

NATIONAL INSTITUTE OF TECHNOLOGY KURUKSHETRA

TABLE AGENDA

For

33rd MEETING OF SENATE



Venue of meeting **Senate Hall, NIT, Kurukshetra**

Date & Time **8th May, 2018 at 5.00 p.m.**

INDEX

S No.	Table Agenda Item	Pages
S 33.09	To consider the recommendations related to admissions and inclusion of non-departmental elective as recommended by Board of Studies of Deptt. of Business Administration	1-45
S 33.10	To approve the report of the Committee constituted for formalization of dress code related to Convocation.	46-47
S 33.11	To consider and approve the proposal received from Prof. I/C (Training & Placement) regarding MoU with Wadhvani foundation.	48-58
	Any other item	

S 33.09 To consider the recommendations related to admissions and inclusion of non-departmental elective as recommended by Board of Studies of Deptt. of Business Administration.

Some recommendations related to admissions and inclusion of non-departmental elective have been made by Board of Studies of Deptt. of Business Administration. The minutes of the meeting of the BOS are enclosed from page 2 to 45.

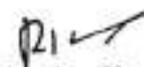
The Senate may consider the minutes of Board of Studies of Deptt. of Business Administration and decide.

DEPARTMENT OF BUSINESS ADMINISTRATION
NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA – 136119

No. DBA/2018/10077

Date: 02.05.2018

Please find enclosed the minutes of the meeting of the Board of Studies, which was held on April 28, 2018 at 09:30 AM in the conference room of the Department. This is for your further necessary action please.


(Rajender Kumar)
Chairman BOS

Dean (Academic)

Kumar
7.5.2018

*To be put up to
Director*

*May be taken in Senate
for discussion.*

List of encl.:

1. Minutes of the meeting of BOS.
2. Revised syllabus 22 Nos.
3. Email of Shekhar Khanduja, (Evalueserve Company)

Kumar
7/5/18

**DEPARTMENT OF BUSINESS ADMINISTRATION
NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA – 136119**

No. DBA/2018/10069-A

28.04.2018

A meeting of the Board of Studies was held on April 28, 2018 at 9:30 AM in the Conference Room of the Department. The following members attended the meeting:

1. Dr. Rajender Kumar	Chairman
2. Prof. T. J. Kamalanabhan, IIT Madras	External Expert
3. Prof. Alok Rai, BHU Varanasi	External Expert
4. Dr. Neeraj Kaushik	Member
5. Dr. Mohd Firoz	Member
6. Dr. Manish Kumar Jha	Member

The following decision were taken in the meeting:

1. The minutes of the last meeting of the Board of Studies were confirmed.
2. The department of Business administration was established in 2006 under the Self-financing scheme with an intake of 60 seats. Keeping in view the positive response and the high demand at that time, the number of seats were increased by 30 making the total intake of 90 in 2008. Further, the department was regularized in 2012 with 60 regular seats while 30 seats were kept under Self-financing scheme. But, slowly the number of admissions in the MBA programme declined and these Self-financing seats remained unfulfilled since 2013. Therefore, in the light of the above developments, it was resolved that the 30 Self-financing seats may be surrendered.
3. The Senate, in its 26th meeting held on Sept 29, 2015 constituted a committee to review and make suitable recommendations regarding the admission process of the MBA Programme. The committee members were Prof V. K. Sehgal, Prof. D. K. Nauriyal (IIT Roorkee), Prof. S. Rangnekar (IIT Roorkee), Prof. P. J. Philip and Dr. Neeraj Kaushik. The committee convened a meeting on Jan 2, 2016 and recommended a criterion for MBA Admissions. The recommendation of the committee was accepted by the Senate in 2016. Further, in Jan 2017, the MBA Admission criterion was revised by the Senate.

It was observed that the committee's recommendations was not serving the interest of the department. In wake of the dynamics of the contemporary management education, it was resolved that the admission of the MBA programme be made on the following basis:

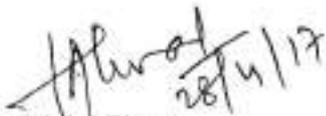
- a. Performance in any national level entrance exam 70 marks weightage
- b. Performance in GD / PI 30 marks weightage

4. The revised syllabus is attached.
5. With reference to the email from Sh. Shekhar Khanduja Evalueserve Company, received by Dr. Rajender Kumar, Sh. Shekhar Khanduja proposed to start a course on IPR for B.Tech students in the beginning of the 5th Semester. He also proposed to share the teaching of this course to give industrial exposure to B.Tech students of NIT Kurukshetra. In addition, the Evalueserve also proposed to offer internship and pre-placement offer (based on performance) to the B.Tech students in 6th Semester in their IPR division. Besides Evalueserve assured to conduct IPR sensitization programmes for the students of B. Tech 5th Semester students along with the placement support in IPR specialization.

Keeping in view of the above, it is proposed that the Department of Business Administration will offer a course on IPR for B.Tech 5th Semester students as Non-departmental elective. The Department has already been teaching issues related IPR to MBA students. The syllabus of the course will be framed in consultation with the experts of Evalueserve Company.

The meeting ended with a vote of thanks to the chair.

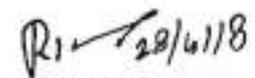

(Manish Kumar Jha)


(Mohd Firoz)


(Neeraj Kaushik)


(Alok Rai)


(T. J. Kamalanabhan)


(Rajender Kumar)

ORGANISATIONAL BEHAVIOUR (MBA 103)

L -T-P
3-1-0
(Credit-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3hrs

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks

Unit-I

Understanding Organization, Behaviour & OB- Organization as a Social Unit, Concept of Learning Organization, Field of OB: Individual, Groups & Systems as building blocks, contributing disciplines, Challenges & Opportunities of OB. Historical background of OB: the Hawthorne Studies and the Ahmadabad experiment.

Unit-II

Individual behaviour- Foundations of individual behaviour, Personality: Meaning, "Big -Five" Personality Traits, MBTI. Perception: Meaning, Role of Object, Environment and Observer; Judging Others. Learning: Meaning, Theories: Classical Conditioning, Operant Conditioning & Social Learning; Methods to shape Behaviour (reinforcement, punishment, & extinction), OB Mod.

Unit-III

Individual Behaviour in Organization- Attitudes: Components, functions, changing attitudes, work attitudes (Job satisfaction, Organizational Commitment & Employee Engagement) Motivation: Concept, Content Theories (Maslow, Herzberg, McClelland, McGregor); Process Theories (Vroom's Model); Contemporary Theories: (Equity Theory, Attribution Theory). Creativity: Nature, process and its facilitation on organization.

Unit-IV

Groups in Organization-Groups- Types, their development stages, concept of role, status, norms size and cohesiveness. Group decision making techniques, Group Think & Group Shift ; Transactional Analysis; Four Life positions. Influence, Power & Politics: Concept of influence, bases of power, Political Behaviour: Concept & contributing factors.

