

SHRI VISHWAKARMA SKILL UNIVERSITY
(Enacted by the Act 25 of 2016, State of Haryana)
DUDHOLA, PALWAL



M. Voc. Management (Entrepreneurship Development)

NSQF Level 9

Batch 2020-22

M. Voc. Entrepreneurship Development
NSQF – Level 9
Scheme and Syllabus - For Academic Session 2020 & onwards

Scheme of the Programme

1. Semester 1: 30 Credits (18+12)
2. Semester 2: 30 Credits (06+24)
3. Semester 3: 30 Credits (18+12)
4. Semester 4: 30 Credits (06+24)

Details of M. Voc. Entrepreneurship Development

SEMESTER-1														
Subject Code	Subjects	Credits			Hours			Theory Marks			Practical Marks			Total
		To	Th	P/Tu	Th	P/Tu	To	I	E	To	I	E	To	
MED801	Introduction to Entrepreneurship	4	4	0	60	0	60	30	70	100				100
MED802	Design thinking	4	3	1	45	30	75	30	70	100				100
MED803	Entrepreneurial Selling	4	3	1	45	30	75	30	70	100				100
Skill Enhancement Component		12	10	2	150	60	210	90	210	300				300
MED804	Start-UP Ecosystem and Regulation	5	4	1	60	30	90	30	70	100				100
MFM805	Accounting and Financial Management	4	4	0	60	0	60	30	70	100				100
MMK802	Marketing Research and Strategies	5	4	1	60	30	90	30	70	100				100
MGM806	Business Communication	4	3	1	45	30	75	30	70	100				100
General Education Component		18	15	3	225	90	315	120	280	400				400
Total		30	25	5	375	150	525	210	490	700				700

SEMESTER-2														
Subject Code	Subjects	Credits			Hours			Theory Marks			Practical Marks			Total
		To	Th	P/Tu	Th	P/Tu	To	I	E	To	I	E	To	
MEP801	OJT Project	24	0	24	0	1080	1080				245	105	350	350
Skill Enhancement Component		24	0	24	0	1080	1080				245	105	350	350
MMK803	Digital marketing and Information technologies	3	2	1	30	30	60	30	70	100				100
MHR904	Negotiation Skills	3	2	1	30	30	60	30	70	100				100
General Education Component		6	4	2	60	60	120	60	140	200				200
Total		30	4	26	60	1140	1200	60	140	200	245	105	350	550

SEMESTER-3

Subject Code	Subjects	Credits			Hours			Theory Marks			Practical Marks			Total
		To	Th	P/Tu	Th	P/Tu	To	I	E	To	I	E	To	
MED901	Entrepreneurial Strategy	4	4	0	60	0	60	30	70	100				100
MHR902	Managing Human Resources Management in Start-Ups	4	3	1	45	30	75	30	70	100				100
MED902	Entrepreneurial Venture development	4	4	0	60	0	60	30	70	100				100
Skill Enhancement Component		12	11	1	165	30	195	90	210	300				300
MGM903	Operations Management	4	4	0	60	0	60	30	70	100				100
MED903	Innovation and Entrepreneurship	5	4	1	60	30	90	30	70	100				100
MGM904	Project Management	5	4	1	60	30	90	30	70	100				100
MED904	Strategic Management and Entrepreneurship	4	3	1	45	30	75	30	70	100				100
General Education Component		18	15	3	225	90	315	120	280	400				400
Total		30	26	4	390	120	510	210	490	700				700

SEMESTER-4

Subject Code	Subjects	Credits			Hours			Theory Marks			Practical Marks			Total
		To	Th	P/Tu	Th	P/Tu	To	I	E	To	I	E	To	
MED905	Business Idea Incubation/ project work	24	0	24	0	1080	1080				245	105	350	350
Skill Enhancement Component		24	0	24	0	1080	1080				245	105	350	350
MHR903	Conflict Management	3	2	1	30	30	60	30	70	100				100
AEC901	Viva	1		1		30	30				70	30	100	100
MGM901	Ethics and Values	2	2	0	30		30	30	70	100				100
General Education Component		6	4	2	60	60	120	60	140	200	70	30	100	300
Total		30	4	26	60	1140	1200	60	140	200	315	135	450	650

COMPLETE SYLLABUS

SEMESTER-I

INTRODUCTION TO ENTREPRENEURSHIP

Course code: MED801

Marks (30I + 70E)

Credits (4-0-0)

Objectives:

To familiarize the students with the prerequisites to become an entrepreneur and start a business enterprise.

Learning Outcomes:

1. Identify the social and economic impact of entrepreneurs to society
2. Identify opportunities to create value for others and record them in a journal.
3. Differentiate between formal and informal institutions and explain how each affect entrepreneurs
4. Explain the importance of customer segmentation to creating a value proposition

Unit I (LO 1)

Fundamentals of Entrepreneurship: Meaning and Definitions of Entrepreneur, Entrepreneurship and Entrepreneurship Development, Theories of Entrepreneurship, Evolution of Entrepreneurship in India, Role of Entrepreneurship in Indian Economy, Factors Influencing Entrepreneurship Development, Problems in Entrepreneurship Development in India

Unit II (LO 1,2)

Entrepreneur: Entrepreneurial Characteristics, Entrepreneurial Competencies, Entrepreneurial Motivation, Entrepreneurial Mobility, Concept of Intrapreneur, Difference between Entrepreneur and Intrapreneur, Difference between Entrepreneur and Manager

Unit III (LO 3,4)

Entrepreneurship Development Programmes (EDPs): EDP: Its Meaning, Need, and Objectives; EDPs in India in Historical Perspective; Course Contents and Curriculum of EDPs; Phases of EDPs; Evaluation of EDPs; Problems of EDPs

Unit IV (LO 2,4)

Start Up: Definition of Small Enterprise, Rationale behind Developing Small Enterprises, Ownership Forms, Project Identification and Selection, Preparation of Business Plan / Project, Project Appraisal

Unit V (LO 3)

