

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



M. Voc. Management (Entrepreneurship)
NSQF Level 9
Batch 2021-2023 and Onwards

M. Voc. Management (Entrepreneurship) Scheme and Syllabus - For Academic Session 2021 and Onwards

| SEMESTER-I | | | | | | | | | | | | | | |
|------------------------------------|---|-----------|-----------|----------|------------|------------|------------|--------------|------------|------------|-----------------|-----------|------------|------------|
| Subject Code | Subjects | Credits | | | Hours | | | Theory Marks | | | Practical Marks | | | Total |
| | | To | Th | P/Tu | Th | P/Tu | To | I | E | To | I | E | To | |
| MENT-801 | Introduction to Entrepreneurship | 3 | 3 | 0 | 45 | 0 | 45 | 30 | 70 | 100 | | | | 100 |
| MENT-802 | Design Thinking | 3 | 3 | 0 | 45 | 0 | 45 | 30 | 70 | 100 | | | | 100 |
| MENT-803 | Seminar Training Report-I | 6 | 0 | 6 | 0 | 180 | 180 | | | | 70 | 30 | 100 | 100 |
| AEC-803 | Com Viva | 2 | 0 | 2 | 0 | 0 | 0 | | | | 50 | 50 | 100 | 100 |
| Skill Enhancement Component | | 14 | 6 | 8 | 90 | 180 | 270 | 60 | 140 | 200 | 120 | 80 | 200 | 400 |
| MENT-804 | Start-UP Ecosystem and Regulation | 4 | 4 | 0 | 60 | 0 | 60 | 30 | 70 | 100 | | | | 100 |
| MENT-805 | Accounting and Financial Management | 4 | 4 | 0 | 60 | 0 | 60 | 30 | 70 | 100 | | | | 100 |
| MGM801 | Fundamentals of Management and Organizational Behaviour | 4 | 3 | 1 (Tu) | 45 | 30 | 75 | 30 | 70 | 100 | | | | 100 |
| MENT-806 | Project Finance-1 | 4 | 4 | 0 | 60 | 0 | 60 | 30 | 70 | 100 | | | | 100 |
| General Education Component | | 16 | 15 | 1 | 225 | 30 | 255 | 120 | 280 | 400 | | | | 400 |
| Total | | 30 | 21 | 9 | 315 | 210 | 525 | 180 | 420 | 600 | 120 | 80 | 200 | 800 |

| SEMESTER-II | | | | | | | | | | | | | | |
|------------------------------------|---|-----------|----------|-----------|-----------|------------|------------|--------------|------------|------------|-----------------|------------|------------|------------|
| Subject Code | Subjects | Credits | | | Hours | | | Theory Marks | | | Practical Marks | | | Total |
| | | To | Th | P/Tu | Th | P/Tu | To | I | E | To | I | E | To | |
| MENT-807 | Boot Camp: Business Model Canvas-I | 3 | 0 | 3 | 0 | 90 | 90 | | | | 50 | 50 | 100 | 100 |
| MENT-808 | Business Plan Ideation/Project Work (OJT) | 21 | 0 | 21 | 0 | 630 | 630 | | | | 245 | 105 | 350 | 350 |
| Skill Enhancement Component | | 24 | 0 | 24 | 0 | 720 | 720 | | | | 295 | 155 | 450 | 450 |
| MENT-809 | Project Finance-II | 3 | 3 | 0 | 45 | 0 | 45 | 30 | 70 | 100 | | | | 100 |
| OMS-804 | *Soft Skills Development | 3 | 3 | 0 | 45 | 0 | 45 | 30 | 70 | 100 | | | | 100 |
| General Education Component | | 6 | 6 | 0 | 90 | 0 | 90 | 60 | 140 | 200 | | | | 200 |
| Total | | 30 | 6 | 24 | 90 | 720 | 810 | 60 | 140 | 200 | 295 | 155 | 450 | 650 |

*- Will be available through MOOCs

SEMESTER-III
Implementation of Idea

| Subject Code | Subjects | Credits | | | Hours | | | Theory Marks | | | Practical Marks | | | Total |
|------------------------------------|--|-----------|----------|-----------|------------|------------|------------|--------------|------------|------------|-----------------|------------|------------|------------|
| | | To | Th | P/Tu | Th | P/Tu | To | I | E | To | I | E | To | |
| MENT-901 | Idea Development, Feasibility, and Prototyping | 22 | 0 | 22 | 0 | 660 | 660 | | | | 245 | 105 | 350 | 350 |
| Skill Enhancement Component | | 22 | 0 | 22 | 0 | 660 | 660 | | | | 245 | 105 | 350 | 350 |
| MENT-902 | Legal Aspects of Business | 3 | 3 | 0 | 45 | 0 | 45 | 30 | 70 | 100 | | | | 100 |
| MENT-903 | Digital and Social Media Marketing | 3 | 3 | 0 | 45 | 0 | 45 | 30 | 70 | 100 | | | | 100 |
| MENT-904 | Innovation, Business Models & Entrepreneurship | 2 | 2 | 0 | 30 | 0 | 30 | 30 | 70 | 100 | | | | 100 |
| General Education Component | | 8 | 8 | 0 | 120 | 0 | 120 | 90 | 210 | 300 | | | | 300 |
| Total | | 30 | 8 | 22 | 120 | 660 | 780 | 90 | 210 | 300 | 245 | 105 | 350 | 650 |