Unit-V

Stress & Conflict- meaning & causes of stress, types of conflicts (intra individual & interactive), coping strategies for stress & conflict; negotiation skills. Communication: Process, types, barriers; Grapevine. Leadership – Concept, Trait, Behavioral and Contingency (Fiedler, Hersey & Blanchard) theories; leadership styles, successful & effective leadership. Organizational Change: concept, resistance to and managing change.

Reference:

1. Robbins ,Judge and Vohra (2011) Organizational Behaviour, Pearson Education India
2. Baron and Greenberg (2011) Behaviour in Organisations, PHI,.
3. Kinicki and Krietner (2011) Organizational Behaviour, Tata McGraw Hill Publications,
4. Newstrom (2011) Organizational Behavior at Work, Tata McGraw Hill Publications,
5. Kandelwal and Nelson (2013), Organisational Behaviour, 7 e ,Cengage India.
6. Gregory Moorhead, Ricky W. Griffin (2012) Managing Organisational Behaviour, Cengage India.
7. Jones and Mathew(2011)Organisation Designs, Theory and Change, Pearson Education,
8. Pareek, Udai (2012)Understanding Organisational Behaviour, Oxford University Press,.
9. Kieth Davis & John Newstrom (2010) Organizational Behavior: Human Behavior at Work , Tata McGraw Hill
10. Kalliath, Brough, Manimala(2009) Organisational Behaviour, Tata McGraw Hill
11. V S P Rao(2010) Organisational Behaviour, Himalaya Publishing House.

BUSINESS STATISTICS (MBA-113)

L -T	Total:	100
3-1	Theory:	50
(Credit-3.5)	Sessional:	50
	Time:	3 hrs

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks

Unit-I

Construction of frequency distributions and their analysis in the form of measures of Central Tendency (Mean, Median, Mode) and Dispersion; Types of measures, their relative merits, limitations and characteristics; Measures of Skewness.

Unit-II

Correlation analysis- meaning & types of correlation, Karl Pearson's coefficient of correlation and Spearman's rank correlation; Regression analysis -meaning and two lines of regression; Relationship between correlation and regression coefficients.

Unit-III

Probability- basic concepts and approaches, addition, multiplication and Bayes' theorem. Probability distributions - meaning, types and applications, Binomial, Poisson and Normal distributions.

Unit-IV

Tests of significance- Hypothesis testing Large samples, Small samples: Chi-square test, Analysis of variance (1-way ANOVA).

Unit-V

Decision theory- decision making under uncertainty and risk, Bayesian analysis, decision trees.

References:

1. Levin & Rubin (1998), Statistics for Business, Prentice Hall of India, Delhi.
2. Gupta S.P. & Gupta M.P.(1986) ,Business Statistics Sultan Chand & Sons, Delhi.
3. Anderson (2012), Quantitative Methods in Business, Thomson Learning, Bombay.
4. Anderson (2011), Statistics for Business & Economics Thomson Learning, Bombay.
5. Bhardwaj R.S (2009), Business Statistics Excel Books, 2000
6. Kothari C.R.(2009), Quantitative Techniques Vikas Publishing House, New Delhi
7. Hooda R.P. (1994), Statistics for Business & Economics McMillan India Ltd.

COMPUTER APPLICATIONS IN MANAGEMENT (MBA 115)

L-T-P	Total:	100
2-0-2	Practical:	40
(Credit-3.0)	Internals:	60
	Time:	3 hrs.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Application Software used in Office, Components of Office- Word-Processor, Spreadsheets, Presentations, Database; Applications of in documentation preparation and making reports; preparation of questionnaires, presentations, Tables and Graphs, Online questionnaires, Mail Merge.

Unit-II

Spreadsheet details, Addressing, Formula & Function, Various Functions- date functions, text functions, logical functions, If and Lookup family function, Filter, Conditional formatting, Charts in MS-Excel, Array Functions (Ctrl+Shift+Enter).

Unit-III

Macros and their application, Addins- Megastat, Data Analysis, Random Number Generation, Univariate and Bivariate Analysis using Addins

Unit-IV

Introduction to Statistical Softwares- Systat/Mystat, E-views etc. Data Handling, Univariate and Bivariate Analysis

Unit-V

Introduction to R & R-Studio- Concept of Variables /Vector/ Packages, R as Calculator, Working on Directories, Importing (Excel/SPSS/Stata/SAS) File and Exporting, Results, Univariate and Bivariate Analysis using R-Studio, Various Charts in R: Bar-chart, Pie chart, Scatter plot, Histogram, Boxplots

References:

1. June Jamrich Parsons (2008), *Computer Concepts 7 Edition*, Thomson Learning, Bombay.
2. Ann Shaffer, Patrick Carey, Kathy Finnegan, Joseph Adamski, Beverly Zimmerman (2010), *New Perspectives on Microsoft Office 2007, Brief*; Cengage Learning
3. Lambert, Joan; Frye, Curtis (2016) *Microsoft Office 2016 Step by Step*, Microsoft Press, Washington
4. Jelen, Bill, (2016) *Advance Excel 2016 in Depth*, BPB Publication
5. Walkenbach, John (2015), *Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource*, Wiley Publication
6. Alexander, Michael, Kusleika Dick, (2016), *Excel 2016 Power Programming with VBA*, Wiley Publication
7. Everitt, B., & Hothorn, T. (2011). *An introduction to applied multivariate analysis with R*. Springer Science & Business Media.
8. Lander, J. P. (2014). *R for everyone: Advanced analytics and graphics*. Pearson Education.

HUMAN RESOURCE MANAGEMENT (MBA 104)

	Total:	100
	Theory:	50
	Sessionals:	50
	Time:	3 hrs
L -T-P		
3- 1-0		
(Credits-3.5)		

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks

Unit-I

Introduction- Concept, Scope and Importance, Evolution of Human Resources Management, Challenges of HRM, HRM environment; HR Policies, HR Planning: Its Process and Importance. Job Analysis and Job Design. Contemporary Factors in Job Design.

Unit-II

Human resource acquisition- Recruitment; meaning, definition, importance, factors governing recruitment, Recruitment Process. Selection; Meaning, Definition, Selection Process. Selection testing and selection interview. Placement; meaning and purpose, problems in Placement. Orientation; meaning and purpose, typical orientation programs, requisites, evaluation and problems of orientation. New Developments in Recruitment, Selection, Placement and Induction Practices. Internal Mobility: Promotions, transfers and separations; purpose, principles, types, reasons, of promotions and transfers. Lay-off, resignation, dismissal or discharge, retrenchment and VRS.

Unit-III

Human resource development- training & development- Nature, Its Importance as source of competitive Advantage, Inputs in Training and Development; Training Needs Identification; Training Process: Deriving Instructional Objectives, Designing, Methods of Training and Development Implementation and Evaluation of the Training Program. New Developments in T&D field. Performance Appraisal: Its Process, Methods and Its Relevance. Performance Management. Potential Appraisal. Job Evaluation; Scope, Process and Methods of Job Evaluation. Career Planning and Development

Unit-IV

Wages and salary administration- employee remuneration- Components of Remuneration, Ideal Remuneration System/Plan; Factor Influencing Employee Remuneration; Devising a Remuneration Plan; Incentive Payments & Schemes; Meaning, Definition, Scope, Importance, Prerequisites for an Effective Incentives System; Other Employee Benefits.

