d)

IV. Role of Advocacy Groups

- a) Professional Bodies: Press, Media, Role of Lawyers-Legal Aid
- b) Educational Institutions
- c) Role of Corporate Sector
- d) NGO's

Semester	IV	Specialization	HRM
Course Code	406HR	Type	Subject - Elective
Course Title	Global HR		

Course Objectives:	
1	To give exposure to the students to international HR
2	To make students understand various initiatives in global HR
3	To make students understand various issues in global HR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	4 + 1
2	Managing and supporting international assignments: Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	6 + 1
3	International HR: Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational, PM of international employees, Appraisal of international employees.	6 + 1
4	Key issues in international HR : Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	4 + 1
5	Virtual Organization study: Field Study/ Desk Research Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	5 + 1

Learning Resources:

1	Text Books	International Human Resource Management by Peter j Dowling, Devis E Welch, 4 th Edition.
2	Reference Books	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	http://www.cipd.co.uk/global/ www.shrm.org www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	II	Specialization	NA
Course Code	206	Type	Generic – Core
Course Title	Management Information Systems		

Course Objectives:

1	To develop conceptual understanding about latest developments in the field of Information Technology and the impact of I.T. in managing a business
2	To learn to use Information Technology to gain competitive advantage in business
3	To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Management Information Systems: Need, Purpose and Objectives - Data, Information, Knowledge – Types of Information Systems - Information as a strategic resource - Use of information for competitive advantage</p> <p>Information Technology Infrastructure: Information Systems Architecture – Mainframe, Client Server, Web Based, Distributed, Grid, Cloud - Overview of Hardware, Software, Storage and Networking Devices – Networks Types - Topologies of Networks</p>	7 + 2
2	<p>2.1 Data Base Management Systems: Concept – Relational Model Applications – DBMS Architecture</p> <p>2.2 Systems Engineering Analysis and Design: Systems Concept - Systems Development Life Cycle - Assessing Enterprise Information requirements – Alternative System Building Approaches - Prototyping - Rapid Development Tools – CASE Tools – Object Oriented Systems (<i>Only introduction to these tools & techniques</i>)</p>	7 + 2
3	<p>Decision Support Systems: Data Warehousing and Data Mining -Business Intelligence and Analytics - Group Decision Support Systems – Executive Information Systems - Executive Support Systems – Geographical Information Systems - Expert Systems and Knowledge Based Expert Systems – Artificial Intelligence</p>	7 + 2
4	<p>4.1 Digital firm Perspective: MIS Model for a digital firm – Organization Structure for digital firm – e-Business Models and Applications – Mobile computing, Call Centers, BPO</p> <p>4.2 Management Issues in MIS: Information Security and Control - Quality Assurance - Ethical and Social Dimensions - Intellectual Property Rights as</p>	7 + 2

	related to IT Services / IT Products	
5	Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies.	7 + 2

Note:

Emphasis should be given on management oriented problems and cases as compared to technical orientation expected from computer science/ computer management students.

Learning Resources:

1	Text Books	MIS-Bidgoli/Chattopadhyay- Cengage Learning Management Information Systems by Obrien, Marakas and Ramesh Behl, TMGH Management Information Systems by Dr. D. B. Bharati & Rohan Dahivale Himalaya Publications Management Information Systems by Jawadekar, TMGH, 4 th Edition
2	Reference Books	Management Information Systems by Jaiswal and Mittal, Oxford University Press Decision Support Systems and Intelligent Systems by Turban and Aronson, Pearson Education Asia
3	Supplementary Reading Material	Management Information Systems by Laudon, Laudon, Dass, Pearson Education Asia, 11 th Edition Management Information Systems by Davis and Olson, Tata McGraw Hill
4	Websites	-
5	Journals	MIS Quarterly, University of Minnesota CSI Communications, Computer Society of India, Mumbai

Semester	IV	Specialization	HRM
Course Code	405HR	Type	Subject - Elective
Course Title	Organizational Design & Development		

Course Objectives:	
1	To develop an understanding of the nature, functioning and design of organization
2	Be able to understand the theory and practice relating to the processes of organization development and change
3	Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating organizational processes and change in organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Organizations and Organizational Theory: Definition, Prospective Dimensions, Strategy, Organization design & effectiveness	3 + 1
2	Organizational Purpose & Structural Design: Basic challenges of organizational Design - Fundamentals of Organizational structure, Internal Design Elements. Organization size & life cycle	7 + 1
3	Organizational Culture & Ethics: Innovation & change, Decision making processes & organizational learning	5 + 1
4	Managing Innovation & Change: Process of OD, Individual and Interpersonal Interventions, Team / Group Interventions, Intergroup Interventions, Techno structural Interventions, Strategic Change	7 + 1
5	Organizational Transformation - Desk Research: Students need to study organizational culture & design of 2 organizations each & present a report on the same.	3 + 1

Learning Resources:		
1	Text Books	Organizational Development & Transformation by French, Bell, Zawacki- TMGH Organization theory & Design by Richard L. Daft, Cengage Press.
2	Reference Books	Organization Development & Change by Cummings & Worely Cengage Learning's India Ltd, 8 th Edition. Managing Organizational Change by Nilkant & Ramnarayan, Response Books Organization Change & Development by Kavita Singh, Excel Books The Oxford Handbook of Organizational Theory by Tsoukas & Knudsen, Oxford