

**ORDINANCES AND OUTLINES OF TESTS,
SYLLABI AND COURSE OF READING**

FOR

MASTER OF LEADERSHIP DEVELOPMENT PART-I

(MLD – I)

(Semester I & II)

FOR

2016-17 & 2017-18 SESSIONS

CREDIT BASED SEMESTER SYSTEM

OF

UNIVERSITY GRANTS COMMISSION



SCHOOL OF COMMERCE AND MANAGEMENT

GENERAL SHIVDEV SINGH DIWAN GURBACHAN SINGH

KHALSA COLLEGE PATIALA

An Autonomous College

NAAC Accredited 'A' Grade

College with Potential for Excellence Status by UGC

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Preamble:

General Shivdev Singh Diwan Gurbachan Singh Khalsa College Patiala, accredited 'A' grade by NAAC (2015), recognized as "College with Potential for Excellence" status by UGC, New Delhi (2016) and an Autonomous College (2016), is a premier institute of higher education in the state of Punjab since 1960. Being concordant with the need to the creation of a self-sustaining, global knowledge society, the college has undertaken several measures initiated by UGC to bring equity, efficiency and excellence in the Higher Education System of the country.

The important measures taken to enhance academic standards and quality in higher education include innovation and improvements in curriculum, teaching-learning process, examination and evaluation systems, besides governance and other matters.

The UGC has formulated various regulations and guidelines from time to time to improve the higher education system and maintain minimum standards and quality across the Higher Educational Institutions (HEIs) in India. The academic reforms recommended by the UGC in the recent past have led to overall improvement in the higher education system. However, due to lot of diversity in the system of higher education, there are multiple approaches followed by Higher Educational Institutions towards examination, evaluation and grading system. While the HEIs must have the flexibility and freedom in designing the examination and evaluation methods that best fits the curriculum, syllabi and teaching-learning methods, there is a need to devise a sensible system for awarding the grades based on the performance of students. Presently, the performance of the students is reported using the conventional system of marks secured in the examinations or grades or both. The conversion from marks to letter grades and the letter grades used vary widely across the HEIs in the country. This creates difficulty for the academia and the employers to understand and infer the performance of the students graduating from different universities and colleges based on grades.

The grading system is considered to be better than the conventional marks system and hence it has been followed in the top institutions in India and abroad. So, it is desirable to introduce uniform grading system. This will facilitate student mobility across institutions within and across countries and also enable potential employers to assess the performance of students. To bring in the desired uniformity in grading system and method for computing the cumulative grade point average (CGPA) based on the performance of students in the examinations, the UGC has formulated CBSS guidelines.

DEFINITIONS

- a. Academic Year:** Two consecutive (one odd + one even) semesters constitute one academic year.
- b. Course:** Usually referred to, as 'papers' is a component of a programme. All courses need not carry the same weight. The courses should define learning objectives and learning outcomes. A course may be designed to comprise lectures/tutorials/laboratory work/field

work/outreach activities/ project work/vocational training/viva/seminars/term papers /assignments/ presentations/self study etc. or a combination of some of these.

- c. **Credit Based Semester System (CBSS):** Under the CBSS, the requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be completed by the students.
- d. **Credit Point (CP):** The numerical value obtained by multiplying the grade point (GP) by the no. of credit(C) of the respective course i.e. $CP = GP \times C$.
- e. **Credit(C):** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week, i.e. a course with assigned L-T-P: 3-0-2 or 3-1-0 will be equivalent to 4 credits weight-age course.
- f. **Cumulative Grade Point Average (CGPA):** It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.
- g. **Grade Point (GP):** It is a numerical weight allotted to each letter grade on a 10 point scale.
- h. **Letter Grade:** It is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P and F.
- i. **Programme:** An educational programme leading to award of a degree, diploma or certificate.
- j. **Semester Grade point Average (SGPA):** It is a measure of performance of work done in a semester. It is ratio of total credit points (CPs) secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed upto two decimal places.
- k. **Semester:** Each semester will consist of 15-18 weeks of academic work equivalent to 90 actual teaching days. The odd semester may be scheduled from July to December and even semester from January to June.
- l. **Transcript or Grade Card (GC) or Certificate:** Based on the grades earned, a grade certificate shall be issued to all the registered students after every semester. The grade certificate will display the course details (code, title, no. of credits, grades secured) along with SGPA of that semester and CGPA earned till date semester.
- m. **Semester Examinations:** The comprehensive examinations conducted for summative evaluation of course. The duration of these examinations shall be 3 and 4 hours for theory and practical courses respectively; and the weight shall be as per the ordinance of relevant programme.
- n. **L-T-P:** The prescribed hours/week during a semester for Lecture-Tutorial-Practical to a particular course, in accordance with curriculum prescriptions based on respective nature.

ORDINANCE FOR MASTER OF LEADERSHIP DEVELOPMENT

Applicability of Ordinances for the time being in force.

Notwithstanding the integrated nature of a course spread over more than one academic year, the Ordinances in force at the time a student joins a course shall hold good only for the examination held during or at the end of the academic year. Nothing in these Ordinances shall be deemed to debar the College from amending the ordinances subsequently and the amended ordinances, if any, shall apply to all the students whether old or new.

1. The examination for the degree of Master of Leadership Development shall be held in two parts to be called M.L.D. Part-I and M.L.D. Part-II. Each part shall consist of two semesters, viz. Semester 1st and 2nd in Part –I and semester 3rd and 4th in Part-II. The examination shall be held in the months of November/December for 1st and 3rd semester and April /May for 2nd and 4th semester or on such other dates as may be fixed by the Institute.
2. The M.L.D. Part-I shall be open to any person who has passed under graduate degree examination in any faculty with at least 50% marks in the aggregate from any university or any other examination recognised as equivalent thereto.
3. MLD Part- II shall be open to any person who has passed MLD Part- I examination or has cleared at least 50% of total papers prescribed for first and second semesters of MLD courses. In case, the result of 2nd semester is not declared at the time of admission to 3rd semester, the student may be admitted provisionally and will be allowed to take admission of 3rd semester if he/she has passed in 50% of the total papers of first year (i.e. 1st and 2nd semester)
4. A candidate must complete and pass the whole course of two years within a maximum of four years from the date of admission in MLD First semester. If the candidate does not clear the lower examination within stipulated period the higher result of the candidate will stand automatically cancelled.
5. Semester examinations will be open to regular candidates who have been on the rolls of the college and meet the attendance and other requirements as prescribed in the ordinances of the course.

6. Examination Rules

- 6.1 Paper Setting/Evaluation will be done by an External Examiner or as decided by the Examination Cell.
- 6.2 The supplementary examination will be held along with the routine End Semester Tests. The supplementary paper would be from the syllabi prescribed for that session in which the candidate is appearing. The student can appear only in the theory paper on the payment of the required fee. The candidate will have consecutive two attempts

to clear the Supplementary Examination, marks of practical and internal assessment will be carry forward as original.

