

Nirma University
Institute of Management

Master of Business Administration
(Family Business & Entrepreneurship)

Term I

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration
(Family Business & Entrepreneurship) Programme
Term – I

L	T	PW	C
3			3

Course Code	MFB4CCOB01
Course Title	Business Communication

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Explain the basic principles and key elements of business communication.
2. Demonstrate oral and non-verbal communication skills and deliver effective business presentations.
3. Compose different forms of business writing like letters, memos, proposals and reports.
4. Design effective communication strategy for managing business successfully.

Syllabus

Teaching Hours

Unit I: Fundamentals of Communication <ul style="list-style-type: none"> • Need for communication • Process of communication • Types of communication • Barriers to communication 	03
Unit II: Basics of Organizational and Entrepreneurial Communication <ul style="list-style-type: none"> • Communication in an organization • Flow of communication within an organization • Challenges in organizational communication • Effective business communication • Entrepreneurship and communication 	03
Unit III: Listening Skills & Feedback <ul style="list-style-type: none"> • Types of listening • Listening process • Barriers to listening • Active listening • Giving and receiving feedback 	05
Unit IV: Inter & Intrapersonal Communication <ul style="list-style-type: none"> • Intra-personal and inter-personal processes in communication • Non-verbal communication • Communication in groups and teams • Communicating assertively 	04
Unit V: Business Writing and Presentations <ul style="list-style-type: none"> • Planning, organizing and writing • Writing short letters, memos and bad-news messages • Email and blog writing • Business report writing • Business presentations 	05
Unit VI: Communication Technology <ul style="list-style-type: none"> • Technology based communication tools • Effectiveness in technology based communication 	05

<ul style="list-style-type: none"> • Impact of technology and social media on communication • Advertising communication 	
Unit VII: Cross Cultural Communication <ul style="list-style-type: none"> • Awareness of cultural differences • Cross culture negotiation • Dos and Don'ts of cross cultural communication 	05

Suggested Readings:

1. Jandt, F. E. *Defining Communication as an Element of Culture*. In an Introduction to Intercultural Communication-Identities in a Global Community. United States of America: SAGE Publications.
2. Kaul, A. *Business Communication*. New Delhi: Prentice Hall of India Private Limited.
3. Lesikar, R. V. and Flatley, M. E. *Basic Business Communication: Skills for Empowering the Internet Generation*. New Delhi: Tata McGraw Hill.
4. Mehra, P. *Business Communication for Managers*. Pearson.

w.e.f. Academic year 2019-20 and onwards

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Master of Business Administration
(Family Business & Entrepreneurship) Programme
Term - I

L	T	PW	C
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Course Code	MFB4CCEF01
Course Title	Economic Analysis for Business Decisions

Course Learning Outcomes (CLO):

At the end of the course, the student will be able to:

1. Relate to the goals of the firm and their importance in business decisions
2. Illustrate how concepts of demand, supply and elasticity can be used to analyze the market conditions in which Business decisions are made.
3. Identify the relationship between a firm's productivity and its costs.
4. Determine the degree of price competition among the types of markets.

Syllabus

Teaching Hours

Unit I: Introduction to Economic Analysis <ul style="list-style-type: none"> • Overview of Microeconomics • Goals of the Firms • Decision making in Economics 	02
Unit II: Understanding Consumer Behaviour <ul style="list-style-type: none"> • Consumer Choice and Pricing decisions • Budget Constraint and Substitution effect 	06
Unit III: Forces of Demand and Supply <ul style="list-style-type: none"> • Demand Forecasting and Supply decisions • Elasticity and its influences on the profitability of the firm. • Business Implications of Surplus and shortages 	06
Unit IV: Role of Production and Cost <ul style="list-style-type: none"> • Economic Analysis of Firm's Production • Influence of Cost of Production in Business decisions 	06
Unit V: Forms of Markets <ul style="list-style-type: none"> • Market Competition and Business development • Market power and Pricing decisions 	10

Suggested Readings:

1. McConnell, C. R., Brue, S. L. & Flynn, S. M. Microeconomics: Principles, problems and policies. McGraw-Hill Education (India) Pvt Ltd.
2. Mankiw, N. G. Principles of Economics. Cengage Learning.
3. Samuelson, P. A. & Nordhaus, W. D. Economics. McGraw-Hill.
4. Dwivedi, D. Microeconomics. McGraw Hill.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
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Master of Business Administration (Family Business & Entrepreneurship) Programme
Term-I

L	T	PW	C
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Course Code	MFB4CCSM01
Course Title	Family Business Management and Entrepreneurship

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Discuss how entrepreneurship fits into the business environment.
2. Explain the process used to launch an entrepreneurial venture.
3. Apply techniques and tools that can be used to research the feasibility of an entrepreneurial venture.
4. Demonstrate knowledge of the fundamentals of family business
5. Assess the steps in planning and organizing an entrepreneurial venture

Syllabus

Teaching Hours

<p>Unit I: Fundamentals of Entrepreneurship</p> <ul style="list-style-type: none"> • Role of Entrepreneurship in the Economy, Planning and organizing an Entrepreneurial Venture; • Life Cycle of an Entrepreneurial Venture; • Business Research and Planning; • Tools and Techniques to know the feasibility of a Venture; • Steps in Planning and Organizing an Entrepreneurial Venture, • Entrepreneurial Ecosystem, • Women Entrepreneurship, Social Entrepreneurship, • Rural Entrepreneurship 	20
<p>Unit II: Fundamentals of Family Business</p> <ul style="list-style-type: none"> • Managing Growth and other Challenges that Arise in an Entrepreneurial Venture, • Challenges in Family Business 	10

Suggested Readings:

1. Barringer, B., Preparing Effective Business Plans: An Entrepreneurial Approach
2. Osterwalder, A., & Pigneur, Y., Business model generation: A Handbook for Visionaries, Game changers, and Challengers. John Wi

w.e.f. Academic Year 2019-20 and onwards

Title: Financial Accounting; Course Code: FBMA501; Credit Hour: 3.0

Overview of Accounting; Accounting Equation; Accounting Process; Trial Balance; Preparation of Financial Statements; Accounting through Computers; Income Measurement and Revenue Recognition; Inventory Valuation; Accounting Policy Choice: Depreciation; Deferred Expenses and Intangible Assets; Accounting for Deferred Taxes; Consolidation of Financial Statements; Off-balance sheet items; Ethical issues in Financial Reporting.

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Master of Business Administration
(Family Business & Entrepreneurship) Programme
Term - I

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Course Code	MFB4CCEF02
Course Title	Financial Reporting and Analysis

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Discuss the significance of accounting information from the perspective of different users of financial information.
2. Apply accounting concepts to record business transactions culminating into a statement of profit and loss, a balance sheet and a statement of cash flows.
3. Interpret and analyse financial statements for decision making.

Syllabus

Teaching Hours

Unit I: Introduction to Accounting <ul style="list-style-type: none"> • Scope of accounting • Accounting concepts • Users of accounting information 	03
Unit II: Preparation of Financial Statements <ul style="list-style-type: none"> • Accounting equation • T-Accounts • Statement of profit and loss • Balance sheet • Cash flow statement 	17
I: Financial Statement Analysis <ul style="list-style-type: none"> • Depreciation and inventory valuation • Financial ratio analysis • Reading of annual reports 	10

Suggested Readings:

1. Anthony, R. N., Hawkins, D. F., & Merchant, K. A. *Accounting Texts and Cases*. McGraw Hill.
2. Narayanaswamy, R. *Financial Accounting: A Managerial Perspective*. Prentice-Hall of India Pvt. Ltd.
3. Bruns, J. W. *Financial Accounting and Management Accounting*. Cengage Learning.
4. Horngren, C. T., Sundem, G. L., Elliott, J. A. & Phibrick, D. R. *Introduction to Financial Accounting*. Pearson India Education Services Pvt. Ltd.
5. Arora, R. K. *Financial Accounting Fundamentals, Analysis and Reporting*. Wiley India Pvt. Ltd.

w.e.f. Academic Year 2019-20 and onwards

Title: Fundamental of Entrepreneurship; Course Code: FBE501; Credit Hour: 1.5

Entrepreneur, Entrepreneurship and Enterprise: Concept, Role in economic development; Personality Characteristics Of An Entrepreneur; Innovation and Creativity; Intrapreneurship; **Entrepreneurial Competencies**: Awareness, Assessment & Development; **Goal setting in Entrepreneurship**; Theories of Entrepreneurship; **Risk Management**; Entrepreneurial Motivation; Need for Achievement and success, Study of entrepreneurs in different fields.

Title: Managerial Economics; Course Code: FBEC501; Credit Hour: 3.0

Managerial Economics: An Overview; Demand and Supply: Concepts, Determinants, Curves and Function; Demand and Revenue Analysis; Demand Elasticities; **Demand Estimation and Demand Forecasting**; Production Analysis; Cost Concepts; Market Structures & Equilibrium of the firm; Game Theory; **Pricing and Government Interventions; Pricing Practices.**

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(Family Business & Entrepreneurship) Programme
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Course Code	MFB4CCMM01
Course Title	Marketing Concepts and Practices-I

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Explain basic concepts, tools/techniques relevant to marketing management.
2. Interpret issues related to customers, competition and marketing environment.
3. Analyze product and price related issues.

Syllabus

Teaching Hours

Unit I: Basic Concepts of Marketing <ul style="list-style-type: none"> • Scope and broadened view of Marketing • Marketing Concepts • Marketing Mix 	07
Unit II: Tools and Techniques Of Marketing <ul style="list-style-type: none"> • Strategic Planning • Marketing Plan • Segmentation, Targeting & Positioning • Brand Equity 	10
Unit III: Customers, Competition And Environment <ul style="list-style-type: none"> • Buyer Behavior (Consumer Buyer Behavior & Business Buyer Behavior) • Dealing with competition • Marketing Environment • Marketing Intelligence Systems 	07
Unit IV: Product And Price Strategies <ul style="list-style-type: none"> • Setting Product Strategy • New Product Development • Pricing Decisions and Strategies 	06

Suggested Readings:

1. Kotler, P., Keller, K. Marketing Management (with free Indian Cases Book). Pearson Education.
2. Kumar, A. and N Meenakshi; Marketing Management, Vikas Publishing House.
3. Ramaswamy, V.S., and Namakumari, S., Marketing Management, McGraw Hill Education.

w.ef. Academic Year 2019-20 and onwards.

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Term - I

L	T	PW	C
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Course Code	MFB4CCOB02
Course Title	Organizational Behaviour

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Identify different forms of organization and their features and explain their relevance in a particular business context.
2. Evaluate and examine their own behaviour and that of others in an organizational setting.
3. Appraise their ability to manage, lead and work with other people in an organizational setting.
4. Assess and analyze human behaviour problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.
5. Develop ethical thinking.

Syllabus

Teaching Hours

Unit I: Individual Behaviour - Personality <ul style="list-style-type: none"> • Personality & Self-Awareness • Emotional Intelligence 	02
Unit II: Individual Behaviour – Perception & Attribution <ul style="list-style-type: none"> • Perception • Attitude – Job Satisfaction & Organizational Commitment • Attribution • Ethics & Values 	05
Unit III: Individual Behaviour – Motivation & Personal Effectiveness <ul style="list-style-type: none"> • Motivation Structure & Processes • Motivation – Application • Communication & Interpersonal Communication • Feedback and Personal Effectiveness 	06
Unit IV: Group Behaviour <ul style="list-style-type: none"> • Power, Empowerment & Influence • Leadership Approaches • Leadership Development • Groups & Group Processes • Decision Making in Groups • Team Building and Development • Conflict and Negotiations • Intergroup Processes • Managing Stress 	14
Unit V: Organizations and Organizing <ul style="list-style-type: none"> • Organizational Structure & Design • Organizational Culture • Organizational Change & Development 	03

Suggested Reading

1. Daft, R. L. *Organizational Theory and Design*. New Delhi: Cengage Learning.
2. Khandwalla, P. N. *Organizational Designs for Excellence*. New Delhi: Tata McGraw Hill Publishing Company Limited.
3. Luthans, F.; Luthans, B. C. & Luthans, K. W. *Organizational Behaviour: An Evidenced Based Approach*. USA: Information Age Publishing.
4. Pareek, U. & Khanna, S. *Understanding Organizational Behaviour*. Delhi: Oxford University Press.
5. Robbins, S. and Barnwell, N. *Organization Theory – Concepts and Cases*. Australia: Pearson.
6. Slocum, J.W. Jr & Hellriegel, D. *Principles of Organizational Behaviour*. International Edition. USA: South -Western Cengage Learning.

w.e.f. Academic year 2019-20 and onwards

Term II

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration
(Family Business & Entrepreneurship) Programme
Term – II

L	T	PW	C
3	-	-	3

Course Code	MFB4CCEF03
Course Title	Accounting for Decision Making

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Explain the various concepts of costs and classify the elements of cost based on various classifications.
2. Estimate full cost of a product/service and determine the bases of allocating overhead costs.
3. Analyze the impact of cost, volumes and selling price on profits by applying the concept of relevant cost for decision-making.
4. Formulate master budget as a tool for planning and appraise the actual performance with the help of variance analysis.