Unit-V

Contemporary issues in HRM- Employee Counseling, Worker's Participation in Management, Employees safety and health, Trade Unions, Grievance handling, Employee empowerment, Issues in Industrial relations and industrial Conflict/Disputes. Six Sigma in HRM, Work-Life Balance, Employee Engagement. Competency Based HRM, Utility of Internet in HRM. Human Capital, Talent Management.

References:

1. K. Aswathapa (2013) Human Resource Management: Text and Cases, 6th Ed., Tata McGraw Hill, New Delhi.
2. Dessler & Varakkey (2012) Human Resource Management, 12th Ed. Pearson Education
3. Biswajeet Pattanayak, (2013) Human Resource Management, Prentice Hall of India.
4. Raymond, Noe and Hollenbeck, (2010) Fundamentals of Human Resource Management, Tata McGraw Hill.
5. Debashish Sengupta, (2012) Human Resource Management, Wiley India
6. Sarah Gilmore, (2013) Human Resource Management, Oxford University Press.
7. Cascio and Nambudri, (2009) Managing HR, Productivity, Quality of Life and Profits, Tata McGraw Hill.
8. Michael Armstrong (2014) Handbook of HRM Practice, Kogan Page,
9. V. S. P. Rao (2009) Human Resource Management, Himalaya Publication House.
10. R. S. Dwivedi (2003) Managing Human Resources and Industrial Relations in Indian Enterprises, Galgotia Publishing Company, New Delhi.
11. Dessler Human Resource Management, Pearson Education Limited, 2007
12. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007.
13. Uday Kumar Halder, Juthika Sarkar. Human Resource Management. Oxford. 2012
14. Gary Dessler – Human Resource Management, Seventh Edition, Prentice-Hall Of India P.Ltd., Pearson
15. VSP Roa – Human Resource Management: Text and Cases, First Edition, Excel Books, New Delhi – 2000
16. Human Resource Management, Text & Cases, by Aswathappa k., Tata McGraw—Hill Publishing Company Ltd., Seventh Edition, P. 138.

PRODUCTION AND OPERATIONS MANAGEMENT(MBA-106)

L –T-P
3-1-0
(Credit-3.5)

Total:	100
Theory:	50
Sessional:	50
Time:	3 hrs

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Objectives of Production/Operations Management- Nature and Types of Production / Operation, Production Capacity – Planning and Control, Plant Location.

Unit-II

Plant Layout, Work Design and Measurement, Maintenance and Material Handling Methods, Forecasting.

Unit-III

L P formulation- Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions

Unit-IV

Transportation problems including transshipment problems- Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

Unit-V

PERT/CPM- Difference between PERT and CPM, network construction, calculating floats & probability considerations in PERT, time -cost trade-off. Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game;

References:

1. Panneerselvam R (2006), Operations Research PHI, New Delhi.
2. Kapoor, V. K (2010), Operations Research.: Sultan Chand & Sons , New Delhi.
3. Taha, Hamdy A (2008)., Operations Research Prentice Hall, New Delhi.
4. Chary, S. N. (2009) Production and Operations Management Tata McGraw Hill, New Delhi
5. Buffa, Sarin (2007), Modern Production / Operations management
6. Sharma J.K (2009), Operations Research, Macmillan .: New Delhi.

RESEARCH METHODOLOGY(MBA-114)

L –T-P
3-1-0
(Credit-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Nature, scope and need of business research- managerial value of business research: components of theory–concepts, constructs, variables, definitions and hypothesis; the process of research: structure of research proposal

Unit-II

Research design concept and types- validity and reliability aspects; sampling design and techniques; factors influencing sample size; nature of measurement.

Unit-III

Characteristics of sound measurement- nature of measurement scales; scale construction techniques: sources and methods of data collection; questionnaire designing

Unit-IV

Data preparation and descriptive analysis- hypothesis testing; parametric and non -parametric tests (analysis of variance, χ^2 test, sign test, the Mann -Whitney U-test, Kruskal – Wallis H-test); computer program for analysis

Unit-V

Nature of Multivariate-analysis- Introduction to Multivariate techniques, Ingredients of formal reports; construction of formal reports; nature of oral reports; mechanism of documentation and bibliography construction, Online citation builder

References:

1. C.R. Kothari (2004), Research Methodology; Methods and Techniques, New Age International Publisher
2. R. PANNEERSELVAM (2014), Research Methodology, PHI Learning Pvt. Ltd., 2014
3. William Zikmund, ,Barry BabinJon Carr (2012), Business Research Methods, Cengage Learning
4. Alan Bryman, Emma Bell (2011), Business Research Methods 3/e, Oxford University Press
5. Naval Bajpai (2011), Business Research Methods, Pearson Publishers
6. Levin & Rubin (1997), Statistics for Business, Prentice Hall of India, Delhi.
7. Malhotra, N., Hall, J., Shaw, M., & Oppenheim, P. (2006). Marketing research: An applied orientation. Pearson Education Australia.

MANAGEMENT INFORMATION SYSTEM(MBA-116)

L -T-P
3-1-0
(Credit-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks

Unit-I

Data and Information. MIS- need and concepts, factors influencing MIS and characteristics of MIS, Technology of MIS. Structure of MIS. Decision Making and role of MIS.

Unit-II

Data communication. Basic H/W required, Channel features and concept of Distributed Data bases. Decision Support System: Overview, components and classification, steps in constructing a DSS, role in business, group decision support system

Unit-III

Information system for strategic advantage, strategic role for information system, breaking business barriers, business process reengineering, improving business qualities.

Unit-IV

Planning for MIS- System Development Methodologies; Conceptual and detailed designs of MIS. Information system analysis and design, information SDLC, hardware and software acquisition, system testing, documentation and its tools, conversion methods, System implementation Strategies and process; System Evaluation and Maintenance.

Unit-V

Role of CBIS in an Organization, MIS Models, Functional application of MIS (viz. Marketing IS, Manufacturing IS, Accounting IS, Financial IS, Personal IS, Production IS).

Reference:

1. Jawadekar (2013), Management Information Systems, TMH, N Delhi.
2. Brien, James (2008), Management Information System, Tata McGraw Hill, Delhi.
3. Stair (2013), Principles of Management System, Thomson Learning, Bombay.
4. Mckeown (1993), Information Technology and the Networked Economy, Thomson Learning, Bombay.
5. Brady (2000), Advance Cases in MIS , Thomson Learning, Bombay.
6. Murdick & Ross (1995), Management Information System, PHI, Delhi.
7. Kanter, J. (1984), Management Information System, PHI, Delhi.

BUSINESS LAW AND CORPORATE TAXATION (MBA 203)

L – T-P
3- 1-0
(Credits-3.5)

Total:	100
Theory:	50
Sessionals:	50
Time:	3 hrs

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Intellectual Property Rights (Patent, Trademark and Copy Right).

Unit-II

Cyber Law and Competition Act.