- 6.3 Re-evaluation of answer sheet in two subjects is allowed after paying the requisite fee. The application for Re-evaluation should be submitted within 15 days of the declaration of the results. In case there is a difference of more than 10 % between the marking of the First evaluator and the Second evaluator, then the paper would be sent to a Third Evaluator. The mean of the marks of the Second and Third evaluators is then considered as the final marks. The re-evaluated marks will be considered final irrespective of the increase or decrease in marks.
- 6.4 The students who have reappear in the IIIrd semester only in Two Year Degree Course at the Postgraduate Level will be allowed to appear in their Reappear examination along with the Final Semester Examinations of their respective courses.
- 6.5 The Principal can provide Golden Chance (with special chance fee) to students who have been unable to clear their exams even after two attempts.
- 6.6 Viva- voce/Practical examination shall be conducted by a committee consisting of the following:-
 1. One external experts
 2. One internal examiner (to be nominated by the Principal of the College/Head of the Department OR his/her nominee).

The quorum of Committee meeting would comprise one external and one internal examiner.

7 IMPROVEMENT EXAMINATIONS:

- I. A student who has been declared 'pass' in the Postgraduate course he/she was admitted to, may apply for improvement examination within a year from the declaration of the result of the final semester and he/she can take maximum of 50% of the total papers for that course for improvement.
- II. A student shall have to appear in End semester examination of the paper chosen for improvement along with the regular students. No special exam shall be held for him/her.
- III. If a student fails to improve upon the original marks obtained in the paper chosen for improvement, his/her original marks shall be retained and he/she shall not get a second chance for improvement.
- IV. Improvement examination in practical paper shall not be allowed.
- V. A student taking improvement examination shall have to pay a fee decided by the college.

8 Grading System:

The grades and their description, along with equivalent numerical grade points are listed in the Grading Assignment Table as follows:

Grade Assignment Table

Range of Marks	Description	Grade	Grade Point
85-100	Outstanding	O	10
75-84	Excellent	A+	9
65-74	Very Good	A	8
55-64	Good	B+	7
50-54	Above Average	B	6
45-49	Average	C	5
35-44	Pass	P	4
0-34	Fail	F	0
Otherwise	Absent/Detained	Ab/D	0

- a. A student obtaining Grade F shall be considered failed and will be required to reappear in the examination.
- b. For non credit courses '**Satisfactory**' or '**Unsatisfactory**' shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

9 Computation of SGPA and CGPA

The UGC recommends the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- a. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.
SGPA (S_i) = $\frac{\sum(\text{Earned Credits } C_i \times \text{Grade Point } G_i)}{\sum \text{Earned Credits } C_i}$;
 Where C_i is the number of credits of the i th course and G_i is the Grade Point Scored by the student in the i th course.
- b. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.
CGPA (C_i) = $\frac{\sum(\text{Earned Credits } C_i \times \text{SGPA } S_i)}{\sum C_i}$;
 Where S_i is the SGPA of the i th semesters and C_i is the total number of credits in that semester.
- c. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Illustration of the computation of SGPA and CGPA and Format for Transcripts

i. Computation of SGPA and CGPA

Illustration for SGPA

Course	Credits	Grade Letter	Grade Point	Credit Point (Credit x Grade)
Course 1	3	A	8	3 X 8 = 24
Course 2	4	B+	7	4 X 7 = 28
Course 3	3	B	6	3 X 6 = 18
Course 4	3	O	10	3 X 10 = 30
Course 5	3	C	5	3 X 5 = 15
Course 6	4	B	6	4 X 6 = 24
	20			139

Thus, **SGPA = $139/20 = 6.95$**

Illustration for CGPA

Semester 1	Semester 2	Semester 3	Semester 4
Credit : 20 SGPA : 6.9	Credit : 22 SGPA : 7.8	Credit : 25 SGPA : 5.6	Credit : 26 SGPA : 6.0
Semester 5	Semester 6		
Credit : 26 SGPA : 6.3	Credit : 25 SGPA : 8.0		

Thus, **CGPA = $\frac{20 \times 6.9 + 22 \times 7.8 + 25 \times 5.6 + 26 \times 6.0 + 26 \times 6.3 + 25 \times 8.0}{144} = 6.73$**

ii. Transcripts (Format):

Based on the above recommendations on Letter grades, grade points, SGPA and CGPA, the College may issue the transcript for each semester and a consolidated transcript indicating the performance in all semesters.

10. Division and Position:

Division shall be awarded in the following manner, to the candidates on the basis of their respective CGPA:

CGPA 7.5 or more	1 st	Division with Distinction
CGPA 6.0 or more but less than 7.5	1 st	Division
CGPA 5.0 or more but less than 6.0	2 nd	Division
CGPA 3.5 or more but less than 5.0	3 rd	Division
Otherwise	Fail	

However, First, Second or Third position shall be awarded to the candidates, provided they meet the following conditions:

- a) Rank shall be solely decided on the final CGPA, on completion of degree credit requirement.
- b) The candidate has completed all the prescribed requirements, in the prescribed programme duration.
- c) The candidate has passed / secured valid grades in all the prescribed courses, in the first attempt.
- d) No disciplinary action is pending or has ever been lodged against him/her.
- e) In case of an exceptional tie, both candidates shall be awarded the same rank.

11. Grade Card:

At the end of each semester, a student will be given a 'Grade Card' which will contain Course Code, Title, Credits, Grades Awarded, Earned Credits and Earned Point secured by him/her in each course, together with his/her SGPA in that semester. On the completion of the programme, a Final Grade Card will be issued to the student, giving full semester-wise details about the absolute marks and grades obtained by him/her in each course together with his/her SGPA and also the CGPA and Division awarded to him/her.

12. Equivalence:

Percentage (P) equivalent to CGPA earned by a candidate may be calculated using the following formula:

$$P = \text{CGPA} \times 10$$

13. MALPRACTICES/UNFAIR MEANS

13.1 The following shall be deemed to be unfair means:

- I. Leaving the Examination Hall without submitting the answer book to the invigilator or taking away, tearing off or otherwise disposing off the same or any part thereof.
- II. Using abusive language in the examination hall or writing the same in the answer sheet.
- III. Making an appeal to the evaluator through answer sheet.
- IV. Possession by examinee or having access to books, notes, papers, mobile or any other electronic material which can prove to be helpful in the exam.
- V. Any action on the part of candidate at an examination trying to get undue advantage in the performance at examinations or trying to help another, or derive the same.
- VI. Impersonating for a candidate in the examination.
- VII. Intimidating, threatening, manhandling, using violence, show of force in any form against any invigilator or any person on duty, creating disturbance to the smooth conduct of the examination.