SEMESTER-IV
Incubation of Idea

| Subject Code | Subjects | Credits | | | Hours | | | Theory Marks | | | Practical Marks | | | Total |
|------------------------------------|---|-----------|----------|-----------|------------|------------|------------|--------------|------------|------------|-----------------|------------|------------|------------|
| | | To | Th | P/Tu | Th | P/Tu | To | I | E | To | I | E | To | |
| MENT-905 | Start-Up Launching & Business Plan Development | 22 | 0 | 22 | 0 | 660 | 660 | | | | 245 | 105 | 350 | 350 |
| Skill Enhancement Component | | 22 | 0 | 22 | 0 | 660 | 660 | | | | 245 | 105 | 350 | 350 |
| MENT-906 | Strategic Management | 3 | 3 | 0 | 45 | 0 | 45 | 30 | 70 | 100 | | | | 100 |
| OAE101 | Human Values & Professional Ethics | 2 | 2 | 0 | 30 | 0 | 30 | 30 | 70 | 100 | | | | 100 |
| MENT-907 | Team Building, Negotiations & Collective Bargaining | 3 | 3 | 0 | 45 | 0 | 45 | 30 | 70 | 100 | | | | 100 |
| General Education Component | | 8 | 8 | 0 | 120 | 0 | 120 | 90 | 210 | 300 | | | | 300 |
| Total | | 30 | 8 | 22 | 120 | 660 | 780 | 90 | 210 | 300 | 245 | 105 | 350 | 650 |

Syllabus

SEMESTER-I

INTRODUCTION TO ENTREPRENEURSHIP

Course Code: MENT-801

Marks: 100 (30I + 70E)

Credits: 03 (3-0-0)

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, (Lt Ed.)
2. Robert D. Hisrich and Michael P. Peters: *Entrepreneurship*, Tata McGraw-Hill Publishing, (Lt Ed.)

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

DESIGN THINKING

Course Code: MENT-802

Marks: 100 (30I + 70E)

Credits: 03 (3-0-0)

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:

1. Examine Design Thinking concepts and principles
2. Practice the methods, processes, and tools of Design Thinking
3. Apply the Design Thinking approach and model to real world situations
4. 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. n 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 (Lt Ed.); <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/\(Lt Ed.\)/12/against-empathy/](https://www.fs.blog/(Lt Ed.)/12/against-empathy/)

4. The Science of Decision-Making: 5 Surprising Ways We Make Life Choices (Medical Daily, (Lt Ed.)); <http://www.medicaldaily.com/science-decision-making-5-surprising-ways-we-make-life-choices-337546>
5. Better Brainstorming (Harvard Business Review, (Lt Ed.)); <https://hbr.org/2018/03/better-brainstorming>

SEMINAR TRAINING REPORT-I

Course Code: MENT-803

Marks: 100 (70I + 30E)
Credits: 06 (0-0-6)

Course Objective: The aim of the course is to provide understanding about the nuances of establishing the new venture by conducting a workshop on Idea Awareness.

Learning Outcomes:

The students will be able to

L01: Understand the available challenges in the environment.

L02: Analyse the modalities to validate a business idea.

L03: Analyze the strategies that can be adopted to start a new business/venture in line of the discussion with Start-ups.

A 7 days training program will be conducted as per following schedule:

| S. No. | Topics | Covered by |
|-----------------------|--|-------------------------------|
| Day 1 (Session1) | Open forum <ul style="list-style-type: none">Interaction session to Understand,Challenges faced by student | Expert Panel |
| Day 1 (Sector 1) | Start-up Cycle Alignment <ul style="list-style-type: none">Idea Validation,Govt. Service/facilities, Business Model,Tech Challenge,Marketing challenges | Sectoral Wise Expert Panel |
| Day 2 (Session 2) | Start-up Cycle Alignment <ul style="list-style-type: none">Idea Validation,Govt. Service/facilities, Business Model,Tech Challenge,Marketing challenges | Sectoral Wise Expert Panel |
| Day 2 (Session 3) | Start-up Cycle Alignment <ul style="list-style-type: none">Idea Validation,Govt. Service/facilities, Business Model,Tech Challenge,Marketing challenges | Sectoral Wise Expert Panel |
| Day 3 (Session 1 & 2) | Start-up Interactions | Startup Experts |
| Day 4 (Session 1 & 2) | Special Domains lecture | Startup Experts |
| Day 5 (Session 1 & 2) | Alignment with the ideas or any other input | Internal faculty |
| Day 6 (Session 1 & 2) | Presentation | Internal faculty |
| Day 7 to Day 20 | Report Submission | Internal faculty |