Institutional Support: Institutional Finance to Entrepreneurs, Lease Financing and Hire-Purchase, Institutional Support to Entrepreneurs, Taxation Benefits to Small-Scale Enterprises, Government Policy for Small-Scale Enterprises

Suggested Readings

1. Marc Dollinger: *Entrepreneurship: Strategies and Resources*, Pearson Education, Noida, 2016
2. Robert D. Hishrich and Michael P. Peters: *Entrepreneurship*, Tata McGraw-Hill Publishing, 2009

3. D. F. Kuratko and T. V. Rao: *Entrepreneurship: A South-Asian Perspective*, Cengage Learning, Delhi, 2016
4. Thomas W. Zimmerer and Norman M. Scarborough: *Essentials of Entrepreneurship and Small Business Management*, PHI Learning, Delhi, 2015
5. Rajeev Roy: *Entrepreneurship*, Oxford University Press, New Delhi, 2011
6. S. S. Khanka: *Entrepreneurial Development*, S. Chand & Company Pvt. Ltd., New Delhi, 2016.

DESIGN THINKING

Course code: MED802

**Marks (30I + 70E)
Credits (3-1-0)**

Objectives

1. To familiarize students with design thinking concepts and principles
2. To ensure students can practice the methods, processes and tools of design thinking.
3. To ensure students can apply the design thinking approach and have ability to model real world situations.
4. To enable students to analyse primary and secondary research in the introduction to design thinking

Learning Outcomes:

5. Examine Design Thinking concepts and principles
6. Practice the methods, processes, and tools of Design Thinking
7. Apply the Design Thinking approach and model to real world situations
8. Analyze the role of primary and secondary research in the discovery stage of Design Thinking

Unit I (LO 1)

Design Thinking and Process: introduction to key concepts, terminology, and structure. It introduces ways to clarify the scope of a project and its intent, questions to explore, target stakeholders, and establishes the importance of pictures and storytelling in the overall process.

Unit II (LO 2,3)

Establishing Design Criteria and Brainstorming: Develop a succinct expression of the ideal end state of a project, and deliberately generate many fresh alternatives to the status quo. Observe users in their “natural habitat” and efficiently extract useful patterns from collected data.

Unit III (LO 2,3)

Concept Development and The Napkin Pitch: how to choose the best ideas, assemble them into detailed solutions, and rationally evaluate them, as well introduce a simple, consistent format for summarizing and communicating new concepts.

Unit VI (LO 2,3,4)

Assumptions Testing and Prototyping: introduces a tool for surfacing key assumptions underlying the attractiveness of a new concept and using data to assess the likelihood that they are true, as well as ways to create visual manifestations of concepts

Unit V (LO 3,4)

Co-Creation, Learning Launches: ways to engage stakeholders in the development of new concepts, conduct experiments in the world quickly and inexpensively, and lead innovation in organizations.

Suggested Readings

1. Design Thinking: Get a Quick Overview of the History (Interaction Design Foundation, December 2017); <https://www.interaction-design.org/literature/article/designthinking-get-a-quick-overview-of-the-history>
2. instructional videos associated with the book Back of the Napkin (Dan Roam); <http://www.danroam.com/the-back-of-the-napkin/>
3. Making Compassionate Decisions: The Role of Empathy in Decision Making (Farnam Street); <https://www.fs.blog/2017/12/against-empathy/>
4. The Science of Decision-Making: 5 Surprising Ways We Make Life Choices (Medical Daily, June 2015); <http://www.medicaldaily.com/science-decision-making-5-surprising-ways-we-make-life-choices-337546>
5. Better Brainstorming (Harvard Business Review, March-April 2018); <https://hbr.org/2018/03/better-brainstorming>

ENTREPRENEURIAL SELLING

Course code: MED803

Marks (30I + 70E)

Credits (3-1-0)

Objectives

This course aims to provide students with an in-depth understanding of the sales process and how this relates to managing a business, review the skills and behaviours required for effective selling in various contexts e.g. Business to Business and Business (B2B) to Consumer (B2C), equip students with the necessary knowledge, confidence, tools and skills in order to be able to identify and undertake a selling role and support students to develop competencies in the key elements of the sales process: sales leads, buyer behaviour, pitching to customers, negotiations, objection handling and closing the sale.

Learning Outcomes:

1. Critically evaluate the role of the sales function as a part of a company's overall marketing strategy.
2. Identify and explain the different stages of the sales process in the Business to Business context.
3. Identify, explain and apply the tools and techniques required to be successful in a personal selling role.
4. Select and organise material to be able to deliver a competent video sales pitch.
5. Reflect on where selling fits into the entrepreneurial process within an organisation.

Unit I (LO 1,2)

Value proposition, target market, deciding the target market, customer profile, determining customer profile, Difference between entrepreneurial selling Vs professional selling, the knowledge, skill, and discipline required to be a good entrepreneurial seller.

Unit II (LO 2,3)

Framework for accessing channel sales - partnerships versus direct selling, approaching critical customers, generating leads and distinguishing prospective customers (and which are dead-ends), framework for starting a sales conversation.

Unit III (LO 3,4)

Customer's perspective on the selling process, behaviors of high-performing sellers, selling process, making your sales pitch, cold calling.

Unit IV (LO 3,4,5)

Framework for handling Rejections, objections and converting customers and effective closing, following up, the Importance of aftercare and developing the relationship.

Unit V (LO 4,5)

Telling the right story, contextualize your venture, connecting with decision-making, define sales metrics, developing complete sales tool kit- sales tools and technology.