VIII. Any other action which the Controller Examination / Chief Controller deem fit to be a case of UMC.

13.2 In case the student is found to have used any of the above Unfair means:

- I. His/her answer book shall be seized and He/She will be given a new answer sheet.
- II. Invigilator shall submit a detailed report along with the answer book of the student and the related material, if any, to the Centre Superintendent who will subsequently hand it over to Controller Examination.
- III. Written statement to this effect shall be obtained from the student by the Centre Superintendent. In case the student refuses to do the same, the fact of refusal must be recorded.
- IV. The student reported to have used unfair means shall be allowed to appear in the subsequent papers. However, no marks would be awarded for the paper in which unfair means were used.
- V. The Principal shall refer the cases of malpractices in Mid Semester tests, House Tests and End Semester Examinations, to an Unfair Means Committee, constituted by him/her for the purpose. Such committee shall follow the approved scales of punishment. The Principal shall take necessary action, against the erring students based on the recommendations of the committee.

13.3 The involvement of the Staff, who are in charge of conducting examinations, evaluating examination papers and preparing/keeping records of documents relating to the examinations if involved in such acts (inclusive of providing incorrect or misleading information) that infringe upon the course of natural justice to one and all concerned at the examination shall be viewed seriously and recommended for award of appropriate punishment after enquiry.

14. **Attendance Regulations & Condonation:**

14.1 A student shall be eligible to appear for end semester examinations, if he/she acquires a minimum of 75% of attendance in each subject.

14.2 Request to the Principal for Condonation of shortage of attendance after the recommendation of the HOD will be forwarded to Lecture Shortage Condonation Committee. The committee can finally condone the shortage in aggregate up to 15% on medical grounds in each semester.

14.3 Any student representing the Institute/ University/ State/ Nation in any Academic/ Sports/ Cultural/Extra Co curricular/ NSS/NCC or any other event shall be considered on duty. His/ Her shortage of lectures shall be condoned, provided that the student is permitted in writing by the Principal/HOD concerned and a certificate to this effect signed by the competent authority where the student attended the event is taken.

- 14.4 A Student will not be promoted to the next semester unless he/she satisfies the attendance requirement of the present semester as applicable.
- 14.5 Students whose shortage of attendance is not condoned in any semester are not eligible to take their end semester examination of that particular semester and their registration for examination shall stand cancelled and no fee shall be refunded.
15. Late college students: A candidate, who has completed the prescribed course of instructions for a semester but has not appeared in the examination or having appeared, has failed in the examination, may appear as a late college student within the prescribed period.
16. Applications for admission to the examination shall be made on the prescribed form attested by the competent authority as per the college rules.
17. Amount of examination fee to be paid by a candidate for each semester shall be as fixed by the College from time to time.
18. The last date by which examination forms and fees must reach the college office shall be as follows.

Semester	Without late fee	With late fee of Rs. 800/-	With late fee of Rs.1200/-	With late fee of Rs.5000/-	With late Fee of Rs. 10,000
Nov./Dec. (Odd)	Sept. 30	Oct.15	Oct. 21	Oct. 31	Nov. 10*
April/May(Even)	Feb. 28	March 15	March 21	March 31	April 15*

***Note: No Examination Form will be accepted after the prescribed date.**

19. College medal will be awarded to a candidate who secures first position in the College on the basis of the marks of all the four semesters taken together. The general rules and conditions of the College/University for the Award of medal/prizes etc. will be applicable in the award of College medal to the topper of this examination.
20. MLD is an innovative programme approved by University Grant Commission (U.G.C.). It will be treated equivalent to M.B.A., (Leadership/Entrepreneurship) and other Master Courses in Commerce and Management
21. The syllabus for the session shall be such as prescribed by the institute from time to time.
22. (a) The project report shall be evaluated jointly by the external and internal examiners. The topic for the Project Report will be approved by the Nodal Department. The project report shall be submitted along with prescribed fee as per prescribed schedule, failing which re-appear shall be declared in Project Report Paper.
- In case the difference of marks awarded by two examiners is more than 10 marks, the report shall be referred to the third examiner whose award shall be final.

(b) Training Report would be evaluated internally.

The result would be communicated to the Examination branch by the Head of the Department.

23 The medium of instruction and examination shall be English.

24. **Assessment:**

24.1 MLD course is Credit Based Semester System (CBSS) as described in the Introduction.

24.2 The assessment in all semesters of MLD Part- I & II will be 50% internal and 50% external for each paper. The result for the internal examinations shall be conveyed to the students/Examination Branch by the Head of the Department as per approved schedule.

24.3 There shall be Two Mid Semester tests in each Semester.

24.4 Internal Assessment of 50% will be based on Continuous Comprehensive Assessment (CCA) pattern and the breakup of 50% will be as under:

(i)	Best of Two mid Semester Tests	:	40%
(ii)	Assignment/Seminar/Class Test/Tutorial/Quiz etc.	:	40%
(iii)	Attendance	:	20%

Papers having practical/viva, the marks of theory and practical/viva will be reduced equally percentage wise to make room for 50% internal assessment.

Note: If a case comes to notice of Controller of Examinations where the marks awarded by the Teacher are on a very Higher/Lower side, the award will be got moderated by the following committee.

- I. Paper Evaluator
- II. Head of the Department
- III. Dean of Faculty concerned
- IV. Controller of Examination

24.5 The marks for attendance in internal assessment would be awarded according to the student's attendance percentage as follows:

91-100% attendance	100% marks of the allotted Internal Assessment marks for attendance
81-90% attendance	80% marks of the allotted Internal Assessment marks for attendance
75-80% attendance	70% marks of the allotted Internal Assessment marks for attendance
Below 75%	Zero marks

24.6 A candidate is required to secure at least 35% marks both in external examination (Theory and Practical/ Project work) and in internal assessment separately in each paper in order to qualify in an examination.

24.7 Students should be shown the internal assessment before submission. In case the student is dissatisfied with the marks awarded to him/her in internal assessment;

he/she can approach the concerned teacher. If the student is still not satisfied he/she may approach the head of department and the Principal subsequently.

In case such a paper is dropped from the course of study as a result of any revision the department would indicate a suitable substitute paper in lieu thereof.

25. **End-Semester Examination:**

End-semester examination(s) of each theory course shall be of three hours duration and will be conducted as per norms and schedule notified by the Controller of Examination. The end semester examinations of laboratory/practical courses and other courses such as seminar, colloquium, field work, project, dissertation etc. shall be conducted as notified by the HOD.

26. **Degree Requirement:**

26.1 The result of all the examinations will be declared through the College website.

26.2 The grace marks shall be allowed according to the general ordinances relating to 'Award of Grace Marks'. These ordinances will apply to all examinations.

(i) Up to 1% of the total marks of Part-I and II examination shall be added to the aggregate of both Part-I and Part-II examinations to award a higher division/55%marks, to a candidate.