Each student will prepare a project report covering the following contents

1. Understanding Company- Think of your idea in terms of its product/service features, the benefits to customers, the personality of your company, what key messages you will be relaying and the core promises you'll be making to customers.
2. Customer- There are three different customers you'll need to think about in relation to your idea: purchasers (those who make the decision or write the check), influencers (the individual, organization or group of people who influence the purchasing decision), and the end users (the person or group of people who will directly interact with your product or service).
3. Competitor- There are three different groups you'll need to keep in mind: primary, secondary and tertiary. Their placement within each level is based on how often your business would compete with them and how you would tailor your messages when competing with each of these groups.
4. Collaborators- Think of organizations and people who may have an interest in your success but aren't directly paid or rewarded for any success your business might realize, such as associations, the media and other organizations that sell to your customers.
5. Checking your Competition- Your aim is to understand what your competition is doing so you can do it better. Maybe their service is poor. Maybe their product has some flaws- something you'll only know if you try it out yourself. Or maybe you've figured out a way to do things better, smarter, more cost-effectively. Find your selling point. It's going to be the core of your marketing program, if and when you're ready for that step. It's also going to be what sets you apart and lures customers your way.

Evaluation

A presentation will be prepared and each student will be evaluated on the same by internal and external examiners.

COMPREHENSIVE VIVA

Course Code: AEC-803

**Marks: 100 (50I + 50E)
Credits: 02 (0-0-2)**

Course Objective: The aim of the course is to evaluate the knowledge, aptitude gained by students during the semester.

Evaluation

Each student will be evaluated by the panel of internal and external examiners.

START-UP ECOSYSTEM AND REGULATION

Course Code: MENT-804

Marks: 100 (30I + 70E)

Credits: 04 (4-0-0)

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, (Lt Ed.)
2. Tulsian, P.C: Business Law, Tata McGraw Hill Publications, New Delhi, (Lt Ed.)
3. Saravanavel and Sumati: Legal Systems in Business, Himalaya Publications, Bengaluru, (Lt Ed.)
4. M.C. Kuchhal Mercantile Law: Vikas Publishing House, New Delhi (Lt Ed.).
5. D. Chandra Bose: Business Laws; PHI Learning Pvt. Ltd. (Lt Ed.)
6. Sen & Mitra: Commercial Law; The World Press Pvt. Ltd., Calcutta.

ACCOUNTING AND FINANCIAL MANAGEMENT

Course code: MENT-805

Marks: 100 (30I + 70E)
Credits: 04 (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, (Lt Ed.)
2. E. F. Brigham and J. F. Houston: *Fundamentals of Financial Management*, Thomson, USA, (Lt Ed.)
3. E. F. Brigham: *Financial Management: Theory and Practice*, Cengage Publication, Delhi, (Lt Ed.)
4. V. K. Bhalla: *Financial Management*, Anmol Publications, New Delhi, (Lt Ed.).
5. P. Chandra: *Financial Management*, Mc-Graw Hill Publishing Company Pvt. Ltd., New Delhi, (Lt Ed.)
6. I. M. Pandey: *Financial Management*, Vikas Publishing House, New Delhi, (Lt Ed.)

FUNDAMENTALS OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course No. MGM801

Marks: 100 (30I+70E)

Credits: 04 (3-1-0)

Course Objectives:

The objective of the course is to help students develop an understanding of the basic management concepts and behavioral processes in organizations which are important for them to adapt to the changing corporate environment.

Learning Outcomes:

L01: Understanding the concept of organizational behavior and developing an understanding of managerial functions, skills and roles.

L02: Understanding the various organization structures and their usefulness

L03: Strengthening the foundations of individual behavior with an understanding of human personality, perception, learning and emotions.

L04: Understanding the basic process of interpersonal relationship and the behavioral approach to Managerial decision-making.

L05: Understanding how managers can use the models to enhance motivational levels of employees.

L06: Develop an understanding of leadership and teams building in organizations.

| Unit | Topic |
|-------------------|---|
| I L01 | Basics of Management: Concept, nature, process and significance of management; Managerial levels, skills, functions and roles (with special reference to BFSI); Management Vs. Administration; Contingency Management theories by - F. W. Taylor, Henry Fayol and Elton Mayo. |
| II L01 L02 | Managerial Skill and Functions: Level of Management- Functions of Management; Centralization – Decentralization; Managerial Planning; Organising and Organization structures - Line & Staff – functions, Leading and Staffing; Controlling – Definition, Nature, Importance, Steps, Techniques |
| III L03 L04 | Organisation Behaviour: Definition, Scope, Importance, Concepts of Organisation Behaviour; Values, Attitude and Perception; Perceptual Process, Social perception (stereotyping and halo effect). |
| IV L04 L05 | Motivation- Definition, Theories of motivation, Mc Gregor, A.H. Maslow, Herzberg; Learning- Meaning & Theories. |
| V L05 L06 | Leadership & Team Building –Definition, Importance, qualities of leaders, types of leaders; Success stories of today's Global and Indian leaders ; Interpersonal and Group Dynamics; Team Building; Personality- Attributes of personality, Type, Ego state, Johari window. |

Books Recommended

Text Books

1. Management by Stomen and Jane

2. Organisational behaviour by Stephen Robbins

Reference Books

1. Principles and Practices of management by Shejwalkar (Lt Ed.).
2. Essential of management by Koontz H and Weitrich(Lt Ed.).
3. Principles and Practices of Management by T. N. Chabra (Lt Ed.).
4. Organisational behaviour by Keith & Davis (Lt Ed.).
5. Organisational behaviour by Fred and Luthans (Lt Ed.).
6. Organisational behaviour by K. Ashwatthapa (Lt Ed.).