Syllabus

Teaching Hours

<p>Unit I: Full Cost & Product Costing Systems</p> <ul style="list-style-type: none"> ● Management Accounting: Overview & Scope; ● Classification of Costs: Various Concepts of Costs; ● Full Cost Calculations: Direct Costs & Indirect Cost; ● Traditional Costing System: Allocation of Overheads; ● Activity Based Costing & Activity Based Management; ● Time Driven Activity Based Costing 	10
<p>Unit II: Use of Relevant Cost for Short Run Decision Making</p> <ul style="list-style-type: none"> ● Cost-Volume-Profit Analysis; ● Relevant Costs for Short Run Decisions 	10
<p>Unit III: Management Planning and Control</p> <ul style="list-style-type: none"> ● Budgetary Control: Operating Budgets & Master Budget; ● Variance Analysis: Flexible Budgets, Standard Costing & Variance Analysis; ● Management Control Systems: Responsibility Accounting 	10

Suggested Readings:

1. Atkinson, A. A., Matsumura, E. M., Kumar, G., Kaplan, R.S. & Young M. *Management Accounting*. Pearson Education,
2. Horngren, C. T., Datar, S. M. & Foster, G. *Cost Accounting*. Pearson Education.
3. Anthony, R. N., Hawkins, D. F., & Merchant, K. A. *Accounting Texts and Cases*, McGraw Hill,
4. Hilton, R. W. & Platt, D. E. *Managerial Accounting*. McGraw Hill Education, Latest edition.
5. Hansen, D. R. & Mowen, M. M. *Management Accounting*. Cengage Learning.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
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Master of Business Administration
(Family Business & Entrepreneurship) Programme
Term - II

L	T	PW	C
1.5	-	-	1.5

Course Code	MFB4CCIM01
Course Title	Business Information Systems

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Explain socio-technical issues of Information Systems.
2. Illustrate an insight into BIS requirements across different industry verticals and business functions.
3. Analyse the linkages of BIS with organizational strategies

Syllabus

Teaching Hours

<p>Unit I: IS Fundamentals</p> <ul style="list-style-type: none"> • Information Requirements in a small firm • Information Systems Fundamentals • Organization of Data in Computers • Database Management • IS and Its Interface with Organizational, Managerial and strategic aspects • Types of IS 	07
<p>Unit II: IS in SMEs</p> <ul style="list-style-type: none"> • Overview of Enterprise Systems; ERP, KMS, SCM, CRM, BI (With specific reference to SMEs) • Utility of Open Source Software for SMEs, • Enhancing Management Decision making in a SME • Using spread sheets for Decision making Contemporary technological innovations Big Data, Artificial Intelligence, Machine Learning, Cloud Computing • Ethical and Social issues in Digital Firms • SME Specific Cases. 	08

Suggested Readings:

1. Laudon K. C., Laudon J. P. & Dass R., *Management Information Systems*, Pearson Education Inc, New Delhi.
2. O'Brien J., Marakas G.M. & Behl R., *Management Information Systems*, McGraw-hill Education Pvt Ltd, New Delhi.
3. Turban E., Leidner D., Mclean E. & Wetherbe J., *Information Technology for Management*, Wiley India, New Delhi

w.e.f Academic year 2019-20 and onwards

Title: Cost & Management Accounting; Course Code: FBMA502; Credit Hour: 3.0

Cost Management: Introduction and Overview; Classification of Costs; Accounting for Overheads; Full vs. Direct Costing; Activity Based Costing; Cost-Volume-Profit Analysis; Relevant Costs for Decision Making; Make or Buy Decisions; Pricing Decisions; Variance Analysis; Budgetary Control.

NIRMA UNIVERSITY
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Term - II

L	T	P	C
3	-	-	3

Course Code	MFB4CCOQ01
Course Title	Data Analytics for Entrepreneurs

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. demonstrate the ability of structuring and analyzing business problems statistically.
2. express practical situations into models and solve the models to optimize the business objectives.
3. use quantitative methods in effective management decision making process.
4. develop the ability to perform statistical calculations using computer based statistical software.

Syllabus

Teaching Hours

UNIT I : Introduction to Descriptive Statistics	7
<ul style="list-style-type: none"> • Introduction to Statistics; • Descriptive Statistics; • Data Analysis using spreadsheets function like Pivot tables, Data Analysis Tools 	
UNIT II : Inferential Statistics	8
<ul style="list-style-type: none"> • Probability Distributions; • Sampling Methods, • Hypothesis Testing for population mean; • Simple Correlation and Simple Regression Analysis; 	
UNIT III : Resource Optimization Models	7
<ul style="list-style-type: none"> • Overview of Operations Research Modelling Approach; • Linear Programming Problem (LPP); • Spreadsheet models to analyze both simple and complex business problems 	
UNIT IV : Optimization Models using Spreadsheets	8
<ul style="list-style-type: none"> • Duality in LPP; • Sensitivity Analysis using more complex excel function like Solver, • Transportation Model, • Assignment Model. • Design and structure spreadsheets to maximize benefit in solving business problems in the area of supply chain distribution 	

Examination: The End Term exam of the course will be conducted in computer based test mode.

Suggested Readings

- Anderson, D., Sweeney, D. & Williams, T.. Statistics for Business and Economics.. New Delhi: Cengage Learning
- Black, K. . Business Statistics for Contemporary Decision Making.. New Delhi: Wiley-India Student Edition.
- Hillier, F. & Hillier, M. . Introduction to Management Science - A Modelling and Case Studies Approach . New Delhi: Tata McGraw Hill.
- Levin, R. I. & Rubin, D. S. . Statistics for Management. . New Delhi: Pearson India.
- Render, B., Stair, R. M. Jr., Hanna, M. E. & Badri, T. N. Quantitative Analysis for Management . New Delhi: Pearson Education.

w.e.f. academic year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Masters of Business Administration (Full Time) Programme
General Elective

L	T	PW	C
1.5	-	-	1.5

Course Code	MFB4CCSM03
Course Title	Entrepreneurship Motivation Laboratory

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Identify entrepreneurial personality and its importance in the context of entrepreneurship establishment and functioning
2. Identify the effect of motivation on entrepreneurial success
3. Assess entrepreneurial competencies and tendencies for entrepreneurial success

Syllabus

Teaching Hours

<p>Unit I: Understanding Individual Entrepreneurial Orientation</p> <ul style="list-style-type: none"> • Understanding self • Understanding the entrepreneur “Model Traits” • Profile of Entrepreneur, Types of entrepreneurs • Capacities and Capabilities of Entrepreneurs 	5
<p>Unit II: Entrepreneurial Motivation</p> <ul style="list-style-type: none"> • General Enterprising Tendencies • Entrepreneurial Values and Attitudes • Creativity and Innovation for Entrepreneurship • Personal Barriers for Entrepreneurship • Achievement Motivation 	5
<p>Unit III: Entrepreneurial Personality</p> <ul style="list-style-type: none"> • Entrepreneurial Personality in action • Self-renewal For entrepreneurship • Evolving as an entrepreneur • Entrepreneurial Risks • Balancing entrepreneurial venture with personal life 	5

Suggested Readings:

1. Fairchild, R., Entrepreneurship: Motivation, Performance and Risk, Nova Publishers
2. Carsrud, L. A. and Brännback. M., Understanding the Entrepreneurial Mind, Springer

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
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(Family Business & Entrepreneurship) Programme

Term II

L	T	P	C
1.5	-	-	1.5

Course Code	MFB4CCGM01
Course Title	Government and Business

Course Learning Outcomes (CLO):

At the end of the course, the students shall be able to:

1. Illustrate an understanding of government-business relationship
2. Identify conceptual facets of business and government.
3. Identify the Policy Formulation process surrounding government-business relations

Syllabus

Teaching Sessions

<p>Unit I: Introduction of the course</p> <ul style="list-style-type: none"> • Overview of the Course • Interaction Between Government & Business • Government Intervention in Business 	03
<p>Unit II: Policy Formulation</p> <ul style="list-style-type: none"> • Policy Formulation at different levels of Government • Subsidization and Tax policy 	04
<p>Unit III: Role of Agencies in Policy Formulation</p> <ul style="list-style-type: none"> • Role of Government agencies in development of MSME • The Role of Industry-Associations in Influencing Government Policies • The Role of Other Institutions in Influencing Government Policies 	04
<p>Unit IV: Influencing Government Decisions</p> <ul style="list-style-type: none"> • Governments Regulatory Influence on Business • Liasoning with Government Agencies • Lobbying for Policy Amendments 	04

Suggested Readings:

Steiner, J.F and G. A. Steiner (2014) *Business, Government and Society: A Managerial Perspective*, Latest edition, McGraw Hill.

Sengupta, N. K. (1987). *Government and Business*. New Delhi: Vikas Publishing House, Latest Edition

Dimock, M. E. (1964). *Business and government: Issues of public policy*, Latest Edition

w.e.f. Academic Year 2019-20 and onwards

Title: Human Resource Management; Course Code: FBHR501; Credit Hours: 3.0

An Introduction to Human Resource Management; Corporate Strategy and Human Resource Management; Manpower Planning and Deployment; Job Analysis, Design and Redesign of Jobs; Recruitment & Selection; Performance Management; Compensation Management; Learning & Development; Employee Relationship Management; Industrial Disputes & Conflicts; Labour Legislation; Managing Employee Exit; Managing Knowledge Organisation; HRM in Cross-cultural and Global Environments; Organisation Culture; Organisation Learning; Ethics and Ethical Issues in HRM; Skills and Competencies of a Human Resource Manager; Human Resource Information Systems; Organisational Transformation and HRM; Contemporary Concerns in HRM.

Title: Macro Economics; Course Code: FBEC502; Credit Hour: 3.0

National Income, components and circular flow of income, economic welfare; Inflation, unemployment and poverty; Money demand & supply, Interest rate, fiscal and foreign sector variables; Consumption and saving functions Investment function; Government sector, foreign trade functions and international linkages; The Goods Market and Assets Market; Concepts of Monetary Policy, Fiscal Policy and their role in influencing Commodity and Money Markets; Aggregate Demand and Aggregate Supply; Open Economy and Adjustments; Central Bank and Commercial Banking System.

NIRMA UNIVERSITY
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Term-II

L	T	PW	C
3	-	-	3

Course Code	MFB4CCHR01
Course Title	Managing Human Resources

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Outline various concepts of human resource management.
2. Illustrate role of different **HRM functions for family owned business & new ventures.**
3. Demonstrate how contemporary issues of HRM affecting people management in family owned business & new ventures.

Syllabus

Teaching Hours

Unit I: Human Resource Management	04
<ul style="list-style-type: none"> • Evolution of HRM, • HRM Function and Department, • HRM and Line Roles for business owners/managers; • Strategic dimensions of HRM in decision making, • HRM Competencies for entrepreneurs 	
Unit II: Human Resource Planning	18
<ul style="list-style-type: none"> • Recruiting and selecting people for organisation; • Train & Develop people in organisation; • Managing and Measuring Performance of employees at work, Rewarding employee at work; • Deploying human resources in organization 	
Unit III: Employee Engagement	08
<ul style="list-style-type: none"> • Managing equality, • diversity and dignity at work; • Managing grievances, discipline, • ethics and HRM; • Measuring HRM Contribution • Future perspective of HRM 	

Suggested Readings:

1. Gilmore, S., & Williams, S., Human Resource Management, Oxford University Press.
2. Rao, VSP., Human Resource Management: Text and Cases, Excel Books: New Delhi.
3. Gary, D., and Biju, V., Human Resource Management, Pearson Education: New Delhi
4. Pandey, S., & Basak, S., Human Resource Management: Text and Cases, Vikas Publication: New Delhi
5. George, B., Snell, S., & Vohra, V., *Human Resources Management*, Cengage Learning: New Delhi.
6. Cardon, M. S., & Stevens, C. E., Managing human resources in small organizations: What do we know? *Human resource management review*, 14(3), 295-323.