(ii) Grace marks to be given shall be calculated on the basis of 1% of total aggregate marks of all the written and practical papers of the examination concerned. Marks for viva-voce/internal assessment/sessional work/skill in teaching/any additional /optional subject shall not be taken into account for this purpose. If a fraction works out to half or more, it shall count as one mark and fractional less than half shall be ignored

(iii) To pass in one or more written papers or subjects, and/or to make up the aggregate to pass the examination but not in sessional work, internal assessment, viva-voce and skill in teaching.

26.3 The College may from time to time revise, amend and change the regulations or the curriculum, if formed necessary.

27. If any student gets admission after concealing any fact or his/her certificates are found fake after verification or he/she misleads the institution as any front or because of any other reason, his/her admission will stand cancelled/ his/her result cancelled though he/she may have been declared pass.

28. In case the ordinance is silent about any issue, it will be decided by the College Principal in consultation with the Academic Advisory Committee of the college in the anticipation of approval of the same by Academic Council of the College.

Programme of study of MLD-I (Regular) Course - 2016-17 & 2017-18

Semester-I									
Paper code	Name of Subject	Contact hours per week			Examination scheme marks				Credit
		L	P	Total	Internal	External	Practical	Total	
MLD-101	Fundamentals of Management	5		5	50	50		100	5
MLD-102	Art and Science of Leadership	5		5	50	50		100	5
MLD-103	Strategic Management and Thinking	5		5	50	50		100	5
MLD-104	Introduction to Accounting and Corporate Finance	5		5	50	50		100	5
MLD-105	Workshop on Corporate Governance		4	4	50	-		50	2
MLD-106	Workshop of Personality Development and Soft Skills		4	4	50	-		50	2
MLD-107	Seminar on Global Business Environment and Management		4	4	100	-		100	2
MLD-108	Viva Voce					100		100	2
	Total	20	12	32	400	400		700	28
Semester-II									
Paper code	Name of Subject	Contact hours per week			Examination scheme marks				Credit
		L	P	Total	Internal	External	Practical	Total	
MLD-201	Challenges of Strategic Leadership	5		5	50	50		100	5
MLD-202	Managing People and Organization	5		5	50	50		100	5
MLD-203	Strategic Human Resource Management	5		5	50	50		100	5
MLD-204	Corporate Social Responsibility and Managerial Ethics	5		5	50	50		100	5
MLD-205	Workshop on Business Research Methods		4	4	50			50	2
MLD-206	Workshop on Creativity and Innovation		4	4	50			50	2
MLD-207	Seminar on Achieving Excellence in Leadership		4	4	100			100	2
MLD-208	Viva-voce					100		100	2
	Total	20	12	32	300	300		700	28

SCHEME OF COURSE

MLD (Regular) –PART I (SEMESTER I & II)

SESSIONS: 2016-17 & 2017-18

MLD PART-I (SEMESTER I & II)

SEMESTER-I

MLD 101-Fundamentals of Management	100
MLD 102 -Art and Science of Leadership	100
MLD 103-Strategic Management and Thinking	100
MLD 104-Introduction to Accounting and Corporate Finance	100
MLD 105-Workshop on Corporate Governance	50
MLD 106- Workshop of Personality Development and Soft Skills	50
MLD 107- Seminar on Global Business Environment and Management	100
MLD 108- Viva Voce	100

SEMESTER-II

MLD 201-Challenges of Strategic Leadership	100
MLD 202- Managing People and Organization	100
MLD 203- Strategic Human Resource Management	100
MLD204- Corporate Social Responsibility and Managerial Ethics	100
MLD 205- Workshop on Business Research Methods	50
MLD 206- Workshop on Creativity and Innovation	50
MLD 207- Seminar on Achieving Excellence in Leadership	100
MLD 208- Viva Voce	100

MLD Part -I (Semester I)**MLD-101 FUNDAMENTALS OF MANAGEMENT****5 CREDITS: 5H(L)**

Internal Assessment: 50 Marks

Theory: 50 Marks

Course Objective:

The objective of this course is to introduce the students to the basic concepts and techniques of Management.

Examination:

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Sections A, B and C. Section A will consist of four descriptive questions of 10 marks each from Unit I. Candidates will be required to attempt any two questions from Section A. Section B will consist of four descriptive questions of 10 marks each from Unit II. Candidates will be required to attempt any two questions from Section B. Section C will consist of a case study from the subject carrying 10 marks.

The internal assessment will carry 50 marks and it will be distributed as follows:

- Two assignments or project work -10 marks each,
- Average of two midterm tests - 20 marks,
- Attendance and class participation -10 marks.

UNIT-I

Management: Meaning and Nature, Management as a Process, Historical and Theoretical Thoughts: Scientific Management, Administrative Management Theory, Human Relations Movement, Behavioral Science Thinking, Quantitative Approach, Systems Philosophy, Contingency Viewpoint; Planning: Concept and Nature of Planning, Planning Process, Coordination: Need, Nature and Importance. Organizing: Nature, Entrepreneur and Reengineering, Principles of Organization, Departmentation, Delegation of Authority, Centralization and Decentralization, Line and Staff Authority.

UNIT-II

Directing: Need, Significance and Principles. Decision Making : Nature, Classification and Process, Tools and Techniques of Decision Making, Bounded Rationality and Creativity in Decision Making. Communication: Importance, Types and Process, Barriers to Communication and Making Communication Effective, Controlling: Need, Purpose and Process, Requirements of an Effective Control System, Principles of Controlling, Control Techniques and Information Technology, Concepts of TQM.

Recommended Books:

- Principles of Management – Koontz O Donnell
- Essentials of Management – Koontz O Donnell and Weihrich
- Management by Stoner- Freeman Gilbert
- Management by Robins – Coulter

MLD Part -I (Semester I)
MLD-102 ART AND SCIENCE OF LEADERSHIP
5 CREDITS: 5H(L)

Internal Assessment: 50 Marks

Theory: 50 Marks

Course Objective:

The course will provide an in-depth understanding of the leadership and its relation with the various facets of the organization at individual, group and macro levels. It will also help to develop the capacity to perceive clearly the various tactics that the others use to influence in order to achieve their objective.

Examination:

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Sections A, B and C. Section A will consist of four descriptive questions of 10 marks each from Unit I. Candidates will be required to attempt any two questions from Section A. Section B will consist of four descriptive questions of 10 marks each from Unit II. Candidates will be required to attempt any two questions from Section B. Section C will consist of a case study from the subject carrying 10 marks.

The internal assessment will carry 50 marks and it will be distributed as follows:

- Two assignments or project work -10 marks each,
- Average of two midterm tests - 20 marks,
- Attendance and class participation -10 marks.