Unit-III

Contract Act and Sales of Goods Act.

Unit-IV

Negotiable Instrument Act and Company Act: Memorandum of Association, Article of Association, and Comparative Provisions related to Public and Private limited Companies, Board Meetings.

Unit-V

Goods and Services Tax (GST)- Applicability, Registration, Return and Penalties, Tax Incentives for Export Business.

References:

1. N D Kapoor, Commercial and Industrial Law, Chand, 1969
2. Gonga, P. P. S. (2002). A text book of Company law. S. Chand.
3. Akhileshwar Pathak, Legal Aspects of Business 5/e, McGraw Hill Education
4. Vinod K Singhania / Kapil Singhania, DIRECT TAXES READY RECKONER, Taxmann Publications Pvt. Limited, 2008
5. Vinod K. Singhania, Jeewan Singhania, Taxmann's Direct Taxes Law and Practice, Taxmann Publications, 1994
6. Arun Kumar Sen, Jitendra Kumar Mitra, Commercial Law (including Company Law) and Industrial Law, World Press, 1977
7. Shambhudas Mitra, A. C. Sen, Mitra's legal and commercial dictionary, Eastern Law House, 1979.
8. Taxmann, GST Manual, Edition 2017.

ENTREPRENEURSHIP DEVELOPMENT (MBA 205)

L -T-P	Total:	100
3- 1-0	Theory:	50
(Credits-3.5)	Sessional:	50
	Time:	3 Hours

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction To Entrepreneurship- Concept and Types of entrepreneurs,, Significance of Entrepreneur in Economic Development, Economic, social and psychological need for entrepreneurship, Characteristics, qualities, and pre-requisites of entrepreneur; Creativity and innovation, Methods and procedures to start and expand one's own business, Life cycle of new business and relationship with large enterprise, Achievement motivation, Environmental Factors affecting success of a new business, Reasons for the failure and visible problems for business.

Unit-II

Project Feasibility Study- Preparation of Feasibility Reports: Selection of factory location, Demand Analysis, Market potential measurement, Capital saving and project costing, Working capital requirements, profit and tax planning; Economic, Technical, Financial and Managerial Feasibility of Project.

Unit-III

Sustaining competitiveness in entrepreneurship- Maintaining Competitive Advantage, The Changing Role of the Entrepreneur: Mid Career Dilemmas, Harvesting Strategies versus Go for Growth

Unit-IV

Government support to new enterprise- Incentives, Sources of Finance, Role of Govt. and Promotional agencies in EDP, Role of DIC, Ministry of MSME, Various government support to MSME.

Unit-V

Entrepreneurship Development Programmes- Entrepreneurship Development Programmes; Role of technical institutions in EDP, Role of various institutions in developing entrepreneurship in India, EDI Ahmedabad

References:

1. Hisrich, Manimala (2013), Entrepreneurship, McGraw-Hill Education India.
2. Gupta, Srinivasan (2013) Entrepreneurship Development in India, Sultan Chand & Sons.
3. K Ramchandran (2008). Entrepreneurship Development, Tata McGraw- Hill Education.
4. David H. Holt (2009). Entrepreneurship: New Venture Creation, PHI Learning.
5. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd (2013). Entrepreneurship. Tata McGraw Hill Education.
6. H. Nandan (2013). Fundamentals of Entrepreneurship, PHI Learning.

LABOUR LAWS (MBA- 211)

L-T-P
3-1-0
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Laws Related to Working Hours, Conditions of Services and Employment- The Factories Act, 1948, The Mines Act 1952, The Contract Labour (Regulation and Abolition) Act, 1970; The Sales Promotion Employees Act 1976.

Unit-II

Laws Related to Industrial Relations- The Trade Union Act, 1926,, The Industrial Disputes Act 1947. The Industrial Employment (Standing Orders) Act, 1946

Unit-III

Laws Related to Wages- The Payment Of Wages Act, 1936 & The Payment of Wages(Amendment) Act,2001. The Minimum Wages Act, 1948: The Payment of Bonus Act, 1965

Unit-IV

Law Related to Equality and Empowerment of Women, Deprived and Disadvantaged Sections of Society- The Maternity Benefit Act, 1961, The Equal Remuneration Act 1976, The Child Labour(Prohibition and Regulation) Act, 1986.

Unit-V

Laws related to Social Security- The Employee's State Insurance Act, 1948; The Unorganized Worker's Social Security Act 2008. The Workmen Compensation Act, 1923 Employees' Provident Funds and Miscellaneous Provisions Act, 1952; Payment of Gratuity Act 1972

References:

1. Malik, P.L. (2010.) Handbook of Labour and Industrial Laws, Eastern Book Company,
2. C S Venkataratnam (2009) Industrial Relations, Oxford University Press.
3. Padhi, P.K (2010) Labor and Industrial Laws. Prentice Hall of India.
4. Mamoria, Mamoria&Gankar (2009) Dynamics of IR, HPH, New Delhi.
5. Srivastava, Labour & Industrial Laws,(2007) Vikas Publications, New Delhi,.
6. Sinha, P.R.N. et al (2009) Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education,
7. Monappa, Nambudri and Selvaraj (2009) Industrial Relations And Labour Laws, Tata McGraw Hill Publishing India.
8. B D Singh, (2009) Industrial Relations and Labour Laws, Excel Publications.

ORGANISATIONAL CHANGE AND DEVELOPMENT (MBA- 221)

	Total:	100
	Theory:	50
	Sessionals:	50
L -T-P	Time: 3	
3- 1-0		
hrs(Credits-3.5)		

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks

Unit-I

Organisational Change- Concept, Forces for Change, Types of Change in Organisations. Process, Models of Organisational Change, Resistance to Change, Overcoming Resistance to Change

Unit-II

Introduction and Foundations of Organisational Development- Organizational Development: Concept, Scope, Definition and Important Characteristics of OD, Values, Beliefs and Assumptions underlying the field of OD. System Theory, Parallel Learning Structure, Action Research.

Unit-III

Process of Organizational Development- Diagnosis- Relevance of diagnosis for OD, Importance of Correct diagnosis in success of OD, Approaches/Models of Diagnosis: SIX BOX model, 7 S Framework, Force Field Analysis.

Unit-IV

OD Interventions- overview, Team Building Interventions and their Rationales; Intergroup team building and the Organization Mirror Intervention; Personal, Interpersonal and Group Process Interventions; Nature of Comprehensive OD interventions; Structural Interventions & OD, conditions important for successful OD efforts.

Unit-V

OD Consultant & Issues in OD- Choosing the OD Consultant. Role and competencies of the OD Consultant, Ethical issues in OD Consulting, Organizational Power and Politics and its impacts on OD. Future Terms and Applications of OD, OD in Public Sector Enterprises

References

1. French and Bell (1991) Organizations Development. Prentice Hall of India. New Delhi,
2. French, W L. etc(1990.)Organization Development theory, Practice and research 3rd ed. Universal Book Stall, New Delhi,
3. Singh, Kavita(2010)Organizational Change & Development, Excel Books.
4. Robbins ,Judge and Vohra (2011) Organisational Behaviour, Pearson Education India
5. Kinicki and Krietner (2011) Organisational Behaviour, Tata McGraw Hill Publications,
6. Newstrom(2011)Organisational Behaviour at Work, Tata McGraw Hill Publications,
7. Baron and Greenberg(2011) Behaviour in Organisations, PHI,.
8. Jones and Mathew(2011)Organisation Designs, Theory and Change, Pearson Education,
9. Pareek, Udai(2012)Understanding Organisational Behaviour, Oxford University Press.