7.Javalgi, R. R. G., & Todd, P. R., Entrepreneurial orientation, management commitment, and human capital: The internationalization of SMEs in India. *Journal of Business Research*, 64(9), 1004-1010.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
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Master of Business Administration
(Family Business & Entrepreneurship) Programme
Term - II

L	T	PW	C
1.5	-	-	1.5

Course Code	MFB4CCMM02
Course Title	Marketing Concepts and Practices-II

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Explain concepts and tools of distribution and promotion.
2. Apply techniques of distribution and promotion.
3. Analyze contemporary issues and practices in marketing.

Syllabus

Teaching Hours

Unit I: Integrated Marketing Communication Role and importance of Integrated Marketing Communication Marketing Communication Mix Designing and Managing Marketing Communication Mix	07
Unit II: Marketing Channels Role and importance of Integrated Marketing Channels Designing and Managing Marketing Channels Managing Retailing, Wholesaling and Logistics Managing Sales Force	05
Unit III: Contemporary Issues Service Marketing Rural Marketing Holistic Marketing Sustainable Marketing Practices	03

Suggested Readings:

1. Kotler, P., and Keller, K., Marketing Management (with free Indian Cases Book). Pearson Education.
2. Kumar, A., and N. Meenakshi; Marketing Management, Latest Edition, Vikas Publishing House.
3. Ramaswamy, V.S., and Namakumari, S., Marketing Management, Latest Edition, McGraw Hill Education.

w.e.f. Academic Year 2019-20 and onwards.

Title: Quantitative Techniques in Management; Course Code: FBQM501; Credit Hour: 3.0

Introduction to Statistics; Descriptive Statistics; Probability; Probability Distributions; Estimation; **Simple Correlation and Simple Regression Analysis; Hypothesis Testing**; Overview of Operations Research Modelling Approach; Graphical Solution of Linear Programming Problem (LPP); Simplex Method; Duality in LPP; **Transportation Models Assignment Models**.

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Term - II

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Course Code	MFB4CCSM02
Course Title	Succession Planning and Management

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Evaluate the need to separate business, family and ownership issues.
2. Develop a family business governance structure.
3. Propose relevant changes in family business strategy implementation

Syllabus

Teaching Hours

Unit I: The Family Business <ul style="list-style-type: none"> • Characteristics; • Family culture and impact on business • Communication in family business 	07
Unit II: Governance Structure and Succession Planning <ul style="list-style-type: none"> • Family business governance; • Family constitution: Content and process • Managing the transition of ownership and decision-making; • Managing successor development strategy 	08
Unit III: Challenges in Transition <ul style="list-style-type: none"> • Siblings and cousins: Issues and challenges; • Conflict resolution and Management; • Succession management • Sustainable competitive advantage 	08
Unit IV: Family Business in Transition <ul style="list-style-type: none"> • Managing change: Adapting to the future; • The changing role of women in family business; • Professionalization of family business; • Lessons from long-running family businesses 	07

Suggested Readings:

1. Ramachandran, K., The 10 Commandments for Family Business, N. Delhi: Sage Publishing
2. Ward, J., Perpetuating the Family Business: 50 Lessons Learned from Long Lasting, Successful Families in Business, N York: Palgra

w.e.f. Academic Year 2019-20 and onwards

Term III

Title: Business Ethics; Course Code: FBGM503; Credit Hour: 1.5

Nature of Business Ethics; Ethical Dilemmas; Ethics and Values; Morality; Kohlberg's Model of Cognitive Moral Development; **Theories of Ethics**; Corporate Ethics and Corporate Philanthropy; **Corporate Social Responsibility**; Corporate Governance; Ethical Issues in Employer - Employee Relationship/Workplace; Prejudice and Dissemination; Equal Opportunity; Confidentiality and Trade Secrets; Conflicts of Interest; Whistle-Blowing; **Leadership and Ethics**.

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Term III

L	T	P	C
3	-	-	3

Course Code	MFB4CCGM02
Course Title	Business Laws

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Relate the implications of laws to business.
2. Apply the relevant provisions of law to business.
3. Discuss the laws and entities in Indian business environment.

Syllabus

Teaching Hours

<p>Unit I: Companies Act</p> <ul style="list-style-type: none"> • Types of Organizational Forms (Sole Proprietorship & Partnership, Private & Public Limited Companies, LLPs) and types Companies • Meaning and characteristics of Companies • Memorandum and Articles of Association • Share Capital and Types of Shares • Types of Meetings • Appointment and Remuneration of Directors • Dividend payment, • Corporate Governance, • NCLT and its role in revival of sick companies • Winding up of Companies 	10
<p>Unit II: Law Relating to Contract</p> <ul style="list-style-type: none"> • Classification of contract • Performance and Remedies for breach of contract • Contract of Indemnity and Guarantee • Bailment and pledge • Agency 	07
<p>Unit III: Negotiable Instrument Act</p> <ul style="list-style-type: none"> • Definition of negotiable instruments • Features of Promissory note; Bill of exchange & cheque • Holder and holder in the due course; • Crossing of a cheque • Types of crossing • Negotiation • Dishonour and discharge of negotiable instrument. • Recent Amendments 	04
<p>Unit IV: FEMA and IT Act</p> <ul style="list-style-type: none"> • Regulation and Management of Foreign Exchange, • Authorized Person, Bank Accounts by NRIs/Foreign Nationals • Contravention and appeals • Capital and Current Account transactions • Applicability and Scope of IT Act, 	05

<ul style="list-style-type: none"> • Definitions, Digital Signatures, Certifying • Authorities; • Cyber Regulation and Appellate Tribunals • Various cybercrimes and penalties under the Act • Types of IPR 	
Unit V: Other Regulations affecting Business <ul style="list-style-type: none"> • Factories Act • Shops and Establishments Act 	04

Suggested Readings:

1. K.R.Bulchandani, 2014, Business Law for Management 7th edition, Himalya Publishing House
2. Ravinder Kumar, Legal Aspects of Business, Cengage Learning.
3. Kapoor, N.D. Business Law, Sultan Chand & Sons, New Delhi.
4. Tulsian, P.C. Business Law, Taxmann Publications.
5. Gogna, P.P.S. Business Law, New Age Publishing Company
6. Goel, A. Business Law. V K Publications.

w.e.f. Academic Year 2019-20 and onwards

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Term - III

L	T	PW	C
3	-	-	3

Course Code	MFB4CCEF04
Course Title	Financial Management

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Apply the concepts of cash flow and time value of money in valuation of stocks and bonds.
2. Analyze the factors that have a bearing on the investment and financing decisions
3. Analyze the factors that have a bearing on the management of working capital.

Syllabus

Teaching Hours

Unit I: Overview of Finance Function and Basic Concepts <ul style="list-style-type: none"> • Scope of Finance Function and Goal • Time Value of Money • Valuation of Stocks and Bonds 	09
Unit II: Investment Decision <ul style="list-style-type: none"> • Capital Budgeting Techniques: PB, NPV, IRR and PI • Cash Flow Estimation • Leasing & Hire Purchase 	07
Unit III: Financing Decision <ul style="list-style-type: none"> • Cost of Capital • Capital Structure Decision: PBIT-EPS Analysis and Financial Leverage • Sources of Long-Term Finance 	06
Unit IV: Working Capital Management <ul style="list-style-type: none"> • Overview of Working Capital and Operating Cycle • Estimation of Working Capital requirement • Cash Management • Credit Management • Working Capital Financing 	08

Suggested Readings:

1. Chandra, P. *Financial Management: Theory and Practice*. New Delhi: Mc Graw Hill Publication.
2. Pandey, I. M. *Financial Management*. New Delhi: Vikas Publishing.
3. Khan, M. Y. and Jain, P. K. *Financial Management – Text, Problems and Cases*. New Delhi: Mc Graw Hill Publication.

w.e.f. Academic Year 2019-20 and onwards

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Term - III

L	T	PW	C
1.5	-	-	1.5

Course Code	MFB4CCSM06
Course Title	Global Entrepreneurship

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Develop an entrepreneurial awareness in a global context
2. Determine what constitutes a valid global entrepreneurial opportunity.
3. Plan business functions in a multicultural environment

Syllabus

Teaching Hours

Unit I: Globalization and International Environment <ul style="list-style-type: none"> • Importance of International Entrepreneurship. • Motivations to go global. • Global Environment analysis 	05
Unit II: Critical Issues in Management of International Entrepreneurship <ul style="list-style-type: none"> • Role of diversity of culture in International Entrepreneurship. • Aspects and Development of Global business plan. The Global Monetary System. • Global Marketing and R&D. • Global Human Resources Management. 	05
Unit III: Implementing and Managing a Global Entrepreneurial Strategy <ul style="list-style-type: none"> • Aspects and development of Global business plan. • How to organize and Structure an international venture. • Sources of capital for new ventures. 	05

Suggested Readings:

1. Hisrich, R. D., International Entrepreneurship: Starting, Developing, and Managing a Global Venture: Starting, Developing, and Managing a Global Venture, Sage.
2. Kariv, D., Entrepreneurship: An international introduction, Routledge.

w.e.f. Academic Year 2019-20 and onwards

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Term - III

L	T	PW	C
3	-	-	3

Course Code	MFB4CCSM04
Course Title	New Venture Creation

Course Learning Outcomes (CLO):

At the end of the course, the students should be able to:

1. Identify new business opportunities
2. Explain the process of setting up a new business unit
3. Develop and complete a business proposal for a proposed venture
4. Create an effective new venture plan

Syllabus

Teaching Hours

Unit I: Ideation <ul style="list-style-type: none"> • How to assess a business opportunity; • Development an evaluation of a persuasive business plan; • Resources one needs to start a new business 	08
Unit II: Business Plan <ul style="list-style-type: none"> • Forms of finance available and raising capital; • The costs, challenges and rewards of being an entrepreneur; • The mechanics of producing a sound business plan; • The process of raising venture capital and other types offinance; • Managing and sustaining growth 	15
Unit III: Issues pertaining to new venture creation <ul style="list-style-type: none"> • Failure–symptoms and management; • When and how do entrepreneurs and their investors realise their returns; • The problems and potential pitfalls encountered in building a new business. 	07

Suggested Readings:

1. Meyer, M. H., Crane, F.G., New Venture Creation: An Innovator’s Guide to Entrepreneurship, Sage Publications
2. William A. S., How to Write a Great Business Plan, Boston: Harvard Business Review Press.

w.e.f. Academic Year 2019-20 and onwards

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Programme
Term - III

L	T	PW	C
1.5	-	-	1.5

Course Code	MFB4CCOB03
Course Title	Organizational Change Management

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Acquire theoretical and practical understanding of the concepts and principles of change management.
2. Analyze critically and evaluate business situations for developing change agenda.
3. Demonstrate skills to manage change as an entrepreneur/business owner.