Suggested Readings

1. Still , Cundiff & Govani: Sales management & Cases
2. McMurry & Arnold: How to build a dynamic Sales Organisation
3. Pradhan, Jakate& Mali: Elements of Salesmanship and Publicity
4. Anderson R: Professional Sales Management
5. F.L. Lobo: Successful Selling

STARTUP ECO-SYSTEM AND REGULATION

Course code: MED804

Marks (30I + 70E)

Credits (4-1-0)

Objectives

To make the students learn about legal aspects of business and Startups Eco-system and familiar with all the instruments of business regulation

Learning Outcome:

1. Be able to identify and understand the interdependent network of complex startup ecosystems
2. Use this knowledge to assess the health and evaluate the future potential of specific city and regional ecosystems and evaluate the legal and financial viability of the project
3. Leverage key relationships and super-connectors in your key markets to accelerate your career and company success
4. Become an active and influential member of your ecosystems and enable other professionals to realise their goals

Unit I (LO 1,2)

Lifecycle of a startup: Startup growth stages: Concept/Idea stage, Pre-seed/validation, Seed/early stage, Growth stage/Scaling stage, Maturity/Exit/IPO/M&A stage; Types of funding - Seed stage, Stages of funding - Seed funding/Series A/B/C/D/E; Type of investors - Angels, VC's, Family offices, corporates

Unit II (LO 2,3)

Central Govt. support for startups: Schemes and functions of Directorate of Industries, District Industries Centers (DICs), Industrial Development Corporation (IDC), State Financial Corporation (SFCs), Small Scale Industries Development Corporations (SSIDCs). Khadi and Village Industries Commission (KVIC), Technical Consultancy Organization (TCO), Small Industries Service Institute (SISI), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI). Recent Initiatives from MUDRA

Unit III (LO 2,3)

State Govt. support for startups: Haryana State Govt. Initiative, Haryana Skill development mission, Startups Policy, Venture Funding - Haryana Startup fund, Existing schemes in place – Saksham Yuva, Pradhan Mantri Kausal Vikas Yojna etc; state govt. department for startups support, startups registration

Unit IV (LO 2,3)

Introduction to Law and Company Law: Meaning of Law and its Significance; Relevance of Law to Modern Civilized Society; Sources of Law; Legal Terminology and Maxims; Understanding Citation of Cases – Meaning and Nature of Company; Promotion and Incorporation of a Company;

Familiarization with the Concept of Board of Directors, Shareholders and Company Meetings; Company Secretary; E-Governance

Unit V (LO 2,4)

Elements of Law relating to Contract and GST: Contract - Meaning; Essentials of a Valid Contract; Nature and Performance of Contract; Termination and Discharge of Contract; Indemnity and Guarantee; Bailment and Pledge; Law of Agency. GST – Types – SGST, CGST, IGST – Rates- Procedures. GST counsel and its functions.

Suggested Readings

1. Kapoor, N.D: Elements of Mercantile Law, Sultan Chand & Sons, New Delhi, 2010
2. 2. Tulsian, P.C: Business Law, Tata McGraw Hill Publications, New Delhi, 2009
3. Saravanavel and Sumati: Legal Systems in Business, Himalaya Publications, Bengaluru, 2010
4. M.C. Kuchhal Mercantile Law: Vikas Publishing House, New Delhi.
5. D. Chandra Bose: Business Laws; PHI Learning Pvt. Ltd.
6. Sen & Mitra : Commercial Law; The World Press Pvt. Ltd., Calcutta.

ACCOUNTING AND FINANCIAL MANAGEMENT

Course code: MFM805

Marks (30I + 70E)

Credits (4-0-0)

Objectives

To help the students in developing skills related to basic principles, tools and techniques of accounting & financial management.

Learning Outcomes:

1. Understand the meaning of Accounting.
2. Explain the Accounting Principles and Concepts.
3. Know the Process of Accounting.
4. Understand and explain the process of Accounting.

Unit I (LO 1)

Concept of Accounting & Financial: Scope and Objectives of Finance, Functions of Financial Management, Accounting process and principles, cost and management accounting, Relationship of Management Accounting with Other Branches.

Unit II (LO 2,3)

Concept and Principles of Capital Structure: Leverage Analysis – Operating, Financial and Combined Leverage and its Implications, Long-term Sources of Fund: Equity Share, Preference Shares, Debentures, Bonds, Warrants, Venture Capital and Ploughing Back of Profits. Short-term Sources of Funds: Commercial Paper, Certificate of Deposit, Treasury Bills.

Unit III (LO 3,4)

Financial Markets: Nature and Significance of Primary and Secondary Markets, Objectives and Functions. Indices of BSE, NSE. Financial Institutions: Nature, Types and Functions, Investment Bank, Investment Companies, Commercial Banks.

Unit IV (LO 4)

Time Value of Money: Risk and Return Analysis, Concept and Significance of Cost of Capital and its Computation, Concept and Significance of Capital Budgeting, Appraisal Techniques for Risk Free Projects.

Unit V (LO 3,4)

Working Capital Management: Meaning, Significance and Factors Influencing the Level of working Capital Management, Management of Cash, Receivables and Inventory, Credit Management, Working Capital Financing.

Suggested Readings

1. V. Horne: Fundamentals of Financial Management, Pearson Education, New Delhi, 20015
2. E. F. Brigham and J. F. Houston: *Fundamentals of Financial Management*, Thomson, USA, 2014
3. E. F. Brigham: *Financial Management: Theory and Practice*, Cengage Publication, Delhi, 2017
4. V. K. Bhalla: *Financial Management*, Anmol Publications, New Delhi, 2016.
5. P. Chandra: *Financial Management*, Mc-Graw Hill Publishing Company Pvt. Ltd., New Delhi, 2016
6. I. M. Pandey: *Financial Management*, Vikas Publishing House, New Delhi, 2016

MARKETING RESEARCH AND STRATEGIES

Course code: MMK802

Marks (30I + 70E)

Credits (4-1-0)

Objectives:

1. To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
2. To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.
3. To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
4. To harness entrepreneurial approach and skill-sets.

Learning Outcomes:

1. Competent managers with requisite knowledge, skills and right attitude.
2. Sustenance in globally competitive environment.
3. Management professionals with pro-active thinking and Innovative approach.
4. Sensitive professionals with ethical values.
5. Leaders with concern towards Nation and society at large.
6. Entrepreneurial approach and skillsets to contribute for socio-economic development.