PERFORMANCE MANAGEMENT (MBA-251)

	Total:	100
	Theory:	50
	Sessionals:	50
	Time:	3 hrs
L -T-P		
3- 1-0		
(Credits-3.5)		

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

UNIT-I

Introduction to Performance Management- Concept, aims and role of performance management system, performance management contribution, challenges of performance management, theoretical foundations of performance management.

UNIT-II

Overview of Performance Management Process- Performance management process: prerequisites; performance planning, execution, performance assessment, performance review and performance renewal and recontracting.

UNIT-III

Performance Management and Strategic Planning- definition and objective of strategic planning, process of linking performance management to the strategic plan: strategic planning, developing strategic plans at the unit level, job descriptions, individual and team performance

Unit-IV

Implementation- Defining performance and choosing measurement approach: determinants of performance, performance dimensions and approaches to measuring performance; measuring results and behaviors: systems of measuring result and behaviour; gathering performance information: criteria of determining performance; implementing a performance management: process of performance management implementation system.

Unit-V

Key Issues- Reward-based performance management; team-based performance management and leadership-based performance management-concepts, significance, interventions and drivers; competency mapping: meaning, methods, linkage to performance planning; strategy maps and Balance score card; counselling and coaching; role and challenges of HR professionals in performance management; ethics in performance management.

References:

1. A. S. Kohli , T. Deb, ' Performance Management', Oxford
2. Armstrong, Michael,(2014) 'Performance Management – Key strategies and Practical Guidelines', Kogan Page
3. Shields, John, (2007) Managing Employees Performance and Reward', Cambridge University Press India.
4. Dipak Kumar Bhattacharyya,(2009) Performance Management System & Strategies, Pearson Education. New Delhi
5. Robert Bacal, (2011) Performance Management ,McGraw Hill
6. Dines K. Srivastava(2005)Strategies for Performance Management, Excel Books New Delhi
7. Candela, Srinivas (2009) Performance Management: Strategies, Interventions and Drivers, PHI,
8. Saks, Account and Be court (2008) Performance Management through training and development Cengage India Learning.
9. Aguinis Herman (2009) Performance Management', Pearson Education Inc.

CONSUMER BEHAVIOR (MBA 245)

L -T-P
3- 1-0
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Origin and Meaning of Consumer Behaviour- Process and Strategic applications of Consumer Behaviour, Consumer Research and Market Segmentation – case studies.

Unit-II

Consumer Adoption- Meaning and Definition, Process, Stages, Factors affecting consumer adoption, Role of behavioral intention in consumer adoption, Consumer Involvement, Personality and Consumer Behaviour, Consumer Perception and its formation, Consumer imagery- Case studies.

Unit-III

Consumer learning- Learning theories, Consumer Attitude formation and Change, Changing Attitude, Consumer values, Communication and Consumer Behaviour – Case Studies.

Unit-III

Consumer Groups, Interpersonal Communication and influence, Opinion Leadership Reference groups influence on Consumers, Family influence, Influence of Culture and Social class on Consumer behaviour – Case Studies.

Unit-IV

Consumer Behaviour Models, Consumer decision making in the 21st Century, Diffusion of Innovation, Analyzing Rural consumers behaviors in present day environment (through studies), Emerging Concepts in Consumer Behaviour – Case Studies.

References:

1. Assael, H. (1984). *Consumer Behavior and Marketing action*. Kent Pub. Co
2. Engel, J. F., Blackwell, R. D., & Miniard, P. W. (1995). *Consumer Behavior*
3. Schiffman, L. G., Hansen, H., & Kanuk, L. L. (2008). *Consumer behaviour: A European outlook*. Pearson Education.
4. Solomon, M. R. (2009). *Consumer Behavior: buying, having, and being*. Pearson Education.
5. Foxall, G. R., Goldsmith, R. E., & Brown, S. (1998). *Consumer Psychology for Marketing (Vol. 1)*. Cengage Learning EMEA.
6. Peter, J. P., Olson, J. C., & Grunert, K. G. (1999). *Consumer Behavior and Marketing Strategy*.
7. Wayne D. Hoyer (2012). *Consumer Behaviour*. Cengage Learning; 6 edition

EMERGING CONCEPTS IN MARKETING-I (MBA 255)

L –T-P	Total:	100
3- 1-0	Theory:	50
(Credits-3.5)	Sessional:	50
	Time:	3 hrs

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Concepts and Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets, Rural Marketing Environment, Rural Consumer Behavior – Characteristics of Rural Consumer, Researching Rural Market – Case studies.

Unit-II

Nature of Industrial Marketing- Meaning, Industrial v/s Consumer Marketing, Original Equipment Marketing, Understanding Industrial Markets- Types of Industrial customers, Classification of Industrial products and services, Marketing Implications for Industrial products and services, Industrial segmenting, Targeting and Positioning, analysis of Buyer Seller Relationships in Industrial markets – case studies.

Unit-III

Political marketing – Origin, Concept, Scope; Political marketing strategy, Political marketing consumers; Political branding – Political and democratic issues; Internal marketing, Campaign designing, Political marketing internationally, Role of Digital Marketing & social media in political marketing – Case studies

Unit-IV

Concept and Importance of International Marketing, Strategies for Domestic and International marketing, Factors influencing Export Marketing, Logistics in Export Marketing, Export Pricing Strategies, Exports Documentation and Procedure.

Unit-V

Contemporary Marketing Modes- Content Marketing, Guerrilla Marketing, Word-to-mouth Marketing, Surrogate Marketing, Umbrella Marketing, Event Marketing, Ambush Marketing, Reverse Marketing- Case Studies

References:

1. Pradeep, K., & Raut, S. (2006). *The Rural Marketing Book*. Biztantra (Dremtech Press), New Delhi, 83.
2. T.P. Gopal Swamy (2009), *Rural Marketing - Environment, Problems and Strategies*, 3E, Vikas Publishing House, Noida
3. Sanal Kumar Velayudhan (2007), *Rural Marketing: Targeting the Non-Urban Consumer*, Sage Publications
4. Lees-Marshment, J. (2009). *Political marketing: principles and applications*. Routledge.
5. Havaladar, K. K. (2005). *Industrial Marketing: Text and Cases*. Tata McGraw-Hill Education.
6. Reeder, R. R., Brierty, E. G., & Reeder, B. H. (1991). *Industrial marketing: Analysis, planning, and control*. Englewood Cliffs, NJ: Prentice Hall.
7. Wright, R. (2004). *Business-to-business marketing: a step-by-step guide*. Pearson Education.
8. Ellis, N. (2010). *Business to business marketing: Relationships, networks and strategies*. Oxford University Press.
9. Richard Marvin Hill, Ralph Samuel Alexander, James Shorten Cross (1975) *Industrial marketing*, R. D. Irwin
10. Frederick E. Webster (1995) *Industrial Marketing Strategy*, Wiley Publications
11. R.I. Varshney & B. Bhattacharya (2001) *International Marketing Management*, Sultan Chand & Sons
12. Mahajan, M. I. (1996). *A Guide on Export Policy Procedure & Documentation*
13. Onkvisit, S., & Shaw, J. (2008). *International marketing: strategy and theory*. Routledge.
14. Boone, L. E., & Kurtz, D. L. (2013). *Contemporary Marketing*. Cengage learning.
15. Kotler, P, Keller, (2014). *Marketing Management*. Fifteenth Edition. Pearson
16. Lamb, C. W., Hair, J. F., & McDaniel, C. (2015). *MKTG 9*. Cengage Learning.