Syllabus

Teaching Hours

<p>Unit I: Introduction to Change Management (CM)</p> <ul style="list-style-type: none"> • Concept, the need and the environmental forces • Types of change • Organizational change in MSMEs • Envisioning change 	04
<p>Unit II: Managing Workplace Change</p> <ul style="list-style-type: none"> • Assessing the need • Assessing the Organizations Readiness to Change • Managing resistance & roadblocks to • Understanding and Dealing with Emotional Responses & Attitude to Change. • Aligning the Need for Change with the Business Focus and Visioning to Change. 	05
<p>Unit III: Change Management Interventions</p> <ul style="list-style-type: none"> • Introduction to interventions-Strategic Interventions; Techno-Structural interventions; HRM Interventions; Human Process Interventions, Intergroup and third party interventions; • Implementing Evidence Based Change Management • Leading Change in MSMEs/startups • Requirements to become a successful Change Leader/Entrepreneurs 	06

Suggested Readings:

1. Burke, W.W., Organizational Change Theory and Practice, Sage Publication
2. Nilakant, V., Ramnarayan, S., Change Management, Sage Publication
3. Cawsey, T.F., Deszca, G., Ingols, C., Organizational Change an Action-oriented Toolkit, Sage Publications.
4. Paton, R.A., McCalman, J., Change Management – A guide to effective implementation, Sage Publication
5. Boudreau, J.W., Jesuthasan, R., & Watson, T., Transformative HR How Great Companies use evidence based change for sustainable advantage, Jossey-Bass
6. Jick, T. D., Managing Change Cases & Concepts, HBS - McGraw Hill

7. K Harigopal, K., Managing Organizational Change – Leveraging Transformation Sage Publication
8. Richard Newton, R., Change Management, Pearson
9. Jim Griesmer, J., Organizational Change Themes & Issues, Oxford
10. Senior, B., and Jocelyne Fleming, J., Organizational Change, Pearson
11. Thornhill, A., Lews, P., Millmore, M., and Saunders, M., Managing Change, Pearson

w.e.f. Academic Year 2019-20 and onwards

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Term - III

L	T	PW	C
3	-	-	3

Course Code	MFB4CCOQ02
Course Title	Production and Operations Management

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Identify the role of Production and Operations Strategy as a source of competitive strength in a global marketplace
2. Analyze the process capability to ensure a service or product meets customer requirements
3. Compare policies for continuous and periodic review inventory control systems

Syllabus

Teaching Hours

Unit I: Introduction & Project Management <ul style="list-style-type: none"> • Overview and Introduction to the course • Project Management • Programme Evaluation & Review Technique (PERT) • Time Cost Networking Models 	08
Unit II: Quality Management <ul style="list-style-type: none"> • Quality Management • Quality Costs • Analytical Tools for Six Sigma & Continuous Improvement • Process Capability, Capability Index, Process Control Charts 	07
Unit III: Supply Chain & Forecasting <ul style="list-style-type: none"> • Supply Chain Management, Performance Issues • Supply Chain Design Strategy, Outsourcing, Mass Customization • Forecasting, Demand Management • Qualitative and Quantitative Forecasting Techniques • Forecasting Accuracy Measures 	08
Unit IV: Inventory Management <ul style="list-style-type: none"> • Inventory Management for Independent Demand, Inventory Costs • Multi-period Inventory Systems, Q-models of Inventory Management • Price-Break Models 	07

Suggested Readings:

1. Chase, R.B., Shankar, R., and Jacobs, F.R., Operations and Supply Chain Management, Tata McGraw – Hill.
2. Heizer, J., Barry, R., Rajashekhar, J., Operations Management, Pearson, New Delhi
3. Krajewski, L.J., Ritzman, L.R., Malhotra, M.K., and Srivastava, S.K., Operations Management: Processes and Supply Chains, Pearson, Delhi
4. Gaither, N., Frazier G., Operations Management, Cengage Learning
5. Stevenson, W.J., Production and Operations Management. McGraw-Hill.

w.e.f. Academic year 2019-20 and onwards

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Term - III

L	T	PW	C
3		-	3

Course Code	MFB4CCSM05
Course Title	Strategic Management

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Explain business & corporate level strategies and concepts learnt.
2. Develop business & corporate level strategies, concepts learnt in new context/ situations.
3. Apply knowledge of functional areas to enable holistic decisions.
4. Formulate strategy with organizational structure, culture and leadership

Syllabus

Teaching Hours

Unit I: Strategy Formulation and Business level strategies <ul style="list-style-type: none"> • Introduction to strategy, Vision and Mission; • Strategic management process, • External and Internal Environment Analysis; • Business Strategies competitive advantage 	12
Unit II: Situation Analysis and Corporate Strategies <ul style="list-style-type: none"> • Generic Strategies; • Timing; • Positioning; • Scope of operations; • Strategic Growth Options; • Internationalisation, • Co-operative Strategies 	10
Unit III: Strategy Execution and Implementation <ul style="list-style-type: none"> • Strategy execution, • Structure and Culture, • Implementation and Implementation Challenges, • Strategic Leadership 	8

Suggested Readings:

1. Gamble, J., Thompson, A., and Peteraf, M., Essentials of Strategic Management: The Quest for Competitive Advantage, McGraw-Hill/Irwin.
2. Collins, J., and Porras, J.I., Built to Last: Successful Habits of Visionary Companies, HarperCollins.

w.e.f. Academic Year 2019-20 and onwards

Term IV

Title: Business Plan; Course Code: MFB5CCSM08; Credit Hour: 3.0

Mission & Vision; Company Description; **Product & Services; Industry Analysis**; Target Market; Marketing/Sales Plan; Competitive Analysis; Management Team; Roles and Responsibilities of Student; Operational Plan; Financial Projections; Risk Factors; Existing Strategy.

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Programme
Elective: Strategic Management & Entrepreneurship Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SESM03
Course Title	Case Study of Entrepreneurs

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Relate the significance of entrepreneurial mind-set
2. Identify the common mistakes made by entrepreneurs
3. Analyze the life stories of entrepreneurs in a structured way
4. Assess the role of entrepreneurial leadership in an enterprise's success

Syllabus

Teaching Hours

Unit I: What Entrepreneurs Really Do <ul style="list-style-type: none"> • Entrepreneurial Ecosystem • Entrepreneurial Mind-set • Characteristics of Entrepreneurs • Intrapreneurs • Start-ups Success & Failure 	5
Unit II: Case Studies of Indian Entrepreneurs <ul style="list-style-type: none"> • The Questions every Entrepreneur must answer Why Entrepreneurs don't scale? • Beating the Odds When you launch a New Venture • Rural Entrepreneurs • Social Entrepreneurs • Women Entrepreneurs 	15
Unit III: Case Studies of International Entrepreneurs <ul style="list-style-type: none"> • Pitching Business Opportunities • How Entrepreneurs Craft Strategies that Work 	10

Suggested Readings:

1. Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A., Value proposition design: How to create products and services customers want. John Wiley & Sons.
2. Gopalakrishnan, C., The Entrepreneur's Choice: Case Studies on Family Businesses in India, Routledge.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
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Elective : Information Management Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEIM01
Course Title	E-Business Management

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Compare and contrast various business models of e-Business
2. Develop understanding of socio-economic issues that impact e-business business
3. Determine the relevance of the technical infrastructure that enables the e-business environment
4. Analyze the e-Commerce strategies and its influence on overall strategy

Syllabus

Teaching Hours

<p>Unit I: Introduction to E-Business</p> <ul style="list-style-type: none"> • IT as a Strategic Advantage • Technology Leadership • Enterprise application • E-Commerce an Introduction • Characteristics of Markets and Web • Electronic Business Management • Identifying E-Commerce Opportunities • Info Mediation and Intermediation • Disinter-mediation • E-commerce value Chains 	15
<p>Unit II: E-Business Models</p> <ul style="list-style-type: none"> • Components of a Business Model • Defining E-Business Model • Auction Models • Online Consumer Commerce • Building Online Communities • Business to Business E-Commerce • B2B Transactions • E-Business Strategy • International E-business • E- Collaboration • E-Supply chain management • B2G E-Commerce • Mobile computing and commerce • Legal and ethical Issues in e-commerce • Social e-commerce and other Issues in e-commerce 	15

Suggested Readings:

1. Laudon, K. C., & Traver, C., E-Commerce 2016: Business, Technology, Society. Pearson India Education Services Pvt. Ltd.
2. Chaffey, D., E-Business and E-Commerce Management: Strategy, Implementation and Practice. Pearson India Education Services Pvt. Ltd.

w.e.f. Academic Year 2019-20 and onwards

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Elective: Information Management Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEIM02
Course Title	Enterprise Resource Planning

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Identify various socio-technical issues faced during implementing ERP.
2. Relate ERP with other enterprise applications.
3. Analyze and make a business case for ERP.
4. Compare various ERPs to decide appropriate product for their organization

Syllabus

Teaching hours

<p>Unit I: Strategic Perspective of ERP</p> <ul style="list-style-type: none"> • Introduction to ERP • Advantages of ERP • ERP as a Business Strategy • Business Process and Business Modelling • ERP as a Business Perspective (Manufacturing, Services etc.) • Nature of Enterprise • Business Process Re-engineering and its Relation with ERP 	15
<p>Unit II: ERP Implementation Process</p> <ul style="list-style-type: none"> • ERP Architecture and Modern Technology Trends (On Demand, Cloud, Open Source) • Modules of ERP • ERP Implementation Process • Role of Vendors • Consultants and Users • ERP as a Basic Building Block for Other Enterprise Applications like SCM, CRM, KM, E-Commerce, BI 	15

Suggested Readings:

1. Monk, E. & Wagner, B., Concepts in Enterprise Resource Planning. Cengage Learning India Pvt. Ltd.
2. Ray, R., Enterprise Resource Planning. Tata McGrawHill India, New Delhi
w.e.f. Academic Year 2019-20 and onwards

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Master of Business Administration (Family Business and
Entrepreneurship) Programme
Elective : Economics & Finance Area

Course Code	MFB5SEEF12
Course Title	Entrepreneurial Finance

L	T	PW	C
3	-	-	3

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Define the relation between entrepreneurial finance and value creation in a business.
2. Identify the sources of finance for new ventures.
3. Judge the financial performance of an entrepreneurial initiative.
4. Discuss an entrepreneurial perspective on management of short term funds.

Syllabus

Teaching Hours

Unit I: The Entrepreneurial Environment <ul style="list-style-type: none"> • Role of Finance in Entrepreneurship • Developing the Business Idea • Financial Testing of the Business Model • Organizing and Financing a New Venture 	5
Unit II: Creating and Recognizing Venture Value <ul style="list-style-type: none"> • Evaluating the Operating and Financial Performance • Projecting Financial Statements • Securities Law Considerations in Obtaining Venture Financing • Venture Capital Valuation Methods • Valuing Early-Stage Ventures 	10
Unit III: Structuring Finances for Growing Ventures <ul style="list-style-type: none"> • Cost of Capital Considerations for Ventures • Alternate Sources of Financing for Ventures: Angel Investors / Private Equity Finance / Venture Capital • Professional Venture Capital • Various Security Structures • Determinants of Enterprise Value • Preventing Venture Sickness • Overview of tax Regime 	10
Unit IV: Exit and Turnaround Strategies <ul style="list-style-type: none"> • Harvesting the Business Venture Investment • IPO Process and Issues • Listing on SME Exchange: Requirements and Regulations • Turnaround Opportunities in Financially Troubled Ventures 	5

Suggested Readings:

1. Leach, J., & Melicher, R. *Entrepreneurial finance*. Nelson Education.
2. Stancill, J.M. *Entrepreneurial Finance*, Thomson South Western: Ohio
3. Smith, J.K, and Smith, R.L. *Entrepreneurial Finance*, John Wiley: New Jersey

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Elective : Family Business Management

L	T	PW	C
3	-	-	3

Course Code	MFB5SEMM08
Course Title	Entrepreneurial Marketing

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Explain how entrepreneurial marketing is different from traditional marketing
2. Apply marketing concepts in an entrepreneurial context
3. Create an entrepreneurial idea and build a marketing plan

Syllabus

Teaching Hours

Unit I: Entrepreneurial Context for Marketing <ul style="list-style-type: none"> • Characteristics of entrepreneurship • Characteristics of entrepreneurial marketing 	3
Unit II: Opportunity Identification and Development <ul style="list-style-type: none"> • Identifying new opportunities • Analysing customer requirements • Analysing competition • Developing a business model 	10
Unit III: Strategy Formulation <ul style="list-style-type: none"> • Adoption and diffusion of innovation • Costing and pricing strategies • Sales strategies • Communication strategies • Branding strategies • Channel strategies 	12
Unit IV: Scaling up <ul style="list-style-type: none"> • Marketing challenges in scaling up • Building marketing capabilities • Designing business processes • Assessing marketing performance 	5

Suggested Readings:

1. Lodish, L.M., Morgan, H.L., and Amy Kallianpur A., Entrepreneurial marketing; John Wiley and Sons Inc,
2. Nijssen, E.J., Entrepreneurial Marketing – an effectual approach; Routledge
3. Frederick G Crane, F.G., Marketing for Entrepreneurs; Sage publications

w.e.f. Academic Year 2019-20 and onwards

Title: Family Business Management; Course Code: FB502; Credit Hour: 3.0

Small Business in Indian Environment - Economic, Social, Political, Cultural and Legal Dimensions; Policies governing Small and Medium Enterprises, Evolution of Family-Business-Ownership Systems; Indian Economy and Family Business; Indian Family System and Its Impact on Business; Managing Business, Family And Shareholder Relationships Including Family Conflict; Caste and Family Network; Dealing With Nepotism And Encouraging Professionalism In The Family Business; Encouraging Change In The Family Business System; Women's Issues In The Family Business; Developing Family Members As Family Business Managers And/or Shareholders; Managing Succession and Continuity; Practices Of Successful Family Companies And Business Families.

Title: International Marketing; Course Code: MM604; Credit Hour: 3.0

International Marketing Environment; Globalisation of markets and competition; International Marketing Research; International Segmentation and Positioning; International Marketing Strategies; International Sourcing Strategy; Manufacturing and Marketing Interfaces; International Product Life Cycle; Developing New Products for international Markets; Pricing Decision; Communicating with the international consumers; Logistics and Distribution decisions; Planning, Organizing and Control of Global Marketing Operations; International Marketing and the use of Internet.