Unit I (LO 1,2)

Marketing Research Dynamics: Introduction, Meaning of Research, Research Characteristics, Various Types of Research, Marketing Research and its Management, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information

Unit II (LO 2, 3)

Planning the Research Process: Introduction, Research Process: An Overview, Formulation of a Problem, Research Methods, Research Design, Data Collection Methods, Sample Design, Data Collection, Analysis and Interpretation, Report Writing, Components of Research Proposal, Components of Research Paper

Unit III (LO 3, 4)

Recent Trends in Marketing Research: Introduction, Marketing Information System and Research, Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research

Unit IV (LO 4,5)

Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business

Unit V (LO 5,6)

Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Models of Leadership Styles and its Roles, Strategic management in a new globalised economy

Suggested Readings

1. Research for Marketing Decisions: Paul E. Green, Donald S. Tull
2. Marketing Research- Text and Cases Harper W. Boyd Jr., Ralph Westfall
3. P.K. Ghosh: Business Policy, Strategy, Planning and Management
4. Christensen, Andrews Dower: Business Policy- Text and Cases
5. William F. Glueck: Business Policy – Strategy Formation and Management Action

Course Title- Business Communication

Course Code. MGM806

**Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)**

Objectives: To develop effective communication skills among the students for the business world

Learning Outcome

1. Able to communicate effectively and will have improved verbal communication. (Theory)
2. Able to write paragraphs on different topics with the correct usage of vocabulary and will improve the written as well as verbal communication. (Theory)
3. Effectively use established communication systems and protocols in the workplace (Theory)
4. Learn the basics of various business processes, challenges and resolution of the customer queries. (Theory)
5. Identify clients and their needs through effective communication and use this information to develop effective work practices and outcomes (Theory)

Unit	Topic
I - Basics of Communication (LO 1,2)	Process, Types, Purpose & Barriers; Oral communication: noise, listening–process, types of listening, deterrents to listening process, essentials of good listening;
II - Presentation skills (LO 2,3)	Prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behavior.
III - Nonverbal communication (LO 3,4)	Gestures, handshakes, gazes, smiles, hand movements, style of working, dress and appearance; business etiquettes: business manners of people of different cultures
IV - Written communication (LO 2,3)	Mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence – business letter

	format, style of letter arrangement, types of letters, electronic mail; developing resume
V - Communication in Practice (LO 4,5)	Preparing for interviews- types of interviews, group discussion; Telephone etiquettes-Dos and Don'ts, communicating effectively; Social media profile, Different types of profiles, Editing and Posting on social media profile

Books Recommended

Text Books

1. SIZZLERS Board of Editors Publishers: Manimekala Publishing House 39, North Chitral Street, Madurai-625001
2. Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.

Reference Books

1. Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
2. Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade - Diamond Publications, Pune.
3. Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan – Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Modern Business Correspondence - L. Gartside - The English Language Book Society and Macdonald and Evans Ltd.
5. Business Communication - M. Balasubrahmanyam - Vani Educational Books.
6. Creating a Successful CV - Siman Howard - Dorling Kindersley.
7. Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
8. Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.

Semester II

Course Title- Digital Marketing & Information Technology

Course Code. MMK803

Course Credit: 03 (2-1-0)
Max. Marks: 100 (30I+70E)

Objective

The aim of the course is to develop the understanding of students in terms of social networking & digital marketing

Learning Outcome

1. Understand the key concepts of digital marketing
2. Understand and make use of various web presence options
3. Recognize different social media platforms
4. Understand and use analytics services to monitor and improve online campaigns.
5. To do online and offline Projects based on the tools in excel
6. The students will be able to present the data in structured way to arrive and support the business decisions.

Unit I: Digital Marketing Concepts (LO 1,2)	Digital Marketing elements; Difference between Digital and Traditional marketing; Goals for using Digital marketing, legal and regulatory obligations using digital marketing, Elements of digital marketing strategy, Cyber Security-Concept
Unit II: Components of E-Marketing (LO 2,3)	E-Marketing :Introduction, Objectives, Customers (Buyers): Impulsive, Patient and Analytical Sellers and Products, , Digital Products; Web Presence- Possible web presence solutions ,Content management system, Website design terms, Methods for promoting, Search engine optimization and its importance.
Unit III-Social Media Insights (LO 3,4)	Social media insights, E-mail Marketing and Online Advertising Analytics: Understand common e-mail analytics terms, Common online advertising analytics terms; Pay-Per-Click Advertising, Search Engine Optimization or Paid Search Engine Listing Search Engine Marketing, Blogging and Classified Advertising; E-Customer Relationship Management
Unit IV- Functions &Formulae (LO 4,6)	Date and time Functions, Auto sum, Copying Formula, Formatting Data, Creating Charts, formatting charts, Creating Database, Sorting Data, Filtering, etc. Pivot Table, Picot Chart, Coding of Data in Excel, Statistical functions (countif, countblank, rank), Text functions (left, right, mid, trim, concatenate), Financial functions (pv, fv, pmt), Lookup functions (hlookup, vlookup), Two level nested functions.
Unit V: Application of Information Technology (LO 5,6)	Using Tables, Create, Modify a pivot table/data pilot, Filter, Sort data in a pivot table/data pilot, Use one-input, two-input data tables/multiple operations tables; Sorting and filtering: Sort data by multiple columns at same time, Create a customized list and perform a custom sort, macros, Customer feedback analysis using Google Doc.

Books Recommended

Text Book

1. Social Media Marketing for Dummies, A Wiley Brand, by Shiv Singh and Stephanie Diamond, 3rd Edition
2. Excel Data Analysis: Modeling and Simulation 2010. Springer, by Hector Guerrero (Author)

Reference Books

1. Understanding Digital Marketing: Marketing Strategies for Engaging the digital generation by Damian Ryan, Kogan Page, 4th edition
2. Digital Marketing by Vandana Ahuja, Oxford University Press
3. The social media marketing book, by Dan Zarrella, O'Reilly, 7th Edition
4. Digital and Social Media Marketing, by Aleksez Heinze, Gordan Fletcher, Tahir Rashid and Ana Cruz, Routledge

NEGOTIATION SKILLS

Course Code: MHR 904

Course Credit: 03(2-1-0)
Max. Marks: 100 (30I+70E)

Course Objectives:

The objective of this course is to help the students with the dynamics of negotiation, preparing them for leadership positions. This course is designed to facilitate students in rethinking of negotiation as a problem-solving tool and improving their negotiating skills and confidence.