DYNAMICS OF INDUSTRIAL RELATIONS (MBA- 222)

L -T-P
3- 1-0
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks

Unit-I

Introduction to Industrial Relation- Concept, Evolution, Characteristics, Scope, Components, Factors Affecting Industrial Relations, Approaches to IR, IR in India, Prerequisites of successful industrial relation programme. Emerging issues in IR: Industrial Relation and Technological Change. Major Incidents of Industrial unrest in India. Main Recommendations of the Second National Labour Commission, International Labour Organization (ILO) and Industrial Relations, The Future Direction of Industrial Relations.

Unit-II

Industrial Conflicts/Disputes- Meaning, essentials, classification, recognition of disputes, impact of industrial disputes, factors of industrial disputes/conflicts, Forms of disputes: Strikes and Lock-outs , Right to strike and lock-out, Prevention of strikes and lock-Outs, Gheraos

Unit-III

Negotiation and collective bargaining- Preventive machinery- Grievances handling, Meaning, Nature, Causes of Grievances, procedure for Redressal. Collective bargaining-meaning, principles, contents, forms, process and levels of collective bargaining, formats of agreements, Typologies, productivity bargaining, pre-requisite of effective collective bargaining, collective bargaining in India. Standing orders. Code of discipline Settlement Machinery-Mediation , Conciliation, Arbitration, Adjudication

Unit-IV

Trade Union- Concept, Purpose, Functions, Types, Trade Union and politics, Problems of Trade Unions in India, NCL's recommendations for Trade unions. Major Central trade unions in India, Employers' Organizations, Recent Trends in Trade Union Movement in India.

Unit-V

Workers' Participation in Management- concept, determinants, form and levels of participation, schemes of workers' participation in management in India. Workers' Education-content, significance, rationale behind workers' education, workers' education scheme in India- objectives, functions and problems.

References:

1. C. S. Venkataratnam, (2009), Industrial Relations, Oxford University Press.
2. Sinha, P.R.N. et. Al (2009) Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
3. Blyton, P. & Turnbull, P. (2004) The Dynamics of Employee Relations. Palgrave Macmillan.
4. Ackers, P. & Wilkinson, A. (2003) Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
5. Padhi, P.K. (2010) Labor and Industrial Laws. Prentice Hall of India.
6. Singh, B.D. (2009) Industrial Relations: Emerging Paradigms. Excel Books.
7. Sen, R. Industrial Relations: Text and Cases. (2009) Macmillan India.
8. Sen, Ratna (2010): Industrial Relations in India, Macmillan publishers.
9. Mamoria, Mamoria and Gawker, (2009) Dynamics of Industrial Relations, Himalaya Publishing House.
10. B D Singh, (2008) Industrial Relations, Excel Publications.

INTERPERSONAL AND GROUP DYNAMICS (MBA-232)

	Total:	100
	Theory:	50
L -T-P	Sessionals:	50
3- 1-0	Time:	3 hrs
Credits-3.5)		

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Group- Concept, Nature and Classification of groups. Team – Concept, Types, Team Effectiveness, Team Building. Difference between Group and Team. Group dynamics – Meaning, Homan's model, Measurement in Group dynamics; Group formation.

Unit-II

Interpersonal Behavior & Influence Processes- Interpersonal Awareness, and Feedback process including Johari Window, Life Script Analysis, Transactional Analysis and 360 Degree Feedback. Interpersonal trust: CBT, IBT, violation of trust, Fundamental Interpersonal Relations Orientation (FIRO-B), Career Roles & Identity. Self Awareness-GROW, DOTS & Holland Models. Behavioural modification Models. Emotions: Emotional Labour, Emotional Baggage, Emotional Quotient and Emotional Intelligence.

Unit-III

Learning social behavior- Social learning theories, Group development, Models of group development: Tuckman model, Fisher's Theory, Tubbs' systems Model, Wheelan model – Group socialization; Group Structure, Group Norms, Group Roles, Group Authority, Group Attraction, Group communication networks, Group Cohesiveness, Group Conformity, Group Obedience, Group Synergy, Group Interdependence, group Interaction

Unit-IV

Group Decision Making- Meaning, Benefits, Techniques of group decision-making. Groupthink, Group Polarization

Unit-V

Group Conflict- Sources of Conflict in Groups, Conflict process, Coalitions, conflict resolution; Power and Politics – Power Tactics, Power in Groups. Groups and Change- The Group as an agent of change, Sources of change in groups.

References

1. Donelson Forsyth (2009) Group Dynamics, Cengage Education.
2. Laurie J. Mullins (2011) Essentials of Organizational Behaviour, Pearson Learning
3. Udai Pareek (2012) Understanding Organisational Behaviour, Oxford University Press,
4. Keith Davis & John Newstrom (2010) Organizational Behavior: Human Behavior at Work , Tata McGraw Hill
5. Kalliath, Brough, Manimala(2009) Organisational Behaviour, Tata McGraw Hill
6. V S P Rao(2010) Organisational Behaviour, Himalaya Publishing House.
7. Bennis, W.G (1979) Essay in Interpersonal Dynamics, U.S.A., Dorsey Press,
8. Davis, Keith (2002) Organizational Behaviour, 11th ed., McGraw /Irwin,
9. Greenberg Behavior in Organizations, (2010)10/e, Pearson Edition
10. Luthans, Fred ,(2008) Organizational Behaviour, 12th ed., Long learning education
11. Robbins, Stephen, Judge and Vohra (2012)Organizational Behavior, 14th ed Pearson Edition

COMPENSATION MANAGEMENT (MBA-242)

L -T-P	Total:	100
3- 1-0	Theory:	50
Credits-3.5)	Sessionals:	50
	Time:	3 hrs

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Compensation- concept, definition and objectives of compensation, Forms of pay: Base, incentives and benefits. Determination of inter and intra-industry compensation differentials, internal and external equity in compensation systems.

Unit-II

Determining the Structure- Internal Alignment: Structures vary among organizations, Factors shaping internal structures, Strategic choices in designing internal structures.