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Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEEF17
Course Title	Investment and Portfolio Management

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Explain and categorize investment instruments with respect to risk and return
2. Apply portfolio theory in capital market
3. Analyze Economy, Industry and Company for equity investment
4. Evaluate Performance of Managed Portfolio

Syllabus

Teaching Hours

<p>Unit I: Introduction to Investments</p> <ul style="list-style-type: none"> • Basic Concepts and Definitions • Financial Instruments • Financial Markets 	5
<p>Unit II: Risk-Return and Portfolio Theory</p> <ul style="list-style-type: none"> • Interest rates determinants • Historical return, expected return and risk measurement • Risk free Assets, risky assets, allocation • Portfolio construction • Portfolio of two risky assets, Modern portfolio theory • Risk tolerance and Capital Market Line • Capital Asset Pricing Model • Security Market Line • APT and Multi-Factor Model 	10
<p>Unit III: Security Analysis</p> <ul style="list-style-type: none"> • Efficient Market Hypothesis • Bond Valuation, Bond Price and Yield • Bond Management Strategies • Equity valuation models • Fundamental Analysis • Technical Analysis 	10
<p>Unit IV: Portfolio Performance Evaluation</p> <ul style="list-style-type: none"> • Conventional Theories • Investment style and Performance attributes 	5

Suggested Readings:

1. Chandra, P., *Investment Analysis and Portfolio Management*, McGraw-Hill, New Delhi
2. Bodie, Z., Kane, A., Marcus, A.J., *Investments*, McGraw-Hill Education
3. Reilly, F.K., and Brown, K.C., *Investment Analysis and Portfolio Management*, South Western, Cengage Learning.
4. Donald, F., Ronald, J., and Pradhan, A.K., *Security Analysis and Portfolio Management*, Pearson Publication.

w.e.f. Academic Year 2019-20 and onwards

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Programme
Elective: Strategic Management & Entrepreneurship Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SESM09
Course Title	Managing a Growing Organization

Course Learning Outcomes (CLO):

After successful completion of the course, student will be able to:

1. Analyse the problems faced by small Business / Own Family Business during growth
2. Apply the concepts learnt, in their own enterprise and plan necessary changes to move from an entrepreneurial to a professionally managed firm.
3. Formulate strategies for business development and growth

Syllabus

Teaching Hours

Unit I: Managerial issues in managing a growing organization <ul style="list-style-type: none"> • Growth – how to manage and sustain it • Growth cycles and patterns • Growth stages, family business growth challenges 	8
Unit II: Business development and growth strategies <ul style="list-style-type: none"> • Strategies for business development • Market expansion/diversification • Growth through Turnaround Management • Growth through mergers and strategic alliances • Taking business growth expansion decision 	13
Unit III: Executing growth options <ul style="list-style-type: none"> • The role of the founder/MD • Building the Management Team • Crisis – how to analyse and resolve critical situations • Professionalization of firms 	9

Suggested Readings:

1. Ghosh A., Strategies for Growth, Random House Publishers, India
2. Fleck, D. L., Why we should dare to manage growth responsibly. Management Decision, 48(10), 1529-1538.

w.e.f. Academic Year 2019-20 and onwards

Title: Managing Electronic Business; Course Code: IT605; Credit Hours: 3.0

E-Commerce an Introduction; Characteristics of Markets and Web; Markets and Hierarchies; Electronic Business Management; Identifying E-Commerce Opportunities; Components of a Business Model; Defining E-Business Model; Info Mediation and Intermediation; Disinter Mediation Value; Chains on the Information Super Highway; Auction Models; Online Consumer Commerce; Building Online Communities; Online Consumer Behaviour; Online Culture; Business to Business E-Commerce; B2B Transactions; E-Business Strategy.

Title: Product Management, Course Code: MM620, Credit Hours: 1.5

Role of Product Management; Product Management Organization and Job Descriptions; Product Plans; Product Levels and Classifications; Competitor Analysis; Customer Analysis; Market Potential and Sales Forecasting; Developing the Marketing Mix Elements; Financial Analysis for Product Management; Product Metrics.

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Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEEF22
Course Title	Project Planning and Control

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Illustrate the context in which a project manager works.
2. Explain the techniques of resource allocation for project implementation.
3. Outline how the demand-market analysis and technical analysis are conducted.
4. Construct financial feasibility study of a project.

Syllabus

Teaching Hours

Unit I: Overview of Project Management <ul style="list-style-type: none"> • Overview of Project Management • Project Manager: Roles and Responsibilities • Project Life Cycle 	3
Unit II: Project Feasibility Study <ul style="list-style-type: none"> • Technical Feasibility Study • Market Feasibility Study 	3
Unit III: Project Financial Feasibility <ul style="list-style-type: none"> • Financial Feasibility Study • Financial Analysis under Risk and Uncertainty 	10
Unit IV: Social Cost Benefit Analysis <ul style="list-style-type: none"> • Requirements of Social Cost Benefit Analysis • Framework for Ascertaining SCB 	3
Unit V: Special Topics in Project Management <ul style="list-style-type: none"> • Planning and Implementation of Infrastructure Projects • Greenfield Projects • Project Financing 	5
Unit VI: Project Control, Evaluation and Termination <ul style="list-style-type: none"> • Project Implementation and Control: CPM, PERT and Network Crashing • Project Auditing • Project Termination and Documentation 	6

Suggested Readings:

1. Chandra, P., Projects: Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw-Hill Publication
2. Maley, C.H., Project Management concepts, Methods and techniques, CRC Press, Taylor and Francis group.
3. Roy, R., Entrepreneurship, Oxford university press
4. Iyer, P.P., Engineering Project Management with Case Studies, Wheeler Publishing.

w.e.f. Academic Year 2019-20 and onwards

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Entrepreneurship) Programme
Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEMM20
Course Title	Retail Marketing

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Identify and define Retail Marketing concepts and its significance in retail marketing
2. Relate and analyze factors affecting retail value Proposition
3. Develop retail marketing strategy

Syllabus

Teaching Hours

<p>Unit I: Overview of Retailing</p> <ul style="list-style-type: none"> • Retailing Scenario, Retail Lifecycle and Scope • Retail Value Chain • Types of Retailers • Multichannel Retailing • Franchising • Retail Shopping Behavior 	8
<p>Unit II: Retail Strategy</p> <ul style="list-style-type: none"> • Retail Strategic Planning Process • Retail Research • Retail Financial Strategy • Retail Location 	6
<p>Unit III: Retail Marketing Mix</p> <ul style="list-style-type: none"> • Merchandising Management • Category Management • Retail Pricing • Retail Pricing Decisions • Retail Supply Chain Management and Information Systems • Retail Communication Mix • Store Layout, Design, and Visual Merchandising 	12
<p>Unit IV: Retail Customer Services and Technology</p> <ul style="list-style-type: none"> • Customer Relationship Management • Customer Services • Technology in Retail 	4

Suggested Readings:

1. Berman, B., Evans, J., Chatterjee, P., and Shrivastava, R., Retail Management: A Strategic Approach New Delhi: Pearson Education.
2. Levy, M., Weitz, B. and Pandit, A., Retail Management. New Delhi: Tata McGraw Hill.
3. Pradhanand, S., Retail Management (Text and Cases), New Delhi, Tata McGraw Hill.
4. Bruce, M., Christopher M., and Birtwistle, G., International Retail Marketing, Elsevier: New Delhi.

5. Ogden, R. J., and Ogden, T. D., Integrated Retail Management (Indian Adaption), Wiley Pvt Ltd: New Delhi.
6. Chetan, B., Tuli, R., and Srivastava, N., Retail Management. Oxford University Press.

w.e.f. Academic Year 2019-20 and onwards

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Programme
Elective: Strategic Management and Entrepreneurship Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SESM11
Course Title	Social Entrepreneurship

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Analyze the significance of social entrepreneurship and the role played by social entrepreneurs in building a sustainable society.
2. Develop required skills and competencies to be a successful social entrepreneur.
3. Develop a social venture plan.

Syllabus

Teaching Hours

Unit I: Sensitization Phase <ul style="list-style-type: none"> • Social Entrepreneurship • Nature of Social Entrepreneurship • Issues in Business Plan Social Venture • Characteristics of Social Entrepreneur 	10
Unit II: Identity and Conceptualization Phase <ul style="list-style-type: none"> • The Need for Social Enterprises • Mind set Characteristics and Competencies • Why and how to be a Social Entrepreneur • Feasibility Analysis 	10
Unit III: Planning and Implementation Phase <ul style="list-style-type: none"> • Implementation, Financial planning, Marketing & Sales • Implementation Operations & Human • Financing - raising Capital. 	10

Suggested Readings:

1. Kumitha, R.K, Social Entrepreneurship: Working towards greater inclusiveness, Sage Publications
2. Macmillan, I C and Thompson, J D., The Social Entrepreneur's Playbook: Pressure test, plan, and launch and scale your enterprise. Philadelphia: Wharton Digital Press

w.e.f. Academic Year 2019-20 and onwards

Term V

Title: Business Tax Planning; Course Code: MFB5SEEF05; Credit Hour: 3.0

Income Tax In India: Overview and Definitions; Residential Status Carry forward and set off of losses; Computation of taxable income and tax liability; Minimum alternate tax; Tax-planning, avoidance, evasion; financial management decisions managerial decisions; Central Excise; Customs, Sales and Service Tax: Overview; Definitions & Concepts; Introduction to GST.

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Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEMM02
Course Title	Business-to-Business Marketing

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Analyze competitive realities of organizational buying, cross-functional decision-making process
2. Design marketing mix for a company in business markets
3. Apply various marketing tools to the strategic marketing problems faced by managers in Business-to-Business marketing.
4. Evaluate the complexities of new technologies pertaining to B2B Markets and its impact on emerging realities of B2B e-Commerce.

Syllabus

Teaching hours

<p>Unit I: Overview and concepts of Business markets</p> <ul style="list-style-type: none"> • Overview of Business-to-Business Markets: Changing Trends • Models of Business buyer behavior • Total Quality Management • Managing Vendors 	5
<p>Unit II: Segmenting business markets and Product Price and Placement</p> <ul style="list-style-type: none"> • Segmentation of Business Markets • Product Decision and Strategies • Business Pricing Decision • Distribution Decisions and Supply Chain Management 	9
<p>Unit III: e-Business practices and Business markets</p> <ul style="list-style-type: none"> • Online Business-to-Business Markets • E-Business Models for B2B Markets • E-commerce Strategies in Business Markets • Relationship Strategies in Business Markets 	8
<p>Unit IV: Business marketing communication, Planning and implementation and contemporary issues</p> <ul style="list-style-type: none"> • Business marketing communication, • Use of Social Media in Communicating with Business Markets • Business marketing strategy, Planning and Implementation • Ethical issues in Business markets • Contemporary issues in Business Markets 	8

Suggested Readings:

1. Sharma, D., Hutt, M.D., and Speh. T.W., Business Marketing Management: B2B₂ (Cengage learning)
2. Rangan, V. K., Shapiro, B. P., and Moriarty Jr. R. T., Business Marketing Strategy: Cases, Concepts, and Applications. Burr Ridge, IL: Irwin.
3. Bigham, Jr. F.G., Business Marketing Management, (Illinois, NTC Business Books)
4. Morris, M.H., Industrial and organizational Marketing, (New York, Macmillan Publishing Company)
5. Reader, R.R., Brierty, E.G., Reader, B.H., Industrial Marketing; Analysis, Planning and Control. (New Delhi, Prentice Hall of India,)
6. Gross, A.C., Banting, P.M., Meredith, L.N., Ford, I.D., Business Marketing. (USA, Houghton Mifflin Company)

w.e.f. Academic Year 2019-20 and onwards

Title: Consumer Behaviour; Course Code: MM603; Credit Hour: 3.0

Determinants of consumer behaviour; **Managing Customer Value**; Consumer Decision Making Process and models; Family Decision Making and models; Consumer Motivation; Personality, Attitudes, Perception, Involvement, Learning, Memory, Self concept, Life style, and consumer behaviour/ **marketing strategy & Behaviour**; **Consumer Perception, Involvement, Learning, Memory and the Marketing Strategy**; Cultural and influences on consumer behaviour; Social Class, Family, Reference Group and Consumer Behaviour; Diffusion of Innovations and Adoption Process; **Communication and Consumer Behaviour**; Customer Loyalty; Consumerism and Customer Satisfaction, Post-purchase Processes.