Course Learning Outcomes:

1. To understand the negotiation strategies and their application in organizations.
2. To develop an insight into fundamentals of negotiation
3. To understand Gender and Cultural issues in negotiation
4. To identify the role of Ethics in negotiation.

Contents:

Unit I (LO1)

Concept of Negotiation basics; Types of negotiation: distributive and integrative; Negotiation Process; Negotiation strategy.

Unit II (LO1)

Negotiate: Use Key Tactics for Success

Unit III (LO2)

Successful Negotiation: Essential Strategies and Skills

Unit IV (LO3)

Negotiation and Culture, Negotiation and Gender Issues.

Unit V (LO4)

Ethical issues and negotiation

Suggested Readings:

1. Brett, J. M. (2014). *Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries* (3rded.). Jossey-Bass.
2. Carrell, M. R., and Heavrin, C. (2008) *Negotiating Essentials: Theory, Skills, and Practices*. Pearson PrenticeHall.
3. Cialdini, R. (1993) *Influence: The psychology of persuasion*. New York: Morrow.
4. Cialdini, R. B. (2008). *Influence: Science and practice*. New York: AllynandBacon.
5. Lewicki, R., Barry, B. & Saunders, D. (2015). *Essentials of Negotiation* (6thed.). McGrawHill.
6. Thompson, L. L. (2012). *The Mind and Heart of the Negotiator* (5th ed.). Pearson.
7. Young, M. (2008). *Sharks, saints and samurai: The power of ethics in negotiations*. *Negotiation Journal*, 24 (2), 145-155.

Semester III

Entrepreneurial Strategy

Course Code: MED901

Course Credit: 04(4-0-0)

Max. Marks: 100 (30I+70E)

Course Objective

This is an introductory course on entrepreneurship. It aims at imparting basic concepts of entrepreneurship and new enterprise creation so that it provides an opportunity for the students to opt entrepreneurship as an alternative career option.

Course Learning Outcomes

After completing the course, the student shall be able to:

1. To understand entrepreneurship as a career option in context of India.
2. To gather skills and knowledge on building a team, establishing a legal entity.
3. To sow seeds for entrepreneurial thinking and pursuing a career.
5. To understand requirements of post-enterprise creation for effective operation of the business.
6. To gain knowledge on available growth strategies for implementing effective suitable strategy for expansion and growth.

Course Contents

Unit I: Introduction (LO 1,2)

Entrepreneurship: - meaning importance and determinants; Entrepreneurship as a dynamic response to societal issues; Entrepreneurship in Indian scenario as a career option: Rural, social and women entrepreneurship. Intrapreneurship, techno-entrepreneurship, net-entrepreneurship, Eco-entrepreneurship: similarities and variance, Myths and realities of Entrepreneurship

Unit II: Entrepreneur Mindset (LO 3,4)

The Entrepreneur mindset, socio-economic support system for entrepreneurship; Public and private system of stimulation; Role of Development Institutes, availability of finance, marketing, technology and project related assistance, role of trade associations and self-help groups for promotion of entrepreneurship; Types of business entities-micro, small and medium enterprises, role of MSME sector in Indian economy; Nature and characteristics of family businesses in India; Start up Action Plan; Make in India initiative.

Unit III: Enterprise Formation Process (LO 4,5)

Understanding and analyzing business opportunities; Market demand analysis, preparation of business plan, project feasibility study; Start ups and basic start ups problems; Cases of Indian start ups, Sources of financing business start ups.

Unit IV: Developing Market Understanding (LO 5,6)

Narrowing focus-end user profiling, Market Segmentation, Market Sizing, Marketing Plan, pricing strategy, Funding: Managing finance- preparation of operating/cost budget, cash budget; Understanding management of short term and long term capital.

Unit V: Managing Growth (LO 5,6)

Business growth strategies specific to small enterprises; Enterprise life cycle and various growth strategies; Business collaboration and outsourcing of resources; Network management, Managing family business and its conflicts.

References

1. Brandt, S. C. *Entrepreneurship: The Ten Commandments for Building a Growth Company*. MacMillan Business Books.
2. Vasper, K. H. *New Venture Strategies (Revised Edition ed.)*. New Jersey: Prentice Hall.
3. Dollinger, M. J. *Entrepreneurship: Strategies and Resources*. Illinois: Irwin.
4. Holt, D. H. *Entrepreneurship: New Venture Creation*. New Delhi: Prentice Hall of India.
5. Bansal Rashmi. *Connecting the Dots*. Westland Inc. 2012.

MANAGING HUMAN RESOURCES MANAGEMENT IN START-UPS

Course Code: MHR 902

Course Credit: 04(3-1-0)
Max. Marks: 100(30I+70E)

Course Objectives:

The importance of Human Resource (HR) is generally undermined among start-ups. The objective of this course is to help the students to understand the significance of HRM in start-ups. The course is designed to promote an understanding of the key issues that apply to the sector.

Course Learning Outcomes:

1. To understanding the significance of HRM among start-ups.
2. To learn, to design and apply latest HRM practices in start-ups.
3. To develop an understanding of the role of Leadership and culture in implementing HR practices

Contents:

Unit I (LO1)

Economic Environment and Start-ups: Scope and current status; Difference between HRM for Start-ups and large corporations; Stages of growth in Start-ups and HR implications; HR models in SMEs.

Unit II (LO2)

Role of HRM practices in Start-ups: recruitment, retention, training, rewarding, and performance management and Talent Management.

Unit III (LO3)

Determinants of best HR practices in Start-ups: role of a leader in Start-ups; Start-ups culture.

Unit IV (LO1, LO2, LO3)

Difficulties in adopting HR practices in Start-ups, Solutions & Steps in implementing HR Practices in Start-ups.