Web Links

<https://www.swayamprabha.gov.in/index.php/program/archive/16>

<https://www.swayamprabha.gov.in/index.php/program/archive/5>

<http://cec.nic.in/E-Content/Pages/default.aspx>

PROJECT FINANCE-I

Course Code: MENT-806

Marks: 100 (30I+70E)

Credits: 04 (4-0-0)

Course Objectives:

The purpose of the course is to understand what project finance is, its necessary elements, why it is used, how it is used. The course will teach the fundamentals of Project Finance.

Learning Outcomes

- Able to implement the application of capital budgeting for projects
- Know how to analyse the market and technical feasibilities for projects
- Create the structure for a basic project financing.
- Apply the network techniques for project management in the modern business environment

| Unit | Contents |
|------------|---|
| I L01 | Capital Investment: Overview, Importance, Difficulties and types. Phase of capital budgeting, Level of decision making, Analysis, Key Issue in major Investment Decision, Objective of capital budgeting, Strategy and resource allocation: concept of strategy , Grand strategy, Diversification Debate, portfolio strategy, Business level strategy, strategy planning and capital budgeting Generation and screening of the project |
| II L02 | Market and Demand Analysis: Situational Analysis and specification of objectives, collection of secondary information, market survey, characterisation of market , Demand forecasting, Technical Analysis |
| III L03 | Financing of the project: Capital Structure, Menu of financing, Internal Accruals, equity capital, preference capital, Debenture(Bonds), Method of offering, Term Loan, Working capital Advancement, Miscellaneous source, Raising venture capital, Raising capital in international market, Project financing structure, Financial Closure, Credit Risk Rating. |
| IV L04 | Project Management: Form, Planning, Control, Analysis of project Risk, Network Technique of project Management(PERT & CPM) |
| V L01-4 | Case Studies |

Recommended Books

Text Book

- Prasanna Chandra (Lt Ed.). Project Preparation Appraisal Budgeting and Implementation (7th ed.). New Delhi. Tata McGraw Hill.

Reference books

- Machiraju, H.R. (Lt Ed.). Introduction to Project Finance, New Delhi. Vikas Publishing House.
- Khan M.Y. (Latest Edition). Indian Financial System, McGraw Hill Education
- Rao.P.C.K (Lt Ed.). Project Management and control. New Delhi. Sultan Chand & Sons.
- Vasanth Desai (Lt Ed.). Project Management. New Delhi. Himalaya Publishing House

SEMESTER-II

BOOT CAMP: BUSINESS MODEL CANVAS-I

Course Code: MENT-807

Marks: 100 (50I + 50E)

Credits: 03 (0-0-3)

Course Objectives:

The aim of the course is to counsel and motivate students to seek independent, innovative and challenging career options, foster entrepreneurial traits including creativity, concern for excellence, leadership, problem solving, etc. The course also aims to provide them with an opportunity to interact extensively in formal and informal settings, with well-known entrepreneurs and achievers.

Learning Outcomes:

- LO 1: Students will be able to identify the knowledge, skills and abilities required of successful entrepreneurs and how to acquire them.
- LO 2: Students will come to know how to use technology to make their business more professional.
- LO 3: This camp will assist students to generate ideas on what types of business to consider.

Pedagogy

Both live online and in-person entrepreneur bootcamp programs of 15 days will be conducted. The complete bootcamp will cover the following topics:

| Days | Topics |
|------|---|
| 1 | Panel Session on creating the idea for venture |
| 2 | How to move from idea to a startup by Mentor - Discovering the Idea -Validating the idea -Selling your product or service to start revenues -Raising Investment |
| 3 | Start-up India Session on benefits and incentives |
| 4 | Ideation session (Simulation Based) |
| 5 | Idea Pitching (Simulation Based) |
| 6 | |
| 7 | How to develop Team for Venture (Activity Based) |
| 8 | Session on Role of Incubation Centre |
| 9 | Business Modelling |
| 10 | |
| 11 | Basics of start-up support, funding and legalities (Start-up India & Govt. of Haryana) |

| | |
|----|---------------------------------------|
| 12 | Start-ups visit |
| 13 | |
| 14 | Final Presentation on start-ups ideas |
| 15 | |

Evaluation

The report of boot camp needs to be submitted by the student to the mentor (two hard copies and one soft copy). The students have to give the presentation to the Internal Committee for internal assessment followed by another presentation to the external examiner for the final assessment.

BUSINESS PLAN IDEATION/ PROJECT WORK

Course Code: MENT-808

Marks: 350 (245I + 105E)

Credits: 21 (0-0-21)

Course Objective: The aim of the course is to provide understanding to the students for background development for Business, Innovation and Idea Generation

Learning Outcome

L01: Able to come up with a start-up idea that is relevant and implementable.