UNIT-I

Leadership: Conceptual background and Significance, Managerial Leadership Roles and Functions, Leadership Traits : Personality Traits, Leadership Attitudes, Concept of Authentic Leadership and Ethical Leadership. Leadership Behaviour and Styles. Leadership and Management, Organisational power, Leadership Theories and Models : Trait Theories, Behavioural Theories-Leadership Grid, Equity Theory, Expectancy Theory, Ohio State University Leadership Studies, Reinforcement Theory, Contingency Theories-Continuum Theory, Path-Goal Theory, Normative Theory. Transactional Theory, Transformational Theory, Charismatic Leadership, Positive Leadership.

UNIT-II

Organizational Power, Politics. Leader/Follower Relations: Dyadic Theory, Leader-Member Exchange Theory, Followership: Effective Follower & Follower Types; Leadership of Culture and Diversity: Creating a High-Performance Culture, Changing Demographics and Diversity, Learning Organization and its Culture, Empowerment: Dimensions, Development and Inhibitors of Empowerment.

Recommended Books:

- Effective Leadership – Lussia/Achna
- Leadership : Theory & Practice : Peter G. Northouse Sage
- Leadership in Organisation – Yukl

MLD Part -I (Semester I)**MLD-103 STRATEGIC MANAGEMENT AND THINKING****5 CREDITS: 5H(L)**

Internal Assessment: 50 Marks

Theory: 50 Marks

Course Objective:

The course will help students sharpen their analytical abilities in integrating strategic management decision in a comprehensive manner and strategic thinking will introduce students to the theory and practice of strategic planning, a collection of principles and techniques applicable to the management.

Examination:

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Sections A, B and C. Section A will consist of four descriptive questions of 10 marks each from Unit I. Candidates will be required to attempt any two questions from Section A. Section B will consist of four descriptive questions of 10 marks each from Unit II. Candidates will be required to attempt any two questions from Section B. Section C will consist of a case study from the subject carrying 10 marks.

The internal assessment will carry 50 marks and it will be distributed as follows:

- Two assignments or project work -10 marks each,
- Average of two midterm tests - 20 marks,
- Attendance and class participation -10 marks.

UNIT-I

Introduction to Strategic Management : Importance of Strategic Management, Schools of Thought in Strategic Management, Strategy Content and roles, Process- Establishing Strategic Intent-Vision, Mission, Objectives and Goals, Environmental Appraisal, Strategic Choice- Analysis and Decision-Making, Competitive Strategy : Porter's Five Forces Model, Mckinsey's 7s Framework, GE 9 Cell Model, Generic Strategies, Generic Strategies and the Value Chain, Corporate Strategy : The Motive for Diversification, Related and Unrelated Diversification, Business Portfolio Analysis.

UNIT-II

Strategy Implementation- Concept and Major Issues. Strategy Evaluation and Control. Strategic Thinking: Introduction, Need, Concepts and Approaches , Strategic Thinking Skills, Steps and Methods, Perception of Competencies and Critical Success Factors, The Art and Science of Visual Thinking, Concept of Lateral Thinking and Steps to Develop Lateral Thinking, Steps to Enhance Reflective and Critical Thinking, Evaluation of Strategic Thinking Skills.

Recommended Books:

- Strategic Management- T Hunger and Wheelen
- Business Policy and Strategic Management - Azhar Kazmi
- Strategic Management - Alex Miller
- Strategic Management - Pitts & Lei

MLD Part -I (Semester I)**MLD-104 INTRODUCTION TO ACCOUNTING AND FINANCE****5 CREDITS: 5H(L)**

Internal Assessment: 50 Marks

Theory: 50 Marks

Course Objective:

The objective of the course is to familiarize the students with basic accounting mechanics, process & system. The course will lay a foundation for developing students skills in interpreting financial statements.

Examination:

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Sections A, B and C. Section A will consist of three descriptive questions and one numerical of 10 marks each from Unit I. Candidates will be required to attempt any two questions from Section A. Section B will consist of three descriptive questions and one numerical of 10 marks each from Unit II. Candidates will be required to attempt any two questions from Section B. Section C will consist of a case study from the subject carrying 10 marks. Candidates will be required to attempt all questions of Section C.

The internal assessment will carry 50 marks and it will be distributed as follows:

- Two assignments or project work -10 marks each,
- Average of two midterm tests - 20 marks,
- Attendance and class participation -10 marks.

UNIT-I

Accounting: Meaning, Scope and Importance, Accounting Concepts and Conventions, Double Entry System, Preparation of Journal, Subsidiary Books Including Cash Book, Ledger, Trial Balance, Final Accounts and Financial Statement. Introduction to Indian Accounting Standards, Convergence with IFRS. Accounting for Decision Making: Marginal Costing, CVP analysis, Budgetary Control

UNIT-II

Financial Statements: Methods of Financial Statement Analysis-Ratio Analysis, Cash Flow Statement, Fund Flow Statement. Finance Function- Objective, Scope, Financial Planning, Working Capital Management, Dividend Policy, Introduction to Social Responsibility Accounting and Value Added Accounting.

Recommended Books:

- Financial Accounting, R. Narayanaswamy .
 - Advanced Accounting, Shukla & Grewal.
 - Financial Accounting for Business Managers, Asish K. Bhattacharya.
 - Management Accountancy, H. Chakraborty & S. Chakraborty.
- Financial Accounting – A Managerial Perspective – Dinabandhu Mukhopadhyay.

MLD Part -I (Semester I)**MLD-105 WORKSHOP ON CORPORATE GOVERNANCE****2 CREDITS: 4H(P)**

Internal Assessment: 50 Marks

Course Objective:

The workshop will introduce a conceptual & theoretical foundations of corporate governance. It will develop an awareness of the practical problems associated various levels of management. It will prepare the course participants for leadership positions in the organizations.

Examination:

Evaluation : Internal-50 marks will be assigned by the internal expert.

Course Content:

Introduction- Concept of Corporations, Concept of Extended View of Corporate Citizenship, Owners and Stakeholders- Types of Owners, Rights and Privileges of Shareholders Ownership Structures and Corporate Governance, Pyramids and Tunneling – Issues of Corporate Control and Cash Flow Rights, Examples from Restructure Proposals of Vedanta Group, Need for Investor Protection, Perspectives on Corporate Governance-Theoretical Background, Market and Control Model of Governance Chain, Global Corporate Governance Practices- Anglo-American Model, German Model, Japanese Model, Landmarks in Emergence of Corporate Governance. Board of Directors-Powerful Instrument of Governance- Types of Directors, Importance of Independent Directors, Board Committees and Chairman, Separation of CEO and Board Chairman Post, Nomination Committee, Board Selection Boards Performance Evaluation, Executive Compensation- Role of Remuneration Committee, Human Side of Governance, Financial Oversight and Audit Mechanisms- Audit Committee, Disclosure Mechanisms, Role of SEBI. Corporate Misconduct and Misgovernance-Reasons for Corporate Misconduct, Whistle Blower's Protection, Factors Responsible for Obstructing Effective Corporate Governance Practices, Corporate Governance Rating- Standard and Poor's Corporate Governance Scores, Corporate Governance Rating Methodology (Crisil), Concept of Total Governance. Corporate scams.