Unit V (LO1, LO2, LO3)

Evolution of HR practices in Start-ups.

Suggested Readings:

1. Bacon, N. & Hogue, K. (2005). *HRM in the SME Sector: Valuable Employees and Coercive Networks*. International Journal of Human Resource Management, 16(11): 1976–1999.
2. Barrett, R., & Mayson, S. (Eds) (2008). *International Handbook of Entrepreneurship and HRM*. London: Edward Elgar.
3. Cardon, M., & Stevens, C. (2004). *Managing Human Resources in Small Organisations: What Do We Know?*. Human Resource Management Review, 14 (3): 295–323.
4. Cassell, C., Nadin, S., Gray, M., & Clegg, C. (2002). *Exploring Human Resource Management Practices in Small and Medium Sized Enterprises*. Personnel Review, 31: 671–693.
5. Heneman, R.L., Tansky, J.W., & Michael Camp, S. (2000). *Human Resource Management Practices in Small and Medium-Sized Enterprises: Unanswered Questions and Future Research Perspective*. Entrepreneurship: Theory & Practice, 25: 11–26.
6. Lewis, V. L., & Churchill, N. C. (1983). *The Five Stages of Small Business Growth*. Harvard Business Review, 61 (3), 30–50 1983. Available at SSRN: <https://ssrn.com/abstract=1504517>
7. Sels, L., De Winne, S., Delmotte, J., Maes, J., Faems, D. & Forrier, A. (2006) *Linking HRM and Small Business Performance: An Examination of the Impact of HRM Intensity on the Productivity and Financial Performance of Small Businesses*. Small Business Economics, 26: 83–101
8. Sheehan, M. (2013). *Human Resource Management and Performance: Evidence from Small and Medium- Sized Firms*. International Small Business Journal, 32 (5), 545–570.

Entrepreneurial Venture development

Course code: MED 902

Course Credit: 04(4-0-0)
Max. Marks: 100 (30I+70E)

Course Objectives: -Entrepreneurship development is an area which is to be focused and understood carefully to make the venture successful. The objective of this course on Entrepreneurial Venture Development is to understand the entrepreneurial environment and trends in entrepreneurship.

Course Learning Outcomes: -

1. To understand the conceptual framework of Entrepreneurship Development.
2. To learn the steps of Entrepreneurship Development.
3. To recognise the role of government in the culture of entrepreneurship.

Unit I. (LO1)

The Entrepreneurial Development Perspective

Introduction of Entrepreneurship Development, Concepts of Entrepreneur, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneurship in Indian economy and developing economies and Employment Development, Entrepreneurial Culture

Unit II. (LO2)

Developing Entrepreneurial Venture

Process of Business Plan, Environmental Search and Scanning, SWOT Analysis, Business Idea Generation, Understanding basic Government Procedures.

Unit III. (LO1, LO2)

Dimensions of Entrepreneurship Development

Understanding Entrepreneurial Culture, Dimensions of Women Entrepreneurship, Rural Entrepreneurship

Unit IV. (LO2, LO3)

Emerging Trends in Entrepreneurship

Entrepreneurial Potential and Potential Entrepreneur, Social Entrepreneurship in India. Case studies of Successful Entrepreneurial Stories, Failed Entrepreneurial Ventures and Turnaround Ventures

Unit V. (LO3)

Entrepreneurship Development and Regulatory Bodies:

Role of Central Government and State Government in promoting Entrepreneurship -Various incentives, subsidies and grants ,Export Oriented Units- Fiscal and Tax concessions available. District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)

Books Recommended

1. Entrepreneurship: New Venture Creation - David H. Holt, Prentice Hall PTR, 1992, University of California.
2. Entrepreneurship - Hisrich Peters, McGraw-Hill/Irwin, 2002, Cornell University
The Culture of Entrepreneurship - Brigitte Berger, Ics Press, 1991.
3. Project Management - K. Nagarajan, New Age International, 2004.

4. Dynamics of Entrepreneurship Development - Vasant Desai, Himalaya Publishing House, 2001.
5. Entrepreneurship Development - Dr.P.C.Shejwalkar, Everest Publishing House, 2011.
6. Thought Leaders – Shrinivas Pandit, Tata Mcgraw Hill Publishing Co. Ltd.
7. Entrepreneurship, 3rd Ed. - Steven Brandt, Archipelago Publishing (WA), United States
8. Business Gurus Speak - S.N.Chary, Laxmi Publications, 2002.
9. The Entrepreneurial Connection – Gurmit Narula,

Operation Management

Course Code: MGM 903

Course Credit: 04(4-0-0)
Max. Marks: 100 (30I+70E)

Course Objectives: This course is designed to help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and service one and also help them appreciate the linkage of operations with corporate strategy and other functional domains including marketing and finance.

Course Learning Outcomes:

1. To understand the role of operations in both manufacturing and service organizations.
2. To understand the importance of facilities location decision in the whole supply chain in globalized operations.
3. To understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analyzed with the help of process flowcharts.
4. To understand the elemental processes involved in designing a product and a service.
5. To understand suitable production strategies to be adopted for meeting the varying level of demand depending on the type of product.
6. To learn different quality tools and the tools of statistical process control for analyzing a process in terms of quality and also develop an understanding of six sigma quality.
7. To learn how process output could be improved by committing extra inputs to bottleneck resource.

Contents:

Unit I (LO1)

Introduction to Operation Management: Nature, Evolution and Scope, Trends in Operations Management, Linkage of Operation Strategy with Competitive Strategy and formulation of Operations Strategy.

Unit II (LO2)

Globalization of operations, factors affecting location decisions, location planning methods, linkage with supply chain network design decisions.

Unit III (LO3, LO4)

Production Process Design and facility layout, Design and analysis of Process Quality Management.

Unit IV (LO5)

Design of products and services: Process of product and service design, tools, Just in Time, Lean Operations.

Unit V (LO6, LO7)

Inventory Management: Deterministic Models, Probabilistic Models: Multi-period and Single period (News vendor) models, Selective Inventory Models, Capability and six Sigma.