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Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEMM05
Course Title	Customer Relationship Management

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Analyze the need for CRM as a business strategy and its benefits
2. Develop customized CRM strategy for a firm and work out its economics
3. Appraise performance outcomes and metrics for CRM projects

Syllabus

Teaching Hours

Unit I: Foundation of CRM <ul style="list-style-type: none"> • Relationship marketing and CRM • Behavioral foundations: Satisfaction, Loyalty and the Perception of value 	4
Unit II: Strategic CRM <ul style="list-style-type: none"> • Customer lifecycle management • Customer lifetime value • Customer experience management • Developing CRM strategy 	8
Unit III: Operational CRM <ul style="list-style-type: none"> • CRM applications: sales force automation, campaign management, marketing and service support automation • Collaborative CRM • E-CRM 	8
Unit IV: Analytical CRM <ul style="list-style-type: none"> • CRM and Business intelligence • CRM tools and techniques 	5
Unit V: CRM Implementation <ul style="list-style-type: none"> • Building the relationship driven enterprise • Integrating the information technology, people and process components • CRM deployment in different sectors 	5

Suggested Readings:

1. Buttle, F., and Stan, M., Customer Relationship Management - Concepts and Technologies; Routledge
2. Shainesh, G., Sheth, J.N., Customer Relationship Management – A strategic perspective; Macmillan India Ltd

3. Kincaid, J.W., Customer Relationship Management – Getting it Right; Pearson Education Inc
4. Reinartz, W.J., Customer Relationship Management - A Databased Approach; Wiley student edition

w.e.f. Academic Year 2019-20 and onwards

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Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEMM06
Course Title	Digital Marketing

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Identify role and scope of digital technologies in planning marketing strategies.
2. Assess digital marketing platforms to achieve marketing objectives effectively.
3. Develop digital marketing strategy

Syllabus

Teaching Hours

Unit I: Overview of Digital Marketing <ul style="list-style-type: none"> • Introduction to Digital Marketing • Digital Marketing Environment • Digital Evolution and Consumer Buying Behaviour 	5
Unit II: Digital Marketing Strategy <ul style="list-style-type: none"> • Digital Marketing Landscapes and Metrics • Framework for Digital Marketing Strategy • Digital Marketing Strategy and Planning 	5
Unit III: Digital Marketing Channels <ul style="list-style-type: none"> • E-mail Marketing • Search Engine Optimization • Pay per Click Advertising • Display Advertising • Social Media Marketing • Mobile Marketing • Gamification • Website Marketing • Online Reputation Management 	12
Unit IV: Measuring Digital Marketing Strategy <ul style="list-style-type: none"> • Digital Marketing Analytics • Measuring ROI on Digital Marketing • Ethics in Digital Marketing 	8

Suggested Readings:

1. Dodson, I., The art of Digital Marketing, Wiley.
2. Gupta, S., Digital Marketing, McGraw Hill Education.
3. Singh, P., Bhatia, Fundamentals of Digital Marketing. Pearson.
4. Ganis, M., and Kohirkar, A., Social Media Analytics, Pearson.
5. Powell, G., Groves, S., and Dimos, J., ROI on Social Media, Willey.

w.e.f. Academic Year 2019-20 and onwards.

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Elective: General Management Area

L	T	PW	C
3	-	-	3

Course Code	MFB5CCGM01
Course Title	Export Import Management

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Explain the concepts and knowledge required for managing export imports business.
2. Apply the basic concepts and required skills in Estimating Export Market Potential
3. Make use of conceptual knowledge export import operations such as the use of international commercial terms, documentation, payment terms and risks management system and analyze implications of GATT/WTO system for export import business

Syllabus

Teaching Hours

<p>Unit I: Overview of the Export Import Environment</p> <ul style="list-style-type: none"> • The Basics of Export Marketing Strategy – Export what, where, how and Environment for Export /Import • Selection of Export Products and Market Identification • The Export Market Research • The Market entry (Modes) - Overseas Selling • Prerequisites to Exports and Imports 	12
<p>Unit II: Appointing Overseas Agents, EX-IM Documentation, Pre-shipment Inspection for Quality Control</p> <ul style="list-style-type: none"> • Appointment of Overseas Agents and Remittance of Commission • EX-IM Documentation, Registration / memberships, etc. under Foreign Trade Policy • Pre-shipment Inspection and Quality Control 	5
<p>Unit III: Export and Assistance Facilities under India's Foreign Trade Policy – Duty Exemption Schemes</p> <ul style="list-style-type: none"> • An Overview of India's Foreign Trade • Export Promotion Capital Goods Scheme • Duty Drawback • Advance Authorisation and Duty Free Import Authorisation • Export Houses, Export Oriented Units EOUs, EHTPs, STPs, BTPs, SEZs, etc. • Marketing Development Assistance and International Trade Fairs and Exhibitions 	5

<p>Unit IV: Payment Terms, Export Pricing & Commercial Terms and Export Finance & Risks</p> <ul style="list-style-type: none"> • Export Import Payment Terms and FE – Related Risks • International Commercial Terms • Pre - shipment and Post - shipment Finance • Marine Insurance • Export Credit Guarantee Insurance 	5
<p>Unit V: GATT / WTO; ICC and ICA Dispute Resolutions Forums</p> <ul style="list-style-type: none"> • Managing Export and Import under the GATT/WTO System (WTO System – GATT, GATS and TRIPs) • Managing Trade Disputes, Litigations and Redressal Forums 	3

Suggested Readings:

1. Goyal, A., and Mohd, N., WTO in the New Millennium, Academy of Business Studies, New Delhi and MVIRDC World Trade Centre, Mumbai.
2. Centex, Foreign Trade Policy, ITC (HS) Classifications of Export and Import Items, Centex Publications, New Delhi.
3. Cherunilam, F., International Business – Text and Cases, Prentice Hall India.
4. Cherunilam, F., International Trade and Export Management, Himayalya Publishing House.
5. ITC*/UNCTAD/GATT, Export Marketing Strategies and Plans, International Trade Centre, Geneva.
6. ITC/UNCTAD/GATT, Introduction to Export Market Research, International Trade Centre, Geneva.
7. Paul, J., and Aserkar, R., Export Import Management, Oxford.
8. Kathuria, P. K., Export Management, Galgotia Publishing Co. New Delhi.
9. Mahajan, M.I., Export Policy, Procedure and Documentations, (Exports, Imports and Foreign Exchange Management), Snow White Publication, Mumbai.
10. MOC, Foreign Trade Policy and Handbook of Procedures, Ministry of Commerce and Industry, New Delhi.
11. Ram P., and Garg, N., Export – What, Where and How, Anupam Publications, New Delhi.
12. Rao, S. P., International Business, Himalaya Publications, Mumbai.

w.e.f. Academic Year 2019-20 and onwards

**Title: Global Business Leadership in Cross Cultural Contexts; Course Code: IB611;
Credit Hour: 3.0**

Leadership Acumen: International perspective on leadership, common traps & challenges, and opportunities of intercultural leadership, Navigating Culture: Impact of cultural differences on organizations, decoding culture, culture classifications and stereotyping, developing intercultural intelligence, Networking: Patterns of interpersonal relationships in/across organizations, strategically developing social networks and social capital, norms for networking across cultures, Conflict. Effective/defective conflict management approaches, dealing with ethical dilemmas. Business Leader in Select Regional Contexts: South Asian, Japanese, Chinese, Middle-East, Western and Eastern European, North American and Latin American.

Title: Indirect Taxes; Course Code: MFB5SEEF26; Credit Hour: 1.5

Central Excise: Overview; Definitions & Concepts; Classification of Goods; Valuation; Value Added Tax; Records & Returns. Custom Duty: Overview; Definitions & Concepts; Classification of Goods; Valuation of Goods; Duty Drawbacks. Sales Tax (Central and State): Overview; Definitions; Concepts of Sales & Inter-state Sales; Procedure & Forms. Service Tax: Overview; Definitions & Concepts; Liability of Service Tax; Records & Returns; Goods and Service Tax.

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Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEEF16
Course Title	International Finance

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Explain international financial system and techniques involved in international financial decision making.
2. Demonstrate risk management in international finance using derivative products.
3. Examine the determination of exchange rate and various risks involved in international financial markets.
4. Evaluate international investment and capital budgeting.

Syllabus

Teaching Hours

Unit I: Overview of International Financial System <ul style="list-style-type: none"> • International Transactions and Balance of Payments • International Financial Systems: Developments and Institutions 	3
Unit II: Foreign Exchange Rate Arithmetic and Conventions <ul style="list-style-type: none"> • Determination of exchange rate • Purchasing Power Parity • Interest Rate Parity • International Fisher Effect • Forward Rates • Arbitrage 	5
Unit III: Forex Rates, Derivatives and Risk Management <ul style="list-style-type: none"> • Hedging through Derivatives • Money Market Hedging • Currency Futures • Currency Options • Currency Swaps • Interest Rate Swaps • Interest Rate Risk 	10
Unit IV: International Investment and Financing <ul style="list-style-type: none"> • International Portfolio Investment • International Cost of Capital and Capital Budgeting • Working Capital for Multinationals • Financing for MNCs 	12

Suggested Readings:

1. Sharpio A. C., Moles P., *International Financial Management*, John Wiley & Sons.
2. Apte, P.G. *International Financial Management*, Tata McGraw-Hill, New Delhi.
3. Sharan V. V., *International Financial Management*, PHI Learning.
4. Madura J., *International Financial Management*, Cengage Learning.
5. Desai M., *International Finance – A Casebook*, John Wiley & Sons.

w.e.f. Academic Year 2019-20 and onwardss

Title: Logistics Management; Course Code: OM601; Credit Hour: 1.5

Introduction to Logistics Management; Elements of Logistics Management; **Designing Distribution Network in a Supply Chain; Optimization Models**; Transportation Management; Fleet Management; Inter-modal Transportation; Containerization; Warehousing; Packaging for Logistics; **Reverse Logistics; Third Party Logistics; Fourth Party Logistics**; Tailored Logistics; Global Logistics.

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Programme
Elective: Strategic Management & Entrepreneurship Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SESM07
Course Title	Management of Technology and Innovation

Course Learning Outcomes (CLO):

After successful completion of the course, student will be able to:

1. Demonstrate how Technology and Innovation is useful in Business
2. Determine the role of evolution of technology and innovation.
3. Formulate Technology and Innovation strategy for the firms.

Syllabus

Teaching Hours

Unit I : Introduction to Technology and Innovation – Management Aspects <ul style="list-style-type: none"> • Concept and Meaning; Definition • Evolution and Growth of Technology, • Forms and types; • Process technology, Product technology, • Sources of Innovation Types of Innovation • Adoption of Innovation 	10
Unit II: Technology Adoption, Diffusion, and Absorption <ul style="list-style-type: none"> • Technology Adoption • Technology diffusion • Innovation diffusion process • Role of technology absorption 	10
Unit III: Technology and Innovation Strategy and Competitiveness: <ul style="list-style-type: none"> • Technology Strategy, Innovation strategy and management • Competitive Advantage- Components of competitive advantage • Creating competitive advantage using value chain, Technology/Innovation, Evaluation or Assessment 	10

Suggested Readings:

1. Shane, S., Technology Strategy for Managers and Entrepreneurs, Pearson Education, New Delhi
2. Afuah, A., Innovation management: strategies, implementation and profits, Oxford University Press

w.e.f. Academic Year 2019-20 and onwards

Title: Performance Management; Course Code: HR605; Credit Hours: 3.0

Business Strategy and **Organization Performance Management**, Historical Development of Performance Management Systems in Work Organizations, Key Concepts in Performance Management, Defining Key Performance Areas and Roles, Performance Planning – **Setting Organizational** and Team Performance Objectives, Individual **Performance Appraisal Systems** – Design, Administration, Effectiveness, Self and Subordinate Appraisal, Implication of Managerial Styles on Performance Appraisal, **Performance Review Discussion**, Documenting Performance Feedback, 360 Degrees Performance Appraisal and Feedback Systems, **Competency Mapping , Balanced Scorecard, Assessment Centres, Talent Management, Designing and developing a Performance Management System, Performance Appraisal and Organizational Life Cycle**, Ethical Issues in Performance Management , International Trends in Performance Management within Organizations, Role of **Information Technology in Performance Management**, Rewarding Performance.