L02: Able to make survey for the industries and the opportunities available in the market

L03: Analyze the Emerging Trends in their Choice based Industry

Pedagogy

1. Students will conduct secondary research around 5 industries that are prominent and upcoming (to be allotted by the facilitator), and 5 other industries of their choice. They will be guided on how to conduct Secondary research and explore their ecosystem, financial statements, corporate governance, financial structure
2. In the above 10 industries, they are required to choose 1 prominent and fast-growing organization and conduct deep secondary research around the same. The students will develop the industry analysis and company analysis using SWOT, PESTAL and Porter's five force Model, etc.
3. Students will prepare a detailed report of maximum 50 pages on the basis of Point 1 and 2 above.
4. Finally, they are to come up with a concrete Business idea that they would like to venture into. Students are required to make a presentation on their idea at the end of the semester

Evaluation

To assess the students following parameters will be adopted:

- a) Project Report,
- b) Mid-semester review,
- c) End- sem presentation and
- d) Viva.

The students have to give the presentation to the Internal Committee for internal assessment followed by another presentation to the external examiner for the final assessment.

PROJECT FINANCE -II

Course Code: MENT-809

Marks: 100 (30I+70E)

Credits: 03 (3-0-0)

Course Objectives

The course will address cash-flow modelling concepts for Project Finance. It will address the rationale for type of financing and examine project risk analysis frameworks.

Learning Outcomes

- Able to assess the importance of time value of money and investment criterion for the project and its appraisal through modern and scientific techniques
- Assimilate the various sources of financing and analyse the cash flows of the project along and apply the fundamental risk allocation principle of assigning risks and tasks to the party most capable of handling them
- Evaluate the project based on Economic and Social, cost benefit analysis
- Apply project constraints and Financial Estimation and Projections techniques to determine the feasibility of the project

| Unit | Contents |
|------------|--|
| I LO1 | Time Value of money: Future value and present value of Single amount, Future value and present value of Annuity, Investment Criteria: Net Present Value, Internal Rate of Return, Payback period, Accounting Rate of Return, Profitability Index |
| II LO2 | Project Cash Flows: Basic Principle and elements, cash flow for a replacement project, Cost of capital: Debt, equity, preference, weighted average cost of capital, weighted marginal cost of capital. |
| III LO2 | Project Risk Analysis: source measure and Perspective on Risk, Sensitivity Analysis, Scenario Analysis, Break-Even Analysis, Hiller Model, Simulation Analysis, Decision Tree Analysis, and Managing Risk. |
| IV LO3 | Social Cost Benefit Analysis: UNIDO approach, SCBA by financial institutions, Venture Capital and Private Equity: Meaning, Process and regulatory framework. |
| V LO4 | Multiple Projects and Constraints: Constraints, Linear Programming Model, Financial Estimation and Projections: Cost of Project and Production, Working Capital Requirement, projected cash flow statement and Balance sheet. |

Recommended Books

Text Book

- Prasanna Chandra (Lt Ed.). Project Preparation Appraisal Budgeting and Implementation. New Delhi. Tata McGraw Hill.

Reference Books

- Machiraju, H.R. (Lt Ed.). Introduction to Project Finance, New Delhi. Vikas Publishing House.
- Narendra Singh (Lt Ed.). Problems and Solutions in Project Management and Control. New Delhi. Himalaya Publishing House.
- Rao.P.C.K (Lt Ed.). Project Management and control. New Delhi. Sultan Chand & Sons.
- Vasanth Desai (Lt Ed.). Project Management. New Delhi. Himalaya Publishing House

SOFT SKILLS DEVELOPMENT

Course Code: OMS-804

Marks: 100 (30I+70E)

Credits: 03 (3-0-0)

Course Objective: The focus of the course is to develop a wide variety of soft skills starting from communication, to working in different environments, developing emotional sensitivity, learning creative and critical decision making, developing awareness of how to work with and negotiate with people and to resolve stress and conflict in ourselves and others.

L01: Students will be able to understand the importance of Oral and written communication skills.

L02: Analyze the role of group dynamics and culture in personal effectiveness.

L03: Familiarize with the process of Creativity, critical thinking and problem solving

L04: Develop key traits pertaining to Motivation, persuasion, negotiation and leadership

| Unit | Contents |
|--------------------------|--|
| I L01 | Understanding the communicative environment, Starting and sustaining a conversation, Importance of Presentation and interaction, role of Visual, nonverbal and aural communication |
| II L02 | Building Relationships, Understanding Group Dynamics, Groups, Conflicts and their Resolution |
| III L03 | Social Network, Media and Extending Our Identities Emotional and social skills |
| IV L04 | Developing key traits: Creativity, critical thinking and problem solving |
| V L04 | Developing key traits : Motivation, persuasion, negotiation and leadership |

Recommended Books

1. Bovee, L. Courtland, John V Thill, and Roshan Lal Raina. Business Communication Today. 14th ed. Noida: Pearson, 2018.
2. Mukherjee, Hory Sarkar. Business Communication: Communication at Work. 2nd ed. New Delhi: OUP, 2016.
3. Sinha, K. K. Taxmann's. Business Communication. 4th Revised ed. New Delhi: Taxmann's Pub., 2018.
4. Lata, Pushp, and Sanjay Kumar. Communication Skills. 2nd ed. New Delhi: OUP, 2019.
5. Monippally, Matthukutty. M. Business Communication: From Principles to Practice. New Delhi: McGraw Hill Pub., 2018.
6. Soft Skills Training: A Workbook to Develop Skills for Employment by Frederick H. Went
7. The Ace of Soft Skills: Attitude, Communication and Etiquette for Success by Gopalaswamy Ramesh.