MLD Part -I (Semester I)

MLD-106 WORKSHOP OF PERSONALITY DEVELOPMENT AND SOFT SKILLS

2 CREDITS: 4H(P)

Internal Assessment: 50 Marks

Course objectives:

The objective of the course is to help the students to acquire the basics and soft skills so as to improve their personal and interpersonal relations. It will also help them to understand others along with the personality development as per the requirement of the corporate worlds.

Examination :

Evaluation : Internal-50 marks will be assigned by the internal expert.

Course Content:

Personality : An introduction, Being Winners and achievers: Ten commandments, whispers of the mirror, grappling with god, personality development: catch them young, personality development : mental blocks and solutions, leadership skills and decision making, motivation and personality development, stress management, problem solving, time management, flash lights, introduction to soft skills, language and society, communication, resume writing, facing an interview, public speaking, group discussion, report writing, pearls of wisdom, wisdom in proverbs, evaluation and assessment of personality: some simple tests. Employment Communication: Writing CVs, Group Discussion, Impact of Technological Advancement on Business Communication, Communication Networks, Intranet, Internet, E-mails, SMS, Teleconferencing Videoconferencing, Presentation Skills: What is a Presentation, Elements of Presentation, Designing a Presentation, Designing Presentation, Types of Visual aid, Appearance and Posture, Practicing Delivery of Presentation, Group Communication Skills: Meetings, Planning Meetings, Leading Meetings, Minutes of Meeting, Media Management, The Press Release, Press Conference, Media Interviews, Business Etiquettes.

RECOMMENDED BOOKS

- Personality Development & Soft Skills-Prof. Achhru Singh & Dr. Dharminder Singh Ubha
- Business communication- M.K. Sehgal & V. Khetrapal
- Business Communication- Rajendra Pal
- Business Communication- P.D. Chaturvedi
- Basic Business Communication : Theory & Application- Lesikar RV & Pettit Jr. JD
- Communication for Business - Tayler Shinley-

MLD Part -I (Semester I)

MLD-107 SEMINAR ON GLOBAL BUSINESS ENVIRONMENT AND MANAGEMENT

2 CREDITS: 4H(P)

Internal Assessment: 100 Marks

Course Objective:

The course designed will appraise the students regarding the trends in global business Environment and Management Issues.

Examination :

Evaluation : Internal-100 marks will be assigned by the internal expert.

Seminar on following and related : Globalization and International Business, Governmental Influence on Trade, Organisation of International Business, Global Environmental Management : Sustainable Development : International Trade and International Agreements, Cross National Co-operation and Agreements Ethical Issues Facing Multinationals, International Human Resource Management, The Cultural Environments Facing Business, The Political and Legal Environments Facing Business, The Economic environments Facing Businesses, Globalization and Society, International Trade and Factor-Mobility Theory, Governmental Influence on Trade, Cross-National Cooperation and Agreements, Global Foreign Exchange Markets, The Determination of Exchange Rates, The Strategy of International Business, Country Evaluation and Selection, Export and Import Strategies, Direct Investment and Collaborative Strategies, The Organization of International Business, marketing Globally, Global Manufacturing and Supply chain Management, International Accounting Issues, The Multinational Finance Function, Human Resource management.

Importance of cross cultural skills in management , micro management, enterprise resource planning , knowledge management for growth , six sigma , benchmarking , quality control , corporate disclosure practices, human resource information system , customer relationship management , new paradigms in manufacturing and operating , e-governance , role of ethics in business, managing global workforce, consumerism & product quality, inflation v/s international business , FDI – issues & challenges , Business process re-engineering , entrepreneurship in globalizing economy , the determinants of crude oil Price , growth , Stock market , traditional management concepts & evolution of Indian management ethos for the future , business in the global economy , total quality management , brand management , the legal environment of Indian Business , Risk management , SWOT analysis

MLD Part -I (Semester I)**MLD-108 VIVA-VOCE**

External Exam: 100 Marks

A comprehensive viva voce is scheduled at the end the semester in order to judge the understanding as well as application of the knowledge gained by the students. This is also to see the articulation of what is being learnt by them. The idea is also to see that students are able to digest what is being taught in semester and see their relevance not only in the practical field but also their inter relationship.

The viva voce is of 100 marks to be conducted by the external examiner appointed by the University along with an internal examiner appointed by the college.

MLD Part -I (Semester II)

MLD- 201 CHALLENGES OF STRATEGIC LEADERSHIP

5 CREDITS: 5H(L)

Internal Assessment: 50 Marks

Theory: 50 Marks

Course Objective:

The course will examine the various personal & organizational challenges and at the same time also indicating ways of coping with these changes .

Examination:

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Sections A, B and C. Section A will consist of four descriptive questions of 10 marks each from Unit I. Candidates will be required to attempt any two questions from Section A. Section B will consist of four descriptive questions of 10 marks each from Unit II. Candidates will be required to attempt any two questions from Section B. Section C will consist of a case study from the subject carrying 10 marks.

The internal assessment will carry 50 marks and it will be distributed as follows:

- Two assignments or project work -10 marks each,
- Average of two midterm tests - 20 marks,
- Attendance and class participation -10 marks.

UNIT-I

Change Management : Meaning and Importance, Nature of Change, Types of Change, Environment Factors for Organization Change-External & Internal, Change Process, Resistance to Change-Sources of Individual's Resistance to Change, Sources of Organizational Resistance to Change, Manifestations of Resistance to Change, Managing Resistance to Change, Reducing Resistance Forces of Change, Increasing the Driving Forces in Change, Resistance to Change a Positive Aspect, Activities for Managing Change, Conditions Facilitating Change in Organizations. Conflict Management and Negotiations: Meaning and Aspects of Conflict Nature, Conflict Levels, Conflicts Causes, Functional & Dysfunctional, Techniques of Handling Conflict, Team Conflict Competence, Organizational Conflict Competence, Conflict Resolution.

UNIT-II

Nature of Negotiations, Strategy and Tactics of Distributive Bargaining and Pre-negotiation Essentials, Dealing with Negotiation Breakdowns, Communication in Negotiation- groups , Power in Negotiation Third Party Intervention, The Social Context of Negotiations, Ethics in Negotiation. Stress Management : Nature of Stress, Occupational Stressors, Role Stress, Sources of Managerial Stress, Stress and Thought Processes-Learning, Stress and Personality-Behavioural and Situational Modifiers, Stress and Motivation, Verbal and Non-verbal Indicators of Stress, Assessment of Stress, Stress and Management Change, Stress

and Conflict, Leadership Styles in Stressful and Non-Stressful Situations, Decision Making under Stress, Burnout, Stress and Coping with Resources and Processes-Assertiveness Training, Stress and Social Support, Group Processes and Changing Values for Understanding and Coping with Stress.