Suggested Readings:

1. Bedi, K. (2014). *Production and Operations Management* (3rded.). Oxford University Press, NewDelhi
2. Cachon, G. and Terwiesch, C. (2018). *Matching supply with demand*. McGraw Hill, 3rdedition, Chennai
3. Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management* (15thed.) Mc Graw Hill, Chennai
4. Gaither, N. and Frazier G. (2011). *Operations Management* (9thed.), Cengage Learning, NewDelhi.
5. Heizer, J., Render, B., Munson, C and Sachan, A. (2017). *Operations Management* (12thed.). Pearson Education, Delhi.
6. Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P. (2016). *Operations Management: Processes and Supply Chains* (11thed.), Pearson Education, Delhi.
7. Mahadevan, B. (2015). *Operations Management* (3rded.). Pearson Education, Delhi.
8. Nahmias S. and Olsen, T.L. (2015). *Production and Operations Analysis* (7thed.). Waveland Press, Inc.
9. Russell, R. S. and Taylor, B.W. (2016). *Operations and Supply Chain Management* (9thed.), Wiley, New Delhi.
10. Stevenson, W.J., (2018). *Operations Management* (12thed.). McGraw Hill, Chennai.

INNOVATION AND ENTREPRENEURSHIP

Course Code: MED 903

Course Credit: 05(4-1-0)
Max. Marks: 100(30I+70E)

Course Objectives:

The objective of this course is to help the students to develop an entrepreneurial mind set and gain an understanding of the entire entrepreneurial process through analysis of various situations.

Course Learning Outcomes:

1. To explain the meaning and significance of entrepreneurship and understand the process of entrepreneurial action.
2. To understand the entrepreneurial mindset and personality.
3. To understand the importance of idea generation, identifying opportunities and the value of a business plan.
4. To understand the role of creativity and innovation in entrepreneurship
5. To examine strategies for growth and identify the human resource challenges for managing growth.

Contents:

Unit I (LO1)

Personality and Psychology of Entrepreneurs.

Unit II (LO2)

Process of Idea generation, Problems in idea generation, identifying opportunities and evaluation of those opportunities.

Unit III (LO3)

Role of Creativity and Innovation in Entrepreneurship.

Unit IV (LO4)

Managing Growth with Innovation

Unit V (LO5)

Corporate Entrepreneurship, Case Studies related with innovative Entrepreneurship & innovative leaders.

Suggested Readings

1. Barringer, B.R & Ireland, R.D. (2013). *Entrepreneurship Successfully Launching New Ventures*. Pearson.
2. Drucker, P. F. (2006). *Innovation and entrepreneurship: Practice and principles*. Elsevier.
3. Fagerberg, J., Mowery, D. C., & Nelson, R. R. (Ed.). (2006). *The oxfordhandbook of Innovation*. Oxford University Press.
4. Hisrich, R., Manimala, M.J., Peters, M.P., & Shepherd, D.A. (2015). *Entrepreneurship* (9thed). McGraw Hill.
5. Kaplan, J. M. (2012). *Patterns of Entrepreneurship* (4 ed.). John Wiley & Sons.
7. Khandwalla, P. (2003). *Corporate creativity*. New Delhi: Tata McGrawHill
8. Kuratko, D.F., & Rao, T.V. (2014). *Entrepreneurship: A South-Asian Perspective*. Cengage Learning.
9. Mullins, W. J. (2004). *New business road test*. Prentice Hall.
10. Mullins, W. J. & Komisar, R. (2009). *Getting to Plan B: Breaking Through to a Better Business Model*. Harvard Business Press
11. Roy, R. (2011). *Entrepreneurship* (2ed.). New Delhi: Oxford University Press.

PROJECT MANAGEMENT

Course Code: MGM-904

Course Credit: 05(4-1-0)

Max. Marks: 100(30I+70E)

Course Objectives:

The aim is to provide a suitable framework for looking insight into the process of preparation, appraisal, monitoring and control of a project. The course provides an understanding of the role of project management technique.

Course Learning Outcomes:

1. To strengthen the foundations of the analytical approach to Project Planning & Management.
2. To understand project preparation.
3. To understand the history, approaches, framework and processes of projects.
4. To understand the project appraisal techniques.
5. To understand the project financing and implementation.

Contents:

Unit I (LO1)

Concept of Project Preparation: Meaning and importance of Project; Types of project; Project life cycle; Project planning & implementation; Management action; Investment returns; Corporate strategy; Objectives of Project Planning, monitoring and control of investment projects. Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements, Project management tools, process, plans and project planning tips; balanced scorecard, design project management; Project Management Templates

Unit II (LO2)

History of project management; Project management approaches: Traditional Approach, Critical Chain Project Management, Extreme Project Management, Event Chain Methodology; Process-based management; Project development stages; Project control systems.

Unit III (LO3)

Project Management Framework; International Project Management Standards; Project Planning Strategies and Tools; Project Management Frameworks; Project Phases and Milestones; Project Goals; Project Processes.

Unit IV (LO4)

Project Appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index; Time Value of Money; Investment Criteria; Project Cash Flows; Cost of Capital; Project Risk Analysis; Project Rate of Return; Special Decisions Situations.

Unit V (LO5)

Project Financing and Implementation: Judgmental, Behavioral, Strategic and organizational Considerations; Financing of Project: Raising finance in domestic market and international

market; Infrastructure financing; Tax planning while financing for projects; Implementation.

Suggested Readings:

1. Shenhar, A. J., & Dvir, D. (2007). *Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation*. Harvard Business School Publishing
2. Chandra, P. (2014). *Projects: Planning analysis, selection, financing, implementation and review* (8thed.). McGrawHill.
3. Clifford, F. G., & Larson, E. W. (2018). *Project management the managerial process*. (7thed.). McGraw-Hill.
4. Clifford, F. G., & Larson, E. W. *Project management the managerial process with MS Project* (6thed.). McGraw-Hill.
5. Mantel, S. J., Meredith, J. R., Shafer, S. M., & Sutton, M. M. (2011). *Project management* (4thed.). John Wiley & Sons.