Unit-III

Determining Pay Level- Labour market forces: demand side, supply side, organization factors, relevant markets, competitive pay policy alternatives, designing pay levels, mix and pay structures: competitive pay policy, purpose of the survey, select relevant market competitors, design and interpret the survey

Unit- IV

Determining Individual Pay- Employee contributions: pay-for-performance plans: short term, team incentives, long term plans.

Unit- V

Employee benefits- Benefit determination process, Statutory benefits including health care, employee welfare and retirement benefits, Compensation of special groups, Trade union role in wage and salary administration. Issues in Compensation Management: International pay systems, Government and legal issues: Wage boards and Pay commissions, Public sector pay, other issues: Managing Labour cost, Embedded controls, Control salary levels. Innovations in the area of compensation management in Indian and MNCs operating in India and abroad

References:

1. Milkovich and Newman, Venkata Ratnam (Ninth edition) 'Compensation', McGraw-Hill International,
2. Joseph. J. Martocchio (2004) Strategic Compensation - A Human Resource Management Approach , Prentice-Hall.
3. Armstrong, Michel and Murlis, Helen(2010) Reward Management. Kogan Page.
4. Henderson, Richard I. (2004) Compensation Management: Rewarding Performance Prentice Hall of India Pvt. Ltd,
5. Milkovich & Newman (2005) Compensation: Tata McGraw Hill, New Delhi, Eighth Edition.
6. Singh, B.D.(2007) Compensation and Reward Management. Excel Books,
7. Gerhart, B. & Rynes, S.L.(2008) Compensation, Evidence, and Strategic Implications. Sage Publication,
8. Berger & Berger.(2008) The Compensation Handbook: A State-of -the -Art Guide to Compensation Strategy and Design. McGraw Hill.

WORKING CAPITAL MANAGEMENT (MBA – 224)

L-T-P	Total:	100
3-1 -0	Theory:	50
(3.5 Credits)	Sessional:	50
	Time:	3 Hours

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Conceptual Framework- Tradeoff between liquidity and profitability, Operating Environment of Working Capital, Determinants of working capital, Determination of Working Capital, Theories and Approach.

Unit-II

Receivable Management- Determining the Appropriate receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis. Inventory Management Kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory management and Valuation, Inventory Control Models.

Unit-III

Management of Cash- Motives for Holding Cash and marketable securities; Cash System Managing the Cash Flows, Types Collection Systems, Cash Concentration Strategies Disbursement Tools, Investment in marketable Securities, Forecasting Cash Flows; Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances – Baumol Mode, Beranek Model, Miller-Orr Model, Stone Model

Unit-IV

Bank Credit- Basic Principles and Practices, Bank Credit – Methods of Assessment and Appraisal, Other Sources of Short Term Finance

Unit-V

Payables Management, Short- Term International Financial Transactions, Integrating Working Capital and Capital Investment Process, Emerging Trends in Working Capital

Reference:

1. Bhalla, V.K. (2013) ,Working Capital Management Text and Cases.
2. James Sagner (2015), Working Capital Management, Wiley Publications
3. Scherer, F. C. (2009), Modern Working Capital, Prentice Hall
4. Bhattacharya, Hrishikes (2014) Working Capital Management, PHI, New Delhi.
5. Khan M.Y. (2017), Financial Management, TMH, New Delhi.

MICROFINANCE (MBA – 244)

L-T-P	Total:	100
3-1 -0	Theory:	50
(3.5 Credits)	Sessional:	50
	Time:	3 Hours

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Overview of Microfinance and its Evolution- Genesis and evolution of microfinance: Definition of micro finance - Products and Services: Lending and Saving Products.

Unit-II

Micro finance different models in India and International context- SHG Bank Linkage, Grameen model, Banking correspondent and facilitator model, Major opportunities and challenges of Indian microfinance sector.

Unit-III

Major policy initiatives taken by government in the area of social banking- Evolution of concept of priority sector, regional rural banks, nationalization of commercial banks, subsidy based credit facility, setting of NABARD, Introduction of Lead Bank scheme.

Unit-IV

Measuring micro finance performance and impact assessment, managing the viability Legal and regulatory issues in micro finance sector in India.

Unit – V

Operational Aspects of Micro-Finance- Commercial Banks as Micro lenders, The Technological Base: Payment Systems and Banking Software, Building the Market for Investing in Microfinance, Operating Costs, Risk Management

Reference:

1. Debadutta K. Panda(2012). Understanding Microfinance Wiley India
2. Girija Srinivasan (2014). Microfinance India. Sage India.
3. Micro-Finance Perspectives and Operations (2008). Indian Institute of Banking & Finance, Macmillan India
4. Armendariz A (2010). The Economics of Micro-Finance. PHI India.
5. J. Ledgerhood (1998). Microfinance Handbook. World Bank Publications

RELATIONSHIP MARKETING (MBA 226)

L –T-P
3- 1-0
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Conceptual foundation of Relationship Marketing- Nordic school approach, Six markets model, Relationship marketing versus Transactional marketing, Customer Relationship management, Customer Retention and experience Management, Concept of Customer Lifetime Value– Case Studies

Unit-II

Customer Satisfaction- Meaning and definition of Satisfaction, Concept of consumer satisfaction, Identification of determinants of customer satisfaction, Assessing customer satisfaction, relationship between customer satisfaction and service quality – Case Studies

Unit-III

Customer Loyalty- Meaning and definition of Customer Loyalty, Customer Loyalty formation, Customer Loyalty outcomes, Emotion quadrant model of Customer Loyalty, Customer Loyalty Assessment – Case Studies

Unit-IV

Enablers of Relationship Marketing- CRM Technologies, Role of Call Centres, Enterprise Marketing management, People factor in relationship marketing, Customer centric recruitment, selection and development of employees, Informational technology and Relationship marketing, Profitability and Relationship marketing – Case Studies

Unit-V

CRM Softwares- Data Warehousing and Data Mining, Artificial Intelligence and its role in CRM, Future of Relationship marketing and its implications on organizations – Case Studies

References:

1. Atul Parvatiyar and Sheth (1999) Handbook of Relationship Marketing, Sage publications.
2. Godson, M. (2009). Relationship marketing. Oxford University Press.
3. Mukerjee Kaushik (2007) Customer Relationship Management: A Strategic Approach to Marketing 1st Edition.
4. Zikmund, W. G., McLeod, R., & Gilbert, F. W. (2003). Customer relationship management: Integrating marketing strategy and information technology. Wiley.
5. Baron, S., Conway, T., & Warnaby, G. (2010). Relationship marketing: A consumer experience approach. Sage Publications.
6. Biswas, S. (2011). Relationship marketing: Concepts, theories and cases. PHI Learning Pvt. Ltd.
- 7 Parvatiyar, A., & Sheth, J. N. (2001). Customer relationship management: emerging practice, process, and discipline. Journal of Economic and Social research, 3(2), 1-34.
8. Alok Kumar Rai (2012), Customer Relationship Management: Concepts and Cases, Prentice Hall of India

EMERGING CONCEPTS IN MARKETING-II (MBA-II 256)

L –T-P
3- 1-0
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Neuro Marketing- The Rationale, The Human Brain and Marketing, Nervous System and Brand Communication, Brand Communication and Memory, Advertising and Seven Sins of Memory, Applications of Neuro Marketing, Neuro Marketing and Product Life-Cycle – Case studies.