RECOMMENDED BOOKS

- Conflict Management & Resolution – Peter Fenn, Rod Gameshon.
- Conflict Management- A practical guide – Peter Covelliffe
- Managing change , Creativity and Innovation – Constantine Andriopoulos and Patrick MB Dawson
- Change & Knowledge management- RL Nandeshwar & Balakrishna Jayasimha
- Managing Change & Transition – Richard Luecke
- Stress Mangement- Wolfgang.J.Schmitt
- Leading Change – John.P Kotler

MLD Part -I (Semester II)
MLD- 202 MANAGING PEOPLE AND ORGANISATIONS
5 CREDITS: 5H(L)

Internal Assessment: 50 Marks

Theory: 50 Marks

Course Objectives:

The course will provide a basic understanding of the behavior of on individuals & groups inside the organization and will also develop an understanding of the nature, functioning and design of organization as social collectiveness.

Examination:

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Sections A, B and C. Section A will consist of four descriptive questions of 10 marks each from Unit I. Candidates will be required to attempt any two questions from Section A. Section B will consist of four descriptive questions of 10 marks each from Unit II. Candidates will be required to attempt any two questions from Section B. Section C will consist of a case study from the subject carrying 10 marks.

The internal assessment will carry 50 marks and it will be distributed as follows:

- Two assignments or project work -10 marks each,
- Average of two midterm tests - 20 marks,
- Attendance and class participation -10 marks.

UNIT-I

Organisational Behavior: An Overview and Concepts. Values and Attitudes, Personality: Concept, determinants, personality types, Freud Psychoanalytical theory , Eriksons Eight stages Theory , Perception and Attribution Social Perception, .Motivation – Principles, Applications and Importance, Types of Motivation, Classical Theories-Maslow's Need Hierarchy Theory. Herzberg Motivation- Hygiene Theory, Theory X and Theory Y. Contemporary Theories- ERG Theory, McClelland's Theory of Needs, Goal Setting Theory, Reinforcement Theory, Equity Theory, Expectancy Theory. Group Processes and Teams in Organizations- Self-Directed Work Teams, Virtual Teams, Team Trust, Team Decision Making, and Team Building, Communicating in Teams and Organizations-Cross-Cultural and Cross-Gender communication.

UNIT-II

Improving Interpersonal Communication, Improving Interpersonal Communication through Transactional Analysis, Communicating in Organizational Hierarchies, Communicating Through the Grapevine. Determinants of Organisational Design, Parameters of Organisational Design, Organisation and Environment, Organisational strategy , Organisation and technology, Types of Organizational Structures, Power and conflicts in Organisations, Organisational Culture, Organisational Failure and pathology, Organisational Learning and

Transformation, Organizational Behavior Trends-Globalization, Outsourcing, Off-shoring, Multi-sourcing, Open-sourcing, Business Process Outsourcing-(BPO) in India.

RECOMMENDED BOOKS

- Managing People and Organizations – Ricky.W.Griffin and Gregory Moorhead, Peter Drucker's Legacy by guide Stewin, John Gabarro, Graeme Martin
- Organizational Behaviour- Stefan. P.robbins
- Organizational Behaviour – Fred Luthans
- Organizational Behaviour – Newstrong Keith Davis
- Organizational Behaviour – K.Asathappa

MLD Part -I (Semester II)**MLD-203 STRATEGIC HUMAN RESOURCE MANAGEMENT****5 CREDITS: 5H(L)**

Internal Assessment:50 Marks

Theory: 50 Marks

Course Objective:

The objective of this course is to help the students develop an understanding of the dimensions of the strategic management of human resources, with particular reference to strategic HRM policies and practices.

Examination:

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Sections A, B and C. Section A will consist of four descriptive questions of 10 marks each from Unit I. Candidates will be required to attempt any two questions from Section A. Section B will consist of four descriptive questions of 10 marks each from Unit II. Candidates will be required to attempt any two questions from Section B. Section C will consist of a case study from the subject carrying 10 marks.

The internal assessment will carry 50 marks and it will be distributed as follows:

- Two assignments or project work -10 marks each,
- Average of two midterm tests - 20 marks,
- Attendance and class participation -10 marks.

UNIT-I

Human Resource management : Definition, Characteristics and Importance, HRM and Personal Management, Strategy-Definition and concept, Fundamentals of Strategy, Formulation of Strategy, Strategic HRM-Definition and Importance, Approaches to Strategic HRM, Limitations to the Concept of Strategic HRM, Traditional Vs Strategic HRM. HR Strategy Formulation: Brief Overview of Strategic HR Planning Strategy HR Contributions to Strategy Competitive Intelligence Resource Reallocation Decisions.HR Strategy in Workforce Utilization : Efficient Utilization of Human Resource Cross training and Flexible Work Assignment Work Teams ,Non unionization, Strategies for Employee Shortages, Strategies for Employee Surpluses, Strategies for Performance and Development: Strategic Dimensions of Performance Management Balanced Scorecard, EVA, etc.

UNIT-II

HR Strategy for Training and Development: Benefits, Planning and Strategizing Training, Integrate Learning with Performance Management System and Compensation. Evaluating HR Function: Overview of Evaluation, Scope, Approaches to Evaluation: Audit Approach, Analytical Approach, Quantitative and Qualitative Measures Outcome and Process Criteria, Balanced Scorecard Perspective, Benchmarking, Accounting for HRM, HR Scorecard: HR as a Strategic Partner and Measurement Challenge, 7 S Model for Implementing HR's Strategic

Role, Creating an HR Scorecard, Strategic HRM in Emerging HR Issues: HR Strategy in Workforce Diversity, Virtual Teams, Flexi-time and Telecommuting HR Outsourcing, Global Sourcing of Labour, Gender Discrimination, Employee Engagement Strategies, Talent Management and Retention. Expatriation and Repatriation Management.

RECOMMENDED BOOKS

- Strategic HRM – Jeffery Mello
- Strategic HRM- Charles Greer
- Strategic HRM- Michael Armstrong
- Strategic HRM- Aggarwal
- Human Resource Management- Garry Desseler

MLD Part -I (Semester II)**MLD-204 CORPORATE SOCIAL RESPONSIBILITY AND MANAGERIAL ETHICS****5 CREDITS: 5H(L)**

Internal Assessment: 50 Marks

Theory: 50 Marks

Course objective :

The course aims at enhancing student's synthesis skills to address & evolve strategic corporate responses to integrate social/environmental issues into business management & also to improve ethical reasoning by correlating moral concepts to business practices & also clarification of the values that determine the managerial behavior.

Examination:

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Sections A, B and C. Section A will consist of four descriptive questions of 10 marks each from Unit I. Candidates will be required to attempt any two questions from Section A. Section B will consist of four descriptive questions of 10 marks each from Unit II. Candidates will be required to attempt any two questions from Section B. Section C will consist of a case study from the subject carrying 10 marks.