Strategic Management and Entrepreneurship

Course Code: MED 904

Course Credit: 04(3-1-0)

Max. Marks: 100(30I+70E)

Course Objectives:

The course aims to explore the issues relating to the creation and management of startups. It helps to identify the significance of strategic management in establishing a successful enterprise.

Course Learning Outcomes:

1. To understand the distinctive nature of start-ups.
2. To examine the ideation process.
3. To understand how the prototype model is tested.
4. To understand the possible financing options.
5. To understand the scaling up process.

Contents:

Unit I (LO1)

Introduction to Strategic Management, Role of Strategic Management in start-ups, Digital technology and start-ups.

Unit II (LO2)

Strategies of generating a value proposition, Strategic Management in SMEs, Strategic Management Process Integrating Entrepreneurship and Strategic Management.

Unit III (LO3)

Experimenting with the prototype, Lean startup principles, Learning and failing fast- Case Studies.

Unit IV (LO4)

Various financing options- Self Financing, Angel investors, Venture Capital.

Unit V (LO5)

Role of Strategic Innovation, Key growth of startups, Managerial issues and solutions.

Recommended Books

1. Pearce & Robinson, Strategic Management, All Indian Travellers N.D
2. A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
3. Micheal Porter, Competitive Strategies.
4. Samul C. Certo And J.Paul Peter, Strategic Management, Second Edition. Concept And Application, Mcgraw Hill
5. Vasanth Desai " Dynamics of Entrepreneurial Development and Management Himalaya Publishing House.
6. N.P.Srinivasan & G.P.Gupta," Entrepreneurial Development ", Sultanchand & Sons.

Semester IV

CONFLICT MANAGEMENT

Course Code: MHR 903

Course Credit: 03(2-1-0)
Max. Marks: 100(30I+70E)

Course Objectives: Conflict Management is necessary to understand in developing start-ups. The course helps to find out the solutions of problems and to implement in transforming the businesses.

Course Learning Outcomes:

1. To understand the concept and reasons of conflicts.
2. To identify different types of conflict
3. To identify the solutions of problems.

Contents:

Unit I (LO1)

Introduction to concept of conflict, Positive and Negative Aspects of Conflicts, Types of Conflicts.

Unit II (LO1)

Conflict Management: Establishing Common Goals, Changing Structural Arrangement, Conflict Resolution, Grievance Management: Forms, Causes, Grievance Procedure, Feature of a good Grievance Procedure.

Unit III (LO2)

Interpersonal Conflict and Conflict Management: Preliminaries to interpersonal conflict, Principles of Interpersonal Conflict, Conflict Management stages and Strategies.

Unit IV (LO2)

Intragroup Conflict, Ethics and Morality, Mediation, Mediation Techniques, Mediation Cases.

Unit V (LO3)

Conflict Management skills, Communication and Conflict, Emotion and Conflict, Change and Conflict, Personality and Conflict, Learning through reflection.

Suggested Readings:

1. Managing Conflict in Organizations, M. Afzalur Rahim
2. Conflict Management, Prokesh Stephan
3. The handbook of Conflict Resolution: Theory and Practice, Deutsch Morton
4. Personal Conflict Management; Theory and Practice, Suzanne Mccorkle, Melanie Reese

Course Title- Ethics and Values

Course No. MGM901

Course Credit: 02 (2-0-0)
Max. Marks: 100 (30I+70E)

Objective

To imbibe the moral values and ethics in students to make them responsible and compassionate global citizens

Learning Outcomes

1. Create an awareness about need and importance of ethics and values in doing business
2. Sensitize to the nature of ethical issues
3. Develop a capacity for ethical reasoning and to apply them in Organization contexts
4. Apprehend essence of ethics in functional areas if an organization
5. Appreciate the role of corporate governance and corporate social responsibility in promoting ethics and values for a business

Unit	Topic
I (LO –1,2,3)	Ethics: Meaning and nature of Ethics, Meaning of Moral & Ethics, Types of Ethics, Importance of Ethics, Nature of Ethics, Importance of ethics in business, Types of business; Individual Ethics- Professional ethics, Corporate Ethics, Ethical behavior
II (LO –2,3,4)	Nature of business ethics and values; Factors influencing business ethics, leadership strategy and performance, environment corporate culture, individual characteristics, Managing codes of ethics, ethics committees, hotlines, ethics training programs and laws enforcing ethical conduct.
III (LO –2,3,4)	Ethics in marketing, Process relative ethics, product relative ethics, competition relative ethics; Ethics in finance and accounting, investment decisions, disclosure norms, insider trading norms. Ethics in production and operations management, Worker safety, product safety, quality, environment and worker rights.
IV (LO –2,3,4)	Ethics in global business, ethical principles governing global business, ethics relation to adapting host countries culture and norms, issues relating to negotiations and providing access to less developed countries, avoiding sanctions, protection of intellectual properties. Pressures for ethical convergence, ethical principles governing global business.
V (LO –4,5)	Corporate Governance and business ethics, roots of unethical behaviour, unethical issues, corporate governance and ethics, the Indian context; Corporate Social Responsibility(CSR): Meaning, scope, Corporate Governance and CSR, Social responsibility and Indian corporations. Corporate Governance and regulators (SEBI's) role ,The future of Corporate Governance in India.

Recommended Books

1. Agalabatti B.H., Krishna S., Business Ethics: Concepts and Practices (With special emphasis on Indian Ethos and Values), Nirali Prakashan
2. Chakraborty S.K., Ethics in Management: Vedantic Perspective, Oxford University Press
3. Davies Peter W.F., Current Issues in Business Ethics, Roulledge
4. Fernando A.C., Corporate Governance: Principles, policies and practices, Pearson Education
5. Gary A. Yukl, Leadership in Organizations, Pearson
6. Hartman Laura P., Perceptiveness in Business Ethics. McGraw Hill International Publications
7. McDonald Gael, Business Ethics: A Contemporary Approach, Cambridge University Press