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Elective: Organizational Behaviour & Communication Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEOB04
Course Title	Personality Development & Business Etiquette

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Demonstrate the appropriate forms of behavior in social and professional circles.
2. Assess their knowledge of Self through feedback on their strengths and weaknesses.
3. Adapt effective conversational skills in terms of body language, etiquette and presence in different contexts such as social gatherings and professional meetings.
4. Develop their ability to handle casual and formal situations in terms of his/her assertiveness, personal grooming, dining and entertaining etiquette through simulated situations.

Syllabus

Teaching Hours

Unit I: Managing Self & Personal Development <ul style="list-style-type: none"> • Value of Business Etiquette & Personal Development • Self - Esteem and Self-Development • Self-improvement: Goal setting • Assertiveness • Organizing Self and Time Management • Developing a Positive Attitude • Creativity 	10
Unit II: Analyzing Your Personality <ul style="list-style-type: none"> • Personality Analysis • Self-Disclosure (T-GROUP EXERCISE) 	8
Unit III: Effective Communication Skills <ul style="list-style-type: none"> • Conversation Skills • Body Language • Public Speaking 	4
Unit IV: Business Etiquette <ul style="list-style-type: none"> • Work Place Etiquette <ul style="list-style-type: none"> ○ Netiquette ○ Telephone Etiquette ○ Meeting Etiquette ○ Etiquette with Superiors, Subordinates and Colleagues • Cross-cultural Etiquette 	4
Unit V: Personal Grooming <ul style="list-style-type: none"> • Deportment & Personal Attire • Table Manners & Restaurant Etiquette 	4

Suggested Readings:

1. Benton, D.A., Lions Don't Need to Roar. New York: Warner Books.
2. Templar, R., The Rules of Work. Delhi: Dorling Kindersley (India) Pvt. Ltd.

3. Wallace, H. R., & Masters, L. A., Personal Development for Life and Work. Singapore: South-Western Thomson Learning.

w.e.f. Academic Year 2019-20 and onwards

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3	-	-	3

Course Code	MFT5SEMM23 MBM5SEMM23 MFB5SEMM23
Course Title	Sales and Distribution Management

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Identify issues related to design and implementation of Sales Strategy
2. Apply concepts related to improving performance of Sales Team
3. Analyze roles and responsibilities of a Sales and Marketing Manager
4. Design and implement channel strategies

Syllabus

Teaching Hours

Unit I: Sales Management, Personal Selling and Marketing Strategy <ul style="list-style-type: none"> • Evolution of the Sales Department and the objectives of Sales Management • Sales Management and Control • Theories of Selling • SPIN Selling • Buyer-Seller Dyads • Diversity of Personal Selling situations • Sales Potential and Sales Forecasting • Personal Selling Objectives and Strategy • Determining the kind of sales personnel and the size of the sales force • Determining sales related marketing policies 	06
Unit II: Organizing Sales Effort <ul style="list-style-type: none"> • Functions of the sales executive • Qualities of effective sales executives and the relations with top management • Types of sales organization structures • Centralization and Decentralization in Sales Force Management • Setting Up a Sales organization • Sales department relations 	05

Unit III: Sales Force Management <ul style="list-style-type: none"> • Sales personnel management • Recruitment and Selection Process • Sales training programme • Motivating sales personnel • Types of compensation plans for sales personnel • Sales meetings and sales contests • Evaluating and supervising sales personnel 	06
Unit IV: Controlling the Sales Effort <ul style="list-style-type: none"> • Sales Budget: Purpose and Procedure • Sales Target: Types and Procedure • Sales Territory: Purpose, Procedures, routing and scheduling • Sales Technology and Sales Force Automation 	06
Unit V: Distribution Management <ul style="list-style-type: none"> • Marketing Channel Members, Types, Functions and Design • Channel Intensity, Costs and Margins • Channel Management for Rural Markets • Managing Channel Partners: Roles, Objectives and Methods • Channel Information Systems • Supply Chain Management • International Sales and Channel Management 	07

Suggested Readings:

1. Still, R.R., Cundiff, E.W., Govani N.A.P., and Puri, S., Sales and Distribution Management – Decisions, Strategies, and Cases, New Delhi: Pearson India Education Services Pvt. Ltd.
2. Singh, R., Sales and Distribution Management: A Practical-Based Approach, New Delhi: Vikash Publishing House Pvt. Ltd.
3. Barry, B., Evans, J., Chatterjee, P. and Shrivastava, R., Retail Management: A Strategic Approach New Delhi: Pearson India Education Services Pvt. Ltd.

w.e.f. Academic Year 2019-20 onwards

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Programme
Elective: Strategic Management & Entrepreneurship Area

L	T	PW	C
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Course Code	MFB5SESM10
Course Title	Seminar on Start-up Finance

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Classify sources of start-up finance;
2. Analyze suitable financing options for a venture;
3. Formulate financial statements required for a proposal.

Syllabus

Teaching Hours

Unit I: Assessing Financing Options	5
<ul style="list-style-type: none"> • Types of start-up funds • Bootstrapping • Challenges of raising start-up capital 	
Unit II: Selecting Source of Finance	5
<ul style="list-style-type: none"> • Choosing the right source of funds • The entrepreneur - investor “fit”: Choosing the right investor for one’s business • Tools and frameworks for selecting the right fund and investor 	
Unit III: Preparation for Funding Proposal	5
<ul style="list-style-type: none"> • Financial statements essential for start-ups • Funding institutions • Exercises on financial analyses • Applying for a funding proposal 	

Suggested Readings:

1. Feld, B., & Mendelson, J., Venture deals: Be smarter than your lawyer and venture capitalist. John Wiley & Sons.
2. Cremades, A., The art of startup fundraising: pitching investors, negotiating the deal, and everything else entrepreneurs need to know. John Wiley & Sons.

w.e.f. Academic Year 2019-20 and onwards

Title: Services Marketing; Course Code: MM608; Credit Hour: 3.0

Introduction to services; Consumer behaviour in services; Marketing research for understanding service customers; Positioning of Services; Developing the service product; Service standards and service design; Managing the firm's physical evidence; Service delivery process; Employees role in service delivery; Managing service customers; Delivering services through intermediaries; Balancing demand and capacity; Developing the service communication mix; Pricing of services; Building and managing customer relationships. Service quality and service guarantees; Service failures and recovery strategies; Online services marketing; Transnational service operations.

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Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEMM26
Course Title	Strategic Brand Management

Course Learning Outcomes (CLO):

At the end of the course, students will be able to

1. Explain key concepts in strategic brand management
2. Apply the relevant tools to manage the brand equity
3. Design the branding strategies

Syllabus

Teaching Hours

Unit I: Introduction <ul style="list-style-type: none"> • Brands and Brand Management • Brand Equity • Brand Positioning 	5
Unit II: Marketing Programs and Brand Performance <ul style="list-style-type: none"> • Brand Elements & Brand Identity • Brand Personality • Marketing Programs & Integrated Marketing Communication • Secondary Brand Associations • Brand Audit and Brand Valuation 	14
Unit III: Branding Strategies <ul style="list-style-type: none"> • Brand Architecture, Brand Portfolio and Brand Hierarchy • New Brands and Brand Extensions • Brand Reinforcement and Revitalizing Strategies • Branding in different sectors • Internet, Social Media and Branding • International Brand Management 	11

Suggested Readings:

1. Keller, K. L., Parmeswaran, M. G. & Jacob, I., Strategic Brand Management: Building, Measuring, and Managing Brand Equity. New Delhi. Pearson.
2. Kapferer, J. N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking. London. Kogan Page

w.e.f. Academic Year 2019-20 and onwards

Title: Strategic Financial Management; Course Code: FM620; Credit Hours: 3.0
Financial Strategy and Corporate Strategy, Valuation, Cost of Capital, Optimal Financial Structure, Financial Modeling, Value Creation through Risk Management, Interest Rate Modeling and Fixed Income Valuation, Role of Strategic Cost Management.

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Programme
Elective: Strategic Management & Entrepreneurship Area

L	T	P W	C
1. 5	-	-	1. 5

Course Code	MFB5SESM13
Course Title	Strategic Management of Innovation

Course Learning Outcomes (CLO):

After successful completion of the course, student will be able to:

1. Determine the core issues in management of innovation and develop relevant skills needed to manage innovation at both strategic and operational levels.
2. Develop firm specific competencies and cultures for an innovative organization
3. Develop firm specific competencies and cultures for an innovative organization

Syllabus

Teaching Hours

Unit I: Context and Search for Innovation <ul style="list-style-type: none"> • What is innovation and why does it matter • Innovation as a process • Developing Innovation Strategy • Sources of innovation • Building innovation case 	5
Unit II: Implementing Innovation Management Strategies <ul style="list-style-type: none"> • Innovation within Product and Services • Climate for sustained innovation • Ecosystem and stakeholder engagement 	5
Unit III: Capture and Measure Innovation Management Performance <ul style="list-style-type: none"> • Capturing benefits and learning from innovation • Innovation performance 	5

Suggested Readings:

1. Trott, P., Innovation management and new product development. Pearson education
2. Afuah, A., Innovation management: strategies, implementation and profits Oxford University Press

w.e.f. Academic Year 2019-20 and onwards

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Elective: Operations Management & Quantitative Techniques Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEOQ12
Course Title	Supply Chain Management

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Explain process view of supply chain and achieving strategic fit
2. Evaluate supply chain network design options
3. Define sourcing in supply chain and managing uncertainty
4. Analyze global supply chain and sustainability issues in supply Chain

Syllabus

Teaching Hours

Unit I: Introduction to Supply chain elements with strategic framework <ul style="list-style-type: none"> • Introduction to supply chain and its significance • Process view of supply chain elements • Integrated supply chain • Strategic fit in supply chain • Customer value and supply chain • Supply chain drivers and metric 	6
Unit II: Designing supply chain network <ul style="list-style-type: none"> • Factors influencing the network design • Network design options 	5
Unit III: Sourcing in supply chain and managing uncertainty <ul style="list-style-type: none"> • Demand Forecasting and role of safety inventory • Strategic sourcing • Supply contracts and risk pooling • Strategic alliances for transportation • Value of information and Bullwhip effect • Pricing and revenue management 	10
Unit IV: Global supply chain <ul style="list-style-type: none"> • International issues in global supply chain • IT and Global supply chain • e-supply chain 	5
Unit V: Sustainability and Supply Chain <ul style="list-style-type: none"> • Green and lean supply chain • SCOR model • Contemporary developments and advancements in supply chain 	4

Suggested Readings:

1. Chopra, S., Meindl, P., and Kalra D.V., Supply Chain Management-Strategy, Planning and Operation, Pearson
2. Levi, D.S., Kaminsky, P., Levi E.S., and Shankar, R., Designing and Managing the Supply Chain, McGraw Hill
3. Agarwal, D.K., Supply Chain Management- Strategy, Cases and Best Practices, Cengage learning
4. Leong W.K., and Tan, K.C., Principles of Supply Chain Management: A Balanced Approach, Cengage Learning
5. Bowersox, D., Closs, D.C., and Bowersox, J.M., Supply Chain Logistics Management, McGraw-Hill

w.e.f. Academic Year 2019-20 and onwards

Title: Technology Enabled Operations Management; Course Code: IT615; Credit Hour: 3.0

Evolution of Technology; Human-Machine Interface; ICT as a Factor of Production; ICT Systems for Designing, Monitoring & Control – CAD, CNC, PLC, SCADA, Dashboards, Telematics, Biometrics & PKI, ICT tools for Business Process Management (BPM), Quality Control & Quality Assurance; Project Management through ICT; ICT & Service Quality Improvement, Application of Information Technology in Production Planning, Inventory Management, Assets Tracking & Identification; ICT Tools for Operations: Barcoding, RFID, GPS, GPRS, Satellite based Tracking, Catalytic role of ICT for R&D and New Product Development; Artificial Intelligence (Robotics, Virtual Reality, Neural Networks) & Operations; Enterprise Applications for Operations Management; Technology Implementation and Ethical issues.

Title: Working Capital Management; Course Code: FM609; Credit Hour: 3.0

Contextual Environment; Alternative Approaches; Management of Corporate Liquidity and Financial Flexibility; Cash Flow Planning and Management; Models for determining optimum cash balance; Cash Management: Strategies and Systems; Theories of Trade Credit; Management of Account Receivables: Credit Decision Criteria, Monitoring and Control; Trade Credit Strategies; Strategies and Techniques of Inventory Management; Financing Working Capital: Contemporary Issues in Bank and Other Financing; Treasury Management: Domestic and International Dimensions.