SEMESTER-III

IDEA DEVELOPMENT, FEASIBILITY, AND PROTOTYPING

Course Code: MENT-901

Max. Marks: 350 (245I+105E)

Course Credit: 22 (0-0-22)

Objective

The objective of the course is to enable the students to conceptualize on their ideas and build the prototype.

Learning Outcomes

L01: To build the financial structure plan and search the potential funders.

L02: To design and evaluate the project appraisal

L03: To create the marketing Strategy with the help Expert's Advice

L04: To understand the regulatory framework and design the rules and regulation.

L05: To examine the nuisances of the business environment and followed by feasibility study of a prototype.

LEGAL ASPECTS OF BUSINESS

Course Code: MENT-902

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

Objective

The objective of the course is to acquaint the students with the various business and company laws

Learning Outcome

L01: Understand the different Indian contracts, role of agency and various acts used while entering into any type of contract

L02: Understand the major provisions of company law

L03: Understand the functioning of numerous negotiable instruments and prevention of money laundering act

L04: Understand the major provision of RTI Act, IPRs and Competition Act

L05: Understand the Intellectual Property Rights and Competition Act

| Unit | Topics |
|-----------------------|--|
| I (LO -1) | Introduction & Law of Contract: Meaning of Law, Purpose of Law, Sources of Law, Classification of Law, National and International Law, Law of contract – definition, Classification of a contract (including quasi contracts), Offer or proposal, Acceptance (including exceptions), Consideration (including exceptions) Introduction to Capacity to contract (including exceptions), Discharge of contracts, Remedies of breach of a contract, Contract of indemnity and guarantee (including exceptions and types)]. Contract of bailment and pledge (including duties and rights and termination of bailment and pledge), Principal and agent, Introduction to E – Contract and E Commerce (Objectives and its implications on the market) (To discuss Case Laws) |
| II (LO -2) | Non Corporate and Corporate Law: Brief introduction of Non corporate entities like Sole Proprietorship, HUF, Societies and definition and process of Partnership, Rights and Duties of Partners, Termination of partnerships, LLP Act, Definition of a company, Incorporation and its procedure, Types and procedures of conducting meetings (including AGM, SM and EGM), Shares and its types, Directors and kinds of directors, Qualification, Appointment and removal of directors, Resolutions and types of resolutions and its procedure, Qualifications, Rights, Duties and disqualifications of an auditor, Winding up of a company and its procedure. (To discuss Case Laws and only Companies Act 2013 provisions to be discussed) |
| III (LO -3) | Security Legislations: Negotiable Instruments Act: Promissory notes, Bills and cheques, Crossing of cheques, Negotiation, Presentment of negotiable instrument, Prevention of Money Laundering Act (objectives and purposes), Insurance Act - Essential Elements of Insurance Contracts, (To Discuss Case Laws) |
| IV (LO -4) | Right to Information Act: Objectives, Definition of information, Organizations covered under this act, Exceptions under RTI Act (To Discuss Case Laws) |
| V (LO -5) | Protecting the property of Business- Copyright, Trademark, patents, Geographical Indicators. Consumer and competition protection Laws in India |

Recommended Readings

1. Business legislation for management M.C. Kuchal and Deepa Prakash, Vikas Publish House PVT Ltd.,

2. Legal aspects of Business, Ravinder kumar, Cengage learning.
3. Business law, Sathish B, Matur Tata Mcgraw Hill.
4. Business law, D. Chandra Bose, PHI learning PVT Ltd
5. Law of Business contracts in India by Sairam Bhat, Sage, [www. sagepublications.com](http://www.sagepublications.com)
6. Business Law, chandra Bose, PHI learning India PVT Ltd.

DIGITAL AND SOCIAL MEDIA MARKETING

Course Code: MENT-903

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

Objective

To understand digital platforms, E-mail marketing, SCO and Social Media Campaigns.

Learning Outcome

L01: Students will be able to describe various terms used in the field of digital and social media marketing.

L02: Students will be able to explain the search engine optimisation.

L03: Students will be able to examine existing digital and social media marketing strategies.

L04: Students will be able to distinguish the utility of various social media platforms.