The internal assessment will carry 50 marks and it will be distributed as follows:

- Two assignments or project work -10 marks each,
- Average of two midterm tests - 20 marks,
- Attendance and class participation -10 marks.

UNIT-I

CSR: Meaning and Importance, Evolution of CSR, Moral and Economic Arguments for CSR, Building Blocks of CSR, Role of Stakeholders in CSR-Stakeholder Advocacy, The Role of Business in Society, Consumers Awareness and Willingness to Pay for Socially Responsible Corporate Behaviour, The Communications Revolution and its Impact on CSR, Globalization and CSR, Different Stakeholders, different Perspectives, Success and Failure with CSR Initiatives, Corporate Response to Citizen Demands via CSR, The Five Stages of Organizational Growth in CSR. Strategic CSR: CSR as a Balance between Organizational Means and Ends, The Strategic lens-Vision, Mission, Strategy, and Tactics, Environmental and Other Global Forces Propelling CSR, Impact of Globalization and Communications Technologies. The Strategic CSR Model, The Business-Level CSR Threshold, Implementing CSR, CSR as Competitive Advantage, Organizational Issues-Actions Versus Intentions, Corporate Commitment, Voluntary Versus, Mandatory, Stakeholder Activism, Economic/Business Issues-branding, Diversity, Sustainability, Fair Trade, Wages, Social Issues-Outsourcing, Corruption, Human Rights, Patents.

UNIT-II

Managerial Ethics: Introduction-Ethical Dilemmas in Management, Ethics in Corporate Strategy, Group Ethics- Ethical Attitudes of Indian Managers, Managers Facing Unethical Management, Corporate Ethics- Ethics and Company Philosophies, Marketing Ethics-Unfair and Deceptive Marketing Practices, Offensive Materials and Objectionable Marketing Practices, Ethical Product and Distribution Practices, Interact Marketing Ethics Issues. HRM Ethics-Social and Organisational Justice, Equity/Distributive Justice, Concept of Egalitarianism. Financial Ethics, Environmental Ethics- Interconnection between Business and Environmental Ethics, Corporate Responsibilities and Duties.

RECOMMENDED BOOKS

- Strategic CSR in Practices- J.J.Asonqu
- Strategic Corporate Social responsibility- W.B. Werther & D.B. Chandler
- Business Ethics- Global & Managerial Perspective- D.J. Fritzsche
- Managerial Ethics- N.Schminke

MLD Part -I (Semester II)
MLD-205 WORKSHOP ON RESEARCH METHODS
2 CREDITS: 4H(P)

Internal Assessment: 50 Marks

Career Objective:

The objective of the workshop is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and earn out business research using scientific methods and prepare research report(s) / paper (s).

Examination :

Evaluation: Internal -50 marks will be assigned by the internal experts

Course Content:

Role of Statistics: Applications of Inferential Statistics in managerial Decision-Making; Measures of Central Tendency: Mean, Median and Mode and their Implications; Measures of Dispersion; Range, Mean Deviation, Standard Deviation, Coefficient of Variation (C,V), Probability: Concept of Probability and its Uses in Business Decision-Making. Introduction to Business Research, Definitions, Nature, Scope, Concept, Significance, Research Process, Research Design, Exploratory Research: Focus Group, Projective Techniques, Depth Interview, Observation, Case Study Method, Secondary Data Collection and Analysis, Problem Discovery-Problem Definition, Hypothesis Formulation, Causal Research, Experimental Designs, Questionnaire Construction. Measurement Scales, Validity Analysis, Reliability Analysis, Attitude Measurement Scales, Sampling, Field Work, Non-Sampling Errors, Preparation and Preliminary Analysis, Introduction to Multivariate Analysis, Factor Analysis, Regression Analysis, Cluster Analysis, Correspondence Analysis, Conjoint Analysis, Reporting and Concluding Integration.

MLD Part -I (Semester II)**MLD-206 WORKSHOP ON CREATIVITY & INNOVATION****2 CREDITS: 4H(P)**

Internal Assessment: 50 Marks

Career Objective:

The objective of the workshop is to develop a creative mindset , learn & apply a wide range of creativity techniques , apply creativity & innovation in a business context & understand how innovation is the key to success.

Examination :

Evaluation: Internal -50 marks will be assigned by the internal experts

Course Content:

The students will apply nuts and bolts techniques for unleashing their creativity thinking abilities, learn how to generate an abundance of new ideas at work, apply creative problem solving techniques to solve difficult work problems , identify the thinking language appropriate for each problem such as logical vs. creative thinking ; verbal vs. arithmetical language , hence able to solve problems more effectively , improve brain power in the areas of perception , imagination , analysis and concentration; identify specific problems and opportunities at work and come up with solutions and action plans ; create an environment / work culture that fosters creativity and innovation throughout the organization , examples of creative thinking. What is it? ; The difference between logical thinking and creative thinking; a peak at the brain; the way we think; habitual Vs creative thinking – thinking in patterns .Blocks to creativity; perpetual, cultural and emotional blocks. Creative problem solving: problem identification techniques and idea generation techniques. Creating the innovative work environment: Characteristics of the innovative environment, creating a culture of continuous innovation & lessons and strategies from GE, 3M, Disney, Pfizer and others.

MLD Part -I (Semester II)**MLD-207 SEMINAR ON ACHIEVING EXCELLENCE IN LEADERSHIP****2 CREDITS: 4H(P)**

Internal Assessment: 100 Marks

Course Objective:

The objective of the course is to explore leadership style from a number of different perspectives

Examination :

Evaluation : Internal-100 marks will be assigned by the internal expert.

Course Content:

This seminar aims to study the lives of successful personalities through a new prism. Learners will study their lives from a new angle and make their own inference about them – like what qualities they stood for , why they chose to perceive while others rested, from where did they achieve that foresight and from where came the unending courage? Since we inherit a rich legacy, learners need to know about the personalities who made us proud of our glorious past, due to their conviction and steady fastness. They brought the much desired change in the world and their life should be a lesson from us.

It'll be the job assigned to the learners to study their bibliographies and come out with their own leadership styles and models. The seminar will not only present them an opportunity to learn from the past but also to transform themselves into leaders with a strong foundation of knowledge with self discipline

MLD Part -I (Semester II)**MLD-208 VIVA-VOCE**

External Exam.: 100 Marks

A comprehensive viva voce is scheduled at the end the semester in order to judge the understanding as well as application of the knowledge gained by the students while pursuing the industrial project. This is also to see the articulation of what is being learnt by them. The idea is also to see that students are able to digest what is being taught in two full semesters and see their relevance not only in the practical field but also their inter relationship.

The viva voce is of 100 marks to be conducted by the external examiner appointed by the University along with an internal examiner appointed by the college.