Term VI

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Programme
Elective: Strategic Management & Entrepreneurship Area

L	T	PW	C
1.5	-	-	1.5

Course Code	MFB5SESM06
Course Title	Doing Business with Government

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Distinguish between types of government units
2. Discuss tendering process including e-tendering
3. Explain the process of doing business with government

Syllabus

Teaching Hours

Unit I: Government Departments: Roles and Responsibilities <ul style="list-style-type: none"> • Structure in Central and State Governments • Budget allocation and plan Projects 	5
Unit II: Policies and Procedures <ul style="list-style-type: none"> • Approval systems in government • Roles and responsibilities at various levels of decision-making, • Procurement processes 	5
Unit III: Business Communication and Managing Stake -holders in the Tendering Process <ul style="list-style-type: none"> • Correspondences with Government, making presentations • Public relations in Government departments • Promoting Business in the Government • Basics of tendering process, Dealing with various committees, Role of external experts, Competitor analysis and dynamics in the tendering process 	5

Suggested Readings:

1. Cavusgil, S. T., Ghauri, P. N., & Akcal, A. A., Doing Business in Emerging Markets. Sage.
2. Budhwar, P., Doing business in India. Thunderbird International Business Review, 43(4), 549-568.
w.e.f. Academic Year 2019-20 and onwards

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Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEEF19
Course Title	Management Control Systems

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Analyze the environment and constituents of management control system of an organization with reference to its strategy.
2. Design the management control system for an organization for effective implementation of the organization's strategy.
3. Appraise the variations in management control system of an organization that arise due to changes in the external business environment.

Syllabus

Teaching Hours

<p>Unit I: Management Control Environment</p> <ul style="list-style-type: none"> • Nature of Management Control; Issue of Goal Congruence; • Responsibility Centers: Revenue and Expense Centers, Profit Centers and Investment Centers; • Transfer Pricing in Management Control 	10
<p>Unit II: Management Control Process</p> <ul style="list-style-type: none"> • Strategic Planning & Budget Preparation; • Analysing Financial Performance Reports; • Performance Measurement Systems; • Management Compensation; 	12
<p>Unit III: Variations in Management Control</p> <ul style="list-style-type: none"> • Management Control Systems for Control of Differentiated Strategies; • Control of Service Organizations; • Control of Multinational Organizations; • Control of Projects 	8

Suggested Readings:

1. Anthony, R. & Govindarajan, V., *Management Control Systems*. McGraw Hill Publications
2. Anthony, R., Hawkins, D. & Merchant, K., *Accounting – Text and Cases*. McGraw Hill Publications.

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Programme
Elective: Organizational Behaviour & Communication Area

L	T	P W	C
1. 5	-	-	1. 5

Course Code	MFB5SEOB03
Course Title	Negotiation Skills

Course Learning Outcomes (CLO):

At the end of the course, the students will be able to:

1. Explain fundamental nature of conflict and negotiation.
2. Identify interpersonal components of successful negotiations.
3. Develop skills to negotiate in the real world through practice in simulated situations.

Syllabus

Teaching Hours

Unit I: Negotiation Skills – An Introduction & Process <ul style="list-style-type: none"> • Introduction to Negotiation as a Decision Making Process • The Process of Negotiation • Planning & Preparing to Negotiate; • Internalizing Negotiating Processes 	4
Unit II: Managing Negotiations in Different Contexts <ul style="list-style-type: none"> • Cross Functional Coordination • Marketing Relations • International Business • Labour- Management Relations 	8
Unit III: Intangibles in Negotiation <ul style="list-style-type: none"> • Power; Time and Information • Post Negotiation Phase • Ethical Considerations in Negotiation 	3

Suggested Readings:

1. Acuff, F. L., How to Negotiate Anything with Anyone Anywhere Around the World. Amacom.
2. Bolton, R., People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts. New York: Touchstone.
3. Fisher, R., & Ury, W., Getting to Yes: Negotiating an Agreement Without Giving In. RHUK.
4. Lewicki, R. J., Saunders, D. M. & Minton, J. W., Essentials of Negotiation. Boston: McGraw-Hill Irwin.

w.e.f. Academic Year 2019-20 and onwards

Title: People Management and Leadership; Course Code: FB614; Credit Hours: 3.0
Understanding **Leadership Traits, Styles & Skills**, Theories of Leadership; Leadership & Communication Strategies; **Interactive Communication Skills**; Interactive **Problem-Solving Skills**; **Decision Making**; Establishing Leadership through Internal and External Communication; Creativity, Innovation and the Learning Organization; Approaches to **Team Building**; Facilitating Individual and Team Performances : An Approach to Creating Team Effectiveness; Power and Influence: **Empowering People** Through Delegation; **Negotiation Skills**: An Approach **to Individual and Interpersonal Effectiveness**; Managing Change in Organizations; Managing Human Resources in a Knowledge Society; Gaining Competitive Advantage Through People; Leadership Development: Creating Managerial Leaders; **Managing Individual Performance**; Rewarding and Recognizing Performance

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Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEMM22
Course Title	Rural Marketing

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Identify and define rural marketing concepts and its significance
2. Relate and analyze factors affecting rural buying behavior and rural marketing mix
3. Develop rural marketing strategies in Indian Market

Syllabus

Teaching Hours

Unit I: Overview of Indian Rural Market <ul style="list-style-type: none"> • Defining Rural Markets and Rural Marketing Mix Challenges • Rural –Urban Market Disparities • Rural Market Environment 	6
Unit II: Rural Consumer Insights <ul style="list-style-type: none"> • Rural Consumer Behaviour and Buyer Decision • Segmentation , Targeting and Positioning Rural Markets • Rural Marketing Research 	5
Unit III: Rural Marketing Strategies <ul style="list-style-type: none"> • Rural product mix and product strategy • Rural Branding • Rural Pricing Decisions and Strategies • Rural Channel Dynamics and Behavior • Rural Centric Distribution Model • Rural Retailing • Rural Communication Strategies 	12
Unit IV: Application and Future Scope <ul style="list-style-type: none"> • Sectoral Focus in Rural Markets • Role of Government and NGO • Innovations and Opportunities • Marketing in Small Towns • Role of ICT Tools 	7

Suggested Readings:

1. Kashyap, P., and Raut, S., The Rural Marketing, Pearson, New Delhi.
2. Krishnamacharyulu, C.S.G. and Lalitha Ramkrishnan, L., Rural Marketing: Text and Cases Pearson Education.
3. Kumar, S.V., Rural Marketing –Targeting the Non-Urban Consumer Response Books, New Delhi.
w.e.f. Academic Year 2019-20 and onwards

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Elective: General Management Area

L	T	PW	C
3	-	-	3

Course Code	MFB5CCGM02
Course Title	International Business

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Define the basic concepts and activities of international business such as International Trade, MNCs, Foreign Investment, Globalization and GATT/WTO
2. Explain select schemes of India's Foreign Trade Policy and International Business Policies to become competitive in international business
3. Apply conceptual skills in their international operations such as international commercial terms, payment terms and risks management and analyze the role of professional managers/entrepreneurs in international business.

Syllabus

Teaching Hours

<p>Unit I: Overview of International Business, Market Research and Market Entry Strategies</p> <ul style="list-style-type: none"> • Basics concepts and evolution of international Business • Stages of International Business • Importance of internal and external environment for international business • Need to go international • Distinguishing International, MNCs, Global and, TNCs, companies • Different approaches international business and organizational structure and intl. HRM and international environment (EPRG Model), • International Market Research and Cross - cultural Differences • Multinational Corporations / International Technology Transfer related issues 	9
<p>Unit II: Globalization, Theories of International Trade and Investment; Concepts of Balance of Payments and international taxation</p> <ul style="list-style-type: none"> • Concept of and features of globalization • Advantages and disadvantages of globalization • Mercantilists, Absolute and Comparative Cost Advantage and Competitive advantage 	7

<ul style="list-style-type: none"> • International Trade Policies – Free Trade V/s Protection • FDI – Home and Host countries – advantages and disadvantages • Trade Related Investment Measures - TRIMs • Balance of Trade and Payments • Transfer Pricing • Global VAT Refunds 	
Unit III: India's Foreign Trade Policy – Institutions and schemes for International Business <ul style="list-style-type: none"> • An Overview of India's Foreign Trade Policy • EPCG, Duty Drawback, AA and DFIA schemes • Indian Institutional Framework for International Business 	5
Unit IV: International Finance, Risks, Payment Terms, and Commercial Terms <ul style="list-style-type: none"> • Payment Terms: Bill of Exchange, Letter of Credit • Pre - shipment and Post - shipment Finance for Export and FE risks • INCOTERMS • Export Credit Determinants, Risks and Insurance 	5
Unit V: Regional Blocks and GATT/WTO <ul style="list-style-type: none"> • Explain the concepts and principles of GATT/WTO • Concept of regional economic integration – regional blocks • GATT / WTO agreements and implication international Business 	4

Suggested Readings:

1. Carbaugh, R.J., International Economics, Thompson South-Western, Bangalore.
2. Chugan, P. K., Foreign Collaboration and Export Restrictions in Indian Industries, Himalaya Publishing House, Mumbai
3. Chugan, P. K., International Technology Transfer, Himalaya Publishing House, Mumbai.
4. Czinkota R.M., Ronkained I.A. and Moffet, M.H., International Business, Thompson South-Western, Bangalore.
5. Daniels J., Radebaugh L., Daniel S., and Salwan P., International Business, Pearson.
6. Menipaz, E., Menipaz, A., and Tripathi, S.S., International Business: Theory and Practice, Sage, New Delhi.
7. Cherunilam, F., International Business – Text and Cases, Prentice Hall India.
8. Goyal, A., and Mohd., N., WTO in the New Millennium, Academy of Business Studies, New Delhi and MVIRDC World Trade Centre, Mumbai.
9. Hill, C. W.L., International Business, Tata McGraw-Hill Publishing Ltd., New Delhi.
10. ITC/UNCTAD/GATT, Export Marketing Strategies and Plans, International Trade Centre, Geneva.
11. ITC/UNCTAD/GATT, Introduction to Export Market Research, International Trade Centre, Geneva.
12. Joshi, R.M., International Business, Oxford University Press, New Delhi.
13. Peng, M.W., and Srivastava, D.K., Global Business, Cengage Learning India Pvt. Ltd. Delhi.
14. Mithani, D.M., International Economics, Himalaya Publishing House, Mumbai.
15. Ram P., and Garg, N., Export – What, Where and How, Anupam Publications, New Delhi
16. Rao, S. P., International Business, Himalaya Publications, Mumbai.

w.e.f. Academic Year 2019-20 and onwards

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Elective : Operations Management & Quantitative Techniques Area

L	T	PW	C
3	-	-	3

Course Code	MFB5CCGM03
Course Title	International Logistics and Supply Chain Management

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Develop fundamental understanding of international logistics operations
2. Explain the role of sub-system elements in international logistics along with operational and regulatory aspects
3. Analyze critically growth perspective and challenges into international logistics operations

Syllabus

Teaching Hours

Unit I: Introduction to International logistics <ul style="list-style-type: none"> • Historical development and current status of logistics industry • Importance of international logistics for nation and industry • Integrated logistics and sub-system elements 	4
Unit II: Order processing elements in international logistics <ul style="list-style-type: none"> • Information and order processing • Packing and packaging • Labelling and marking • Inventory management in international logistics • Warehousing, unitization and palletization • Containerization 	7
Unit III: Order execution elements in international logistics <ul style="list-style-type: none"> • Choice of modes of transportation • Transport infrastructure and country specific initiatives • Maritime operations –Types of shipping • Role of dry ports • 3 PL, 4PL,5PL and Reverse Logistics 	12
Unit IV: Regulatory norms in international logistics <ul style="list-style-type: none"> • International commercial terms for cargo shipping • Freight principles and calculations • Risks and fraud in international logistics • Role of cargo insurance 	4
Unit V: Contemporary developments in international logistics <ul style="list-style-type: none"> • Green and sustainable logistics • Role of IT in international logistics • Cross border growth opportunities and challenges for logistics industry 	3

Suggested Readings:

1. Singh, R., International Trade Logistics, Oxford university press
2. Ganapathi, S. L., and Nandi, S.K., Logistics Management, Oxford university press
3. Bloomberg, D., Lemay, S., & Hanna, J., Logistics, Pearson
4. Bowersox, D., Closs, D.C., Bowersox, J. M., Supply Chain Logistics Management, McGraw-Hill
5. Singh, R., International Trade Operations, Excel books India
6. David, P.A., and Stewart, R.D., International logistics: The Management of International Trade Operations, Cengage Learning
7. Wieser, P., Perret, F.L., and Jaffeux, C., Essentials of Logistics Management, EPFL Press

w.e.f. Academic Year 2019-20 and onward