L05: Students will be able to identify the most suitable social media platform for marketing brand/ service.

| Unit | Contents |
|-----------------------------|--|
| I L01 | Introduction to Digital Marketing, advantages of digital medium over other media, trends that are driving shifts from traditional marketing practices to digital marketing practices, impact of internet on consumer buying behaviour, marketing strategies for the digital world, ethical and legal issues in the field of digital marketing. |
| II L02 | Search Engine Optimisation (SEO): Introduction to SEO; understanding search engines; basics of keyword research; on-page and off-page search engine optimisation, google AdWords, google analytics, strategies and techniques used to optimize any article/page/website/blog for traffic generation. |
| III L03 | Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework, content marketing, affiliate marketing, email marketing, mobile marketing, understanding trends in digital marketing – Indian and global context, security and privatization issues with digital marketing. |
| IV L03, L04, L05 | Social Media Marketing: meaning, approach to social media, types of social media websites, introduction to blogging, social media engagement, using social media for branding and promotion. marketing on Facebook, LinkedIn, YouTube, Google+, Instagram, Pinterest, create a blog post for your project, content planning. |

Recommended Readings

1. Parkin Godfrey, Digital Marketing: Strategies for Online Success, New Holland Publishers.
2. Charlesworth A., Internet Marketing: A Practical Approach, BH Publications.
3. Chaffey Dave, Internet Marketing: Strategy, Implementation and Practice, Pearson Education.
4. Trengove Alex, Malczyk Anna and Beneke Justin, Internet Marketing, Get Smarter under the Creative Commons BY-NC 3.0.

INNOVATION, BUSINESS MODELS & ENTREPRENEURSHIP

Course Code: MENT-904

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

Learning Outcome

L01: To explore Innovation, Creativity and Design Thinking.

L02: To experiment with Innovation Management and different forms of entrepreneurship.

L03: To analyse marketing of innovation and technology.

L04: To appraise sustainability of different business models.

L05: To develop various IPRs for business sustainability.

| Unit | Contents |
|--------------------|---|
| I LO1 | Analyzing the Current Business Scenario, Innovation and Creativity- An Introduction, Innovation in Current Environment, Types of Innovation, School of Innovation. Challenges of Innovation, Steps of Innovation Management, Idea Management System, Divergent V/s Convergent Thinking, Design Thinking and Entrepreneurship |
| II LO2 | Experimentation in Innovation Management, Idea Championship, Participation for Innovation, Co-creation for Innovation, Proto typing to Incubation, What is a Business Model, Who is an Entrepreneur, Social Entrepreneurship, Blue Ocean Strategy-I, Blue Ocean Strategy-II |
| III LO3 | Marketing of Innovation, Technology Innovation Process, Technological Innovation Management Planning, Technological Innovation Management Strategies, Technology Forecasting. |
| IV LO4 | Sustainability Innovation and Entrepreneurship, Innovation Sustainable Conditions, Innovation: Context and Pattern, SME'S strategic involvement in sustainable development, Exploration of business models for material efficiency services |
| V LO5 | Management of Innovation, creation of IPR, Management of Innovation, creation of IPR, Types of IPR, Patents and Copyrights, Patents in India, Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators: Business Vs Technology, Managing Investor for Innovation, Future markets and Innovation needs for India. |

Recommended Readings:

1. MOOC Course Reference: https://onlinecourses.nptel.ac.in/noc22_mg73/preview
2. 8 Steps To Innovation: Going From Jugaad To Excellence- Book by Rishiksha T. Krishnan and Vinay Dabholkar.
3. Innovation and Entrepreneurship Book by Peter Drucker.
2. HBS series on Innovation and Entrepreneurship.

SEMESTER-IV

START-UP LAUNCHING & BUSINESS PLAN DEVELOPMENT

Course Code: MENT-905

Max. Marks: 350 (245I+105E)

Course Credit: 22(0-0-22)

Objective

To provide support to the students to enable them to establish their business ideas and help them to incubate their ideas.

Learning Outcomes

L01: To enhance the presentations skills to pitch their ideas at relevant platforms.

L02: To Acquire the Intellectual Property Rights, if any.

L03: To Appraise the Business Plan and to obtain necessary registration like GSTIN, Company's Registration and so on.

L04: To evaluate the prototype.

L05: To do the necessary restructuring based on prototype results.

STRATEGIC MANAGEMENT

Course Code: MENT-906

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

Course Objective

To make the students understand the basic concept of Strategic Management and how organizations use these concepts in their operations.

Learning Outcome

L01: Frame business policies and strategies, vision, Mission, Objectives and Goal of the organization.

L02: Understand the essence of strategic management and identify the reasons behind the failure.

L03: Identify the appropriate strategic model as per industry need.

L04: Formulate strategy for the organization and validate it with the help of strategy model.

L05: Analyzing the business environment and implement the right model at right time.

| Unit | Contents |
|--------------------------|---|
| I L01 | Introduction to Business Strategy and Policy: Introduction, Concept of Business Strategy, Need for Business Strategy, Functions of Business Strategies. Business Policy: Introduction, Definition of Business Policy, Factors influencing Business Policy, Business Policy vs. Strategy, Policy decisions and their impact on Business Strategies. |
| II L02 | Introduction to Strategic Management: Meaning and Role, Objectives of Strategic Management, Benefits of Strategic Management, Importance of Strategic Management, Causes for failure of Strategic Management. Strategic Management Process: Introduction, Strategic Management Process, Strategic Vision and the role of a Strategist, Role of Strategic Management in Policy Making. |
| III L03 | Strategic Analysis: Strategic Analysis – definition, need for Strategic Analysis & Environmental Scanning using PESTEL, Porter’s 5 forces model and ETOP, Value chain Analysis Scanning Functional Resources and Capabilities for building Organization Capability Profile (OCP) SWOT Analysis. |
| IV L04 | Strategy Formulation: Introduction, Strategic alternatives at corporate level: concept of grand strategies. Strategic choice models - Strickland's Grand Strategy Selection Matrix, Model of Grand Strategy Clusters, BCG, GE Nine Cell Matrix, Strategic alternatives at business level: Michael Porter’s Generic competitive strategies. Core Competencies and their Importance in Strategy Formulation. |
| V L05 | Strategic Implementation: Strategic Implementation: Developing short-term objectives and policies, functional tactics, and rewards Structural Implementation: an overview of Structural Considerations Behavioral Implementation: an overview of Leadership and Corporate Culture Mc Kinsey 7-S Framework Establishing Strategic Control. Red Ocean and Blue Ocean Strategies. |

Recommended Readings

1. Dr. Aswathappa, Business Environment for Strategic Management, Tata McGraw Hill.
2. Subba Rao, Business Policy and Strategic Management, HPH
3. Charles W.L Hill and Gareth R. Jones, Strategic Management an Integrated Approach, Cengage Learning.

HUMAN VALUES & PROFESSIONAL ETHICS

Course Code: OAE101

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

Objective

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

Learning Outcomes

L01. Create an awareness about need and importance of ethics and values in doing business

L02. Sensitize to the nature of ethical issues

L03. Develop a capacity for ethical reasoning and to apply them in Organization contexts

L04. Apprehend essence of ethics in functional areas if an organization

L05. 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 behaviour. |
| 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 Readings

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, Routledge
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.

TEAM BUILDING, NEGOTIATIONS & COLLECTIVE BARGAINING

Course Code: MENT-907

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

Course Credit: 3(3-0-0)

Objective

The objective of the course is to expose students to the concept of team, group dynamics, utilizing leadership to handle complex situation, negotiations and collective bargaining.

Learning Outcome

L01: To understand the group dynamics and group decision making so as to develop acumen to utilize the leadership and team building concepts, tools and techniques to handle the complex organisational problems at different levels.

L02: To recognize the dynamics of group decision making and to understand the working of various teams in organisations.

L03: To identify issues in collective bargaining, its significance and to understand the levels, coverage and agreements of collective bargaining.

L04: To work on liaison in negotiations and to differentiate between negotiations, collective bargaining and use of its approaches.

L05: To administer the negotiation agreement and handle grievance management

| Unit | Contents |
|--------------------|---|
| I LO1 | The nature and types of groups; Group dynamics- group cohesion, group roles and group norms, threat to group effectiveness; Managing group and inter-group dynamics; Managing culturally diverse groups. Group decision making; Power and influence in teams; Leadership and team empowerment; Challenges in team decision making. |
| II LO2 | Group vs. team; Evolution of group into teams; Stages of team development (team development case studies); Emotionally intelligent teams; Characteristics of effective team; Collaborative communication in teams; Problem solving and conflict resolution in teams. |
| III LO3 | Meaning, Definitions and Characteristics of Collective Bargaining; Critical Issues in Collective Bargaining; Theories of Collective Bargaining: Hick's Analysis of Wages Setting under Collective Bargaining, Conflict-choice Model of Negotiation, A Behavioural Theory of Labour Negotiation. Select case studies from Indian perspective |
| IV LO4 | Meaning of Negotiations, Pre-negotiation- Preparing the Charter of Demand(s), Creating the Bargaining Team, Submission of COD, Costing of Labour Contract. Post Negotiation-Administration of the Agreement, Grievance Management, Binding up the Wounds; Collective Bargaining & the emerging scenario. |
| V LO5 | Negotiation Process; Effective Negotiation-Preparing for Negotiation, Negotiating Integrative Agreements; Negotiation and Collective Bargaining- Approaches and Phases in Collective Bargaining, Coalition Bargain |

Recommended Readings

1. Dubey,S and Jain,P (2017) Collective Bargaining and negotiation Skills. Bookage Publications.
2. Salamon, Michael. Industrial Relations, (2001), Theory & Practice. London. Prentice Hall.
3. Venkataratnam, C. S. (2017), Industrial Relations: Text and Cases. Oxford University Press, Delhi. Additional Resources

4. Anand, K. B. and Paswan, A. K., (2017) Collective Bargaining and negotiation Skills. Galgotia Publishing Company
6. Dwivedi, R. S. (2002). Managing Human Resources: Industrial Relations in Indian Enterprises. New Delhi: Galgotia Publishing Company.
7. Edwards, P. (2009). Industrial Relations: Theory and Practice in Britain. U.K: Blackwell Publishing
8. Robbins, S. T., Judge, T. A., & Hasham, E. S. (2013). Organisational Behavior. Pearson.
9. Singh, K. (2015). Organisational Behavior: Texts & Cases (3rd Edition ed.). India: Pearson.
10. Griffin, R. W., Phillips, J. M., & Gully, S. M. (2017). Organisational Behavior: Managing People and Organisations. Cengage Learning.
11. Greenberg, J., & Baron, R. A. Behavior in Organisations.

Note: Latest edition of readings may be used Teaching Learning Process