Unit-II

Green Marketing- An overview of Green Marketing, Strategic Green Planning, Sustainable Marketing- The Environment and Consumption, The Environmental Effects of Consumption, Discovering Value via Market Analysis, Delivering Value via Sustainable Supply Cycle Strategies, Monitoring and Reporting Sustainability Efforts – Case studies

Unit-III

Cause Related Marketing- Meaning, Concept and Impact of Cause Related Marketing, Understanding Social Marketing - Defining Social Marketing, 10 Steps in the Strategic Marketing and Planning Process, 7 Ps of Social Marketing– Case Studies

Unit-IV

Social Marketing Environment- Determining Research Needs and Options, Choosing a Purpose and Focus for your Plan and Conducting a Situation Analysis. Selecting Target Audiences, Objectives and Goals - Segmenting, Evaluating and Selecting Target Audience, Setting Behavior Objectives and Goals– Case Studies

Unit-V

Marketing Analytics- Concept and Importance, Disruptive technologies, Big Data- Brief Introduction, Introduction to Machine Learning & Deep Learning, Text Mining, Recent Advances in Marketing Analytics- Case Studies

References:

1. Sharma J. K., Agarwal D. P., Singh Deepali, Deepak K. K (2010) *Neuromarketing: A Peep Into Customers Minds*, Print Edition, PHI Publications
2. Deshpande, S., & Lee, N. R. (2014). *Social Marketing in India*. SAGE Publications India.
3. Evans, D. (2012). *Social media marketing: An hour a day*. John Wiley & Sons.
4. Jacquelyn Ottman (2011) *The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding*, Berrett-Koehler Publishers
5. John Grant (2009) *The Green Marketing Manifesto*, John Wiley & Sons
6. Robert Dahlstrom (2011) *Green Marketing Management*, Cengage Learning
7. John F. Wasik (1996) *Green Marketing and Management: A Global Perspective*, Wiley Publications
8. Gerard Hastings, Kathryn Angus, Carol Bryant (2011) *The SAGE Handbook of Social Marketing*, Sage Publications
9. Dan Zarrella (2010) *The Social Media Marketing Book*, "O'Reilly Media, Inc
10. Alan R. Andreasen (2006) *Social Marketing in the 21st Century*, SAGE Publications
11. Stephen Genco, Andrew Pohlmann, Peter Steidl (2013) *Neuromarketing For Dummies*, John Wiley & Sons
12. Patrick Renvoise (2007) *Neuromarketing: Understanding the Buy Buttons in Your Customer's Brain*, Thomas Nelson Inc
13. Leon Zurawicki (2013) *Neuromarketing: Exploring the Brain of the Consumer*, Springer Publications
14. Avinash, K. (2011). *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*.
15. Jeffery, M. (2010). *Data-driven marketing: the 15 metrics everyone in marketing should know*. John Wiley & Sons.
16. Cutroni, J. (2010). *Google Analytics: Understanding Visitor Behavior*. " O'Reilly Media, Inc."
17. Hemann, C., & Burbary, K. (2013). *Digital marketing analytics: Making sense of consumer data in a digital world*. Pearson Education.
18. Kotler, P., & Zaltman, G. (1971). *Social marketing: an approach to planned social change*. *The Journal of Marketing*, 3-12.

Pre-PhD

SOFTWARE COMPUTING (MBA-702)

L - T
3 - 1

Sessional	50 Marks
Theory	50 Marks
Total	100 Marks
Time	3 hours

1. Credits: 3.5

2. Objective of the Course: To acquaint the scholars with research tools, techniques and methods and also to equip them with data analysis, interpretation and report writing techniques.

Unit-I

Contact Hours: 8

Introduction to Excel, Spreadsheet basics, Dates, Time & Financial functions, Statistical functions, Graphical representation, Advanced functions in Excel, Data Validation, Pivot Table, What if analysis, Freeze Pane, Data Validation.

Unit-II

Contact Hours: 7

Introduction to Open Source Softwares- R, R-Studio, Preparation of Data Files, Defining Variables, Merging files, Data Cleaning (Handling Missing Frequencies, Outliers), Data transformation, Advance functions: Select Cases, Weight Cases, Split File, recode into Same variable and Different variable. Graphical representation in R.

Unit-III

Contact Hours: 8

Descriptive statistics in Excel/R- Frequency Distribution, measurement of central tendency and variability; Correlation; Simple & Multiple Regression, Independent groups t-test; One-way and Two-way between groups ANOVA with post-hoc comparisons; Reliability Analysis; Factor Analysis; Chi-square tests, Multidimensional Scaling.

Unit-IV

Contact Hours: 7

E-views- Basics and Functions, Financial Econometrics, Financial Modelling, Panel Data Regression, Assumptions of Regression, Unit Root Identification, ARIMA Forecasting, Grangers causality, Volatility Models- ARCH and GARCH, Extension of the GARCH Family of Models, Multi Variate GARCH Models.

Suggested Readings:

1. Discovering Statistics with SPSS, Field A. , Sage Publications, London.
2. Discovering Statistics with SAS, Field A. , Sage Publications, London.
3. Discovering Statistics with R, Field A. , Sage Publications, London.
4. Marketing Research, Nargundkar, Tata McGraw Hill Education.
5. Sheridan J Coakes; Lyndall Steed and Peta Dzidic. SPSS for Windows- Analysis without Anguish Wiley India.
6. Darren George and Paul Mallery, SPSS for Windows Steps by Step: A Simple Guide. Pearson
7. Donald Cooper, Pamela Schindler. SPSS Windows Students Version for the use with Business Research Methods. Tata McGraw Hill.
8. Julie Pallant, SPSS Survival Manual. Tata McGraw Hill
9. Kiran Pandya, Smruti Bulsari, Sanjay Sinha, SPSS in Simple steps, Wiley India.
10. Time Series Data Analysis Using *EViews*, I. Gusti Ngurah Agung
11. Applied Econometrics, Dimitrios Asteriou, Stephen G. Hall
12. Econometrics: Theory and Applications with E-Views, Ben Vogelpang
13. Panel Data Analysis using E-Views, I Gusti Ngurah Agung
14. Cross Section and Experimental Data Analysis Using E-Views, I. Gusti Ngurah Agung
15. A Computer Handbook Using E-Views: To Accompany Econometric Models and Economic Forecasts, 4th Ed., Pindyck and Rubinfeld
16. Applied Statistics Using SPSS, STATISTICA, MATLAB and R: Using SPSS, STATISTICA, MATLAB & R BY Joaquim P. Marques de Sá
17. Microsoft Office Excel 2007 a Beginner's Guide: A Training Book for MICROSOFT EXCEL 2007 BY William R. Mills3.
18. Excel 2013 Bible BY John Walkenbach
19. Everitt, B., & Hothorn, T. (2011). An introduction to applied multivariate analysis with R. Springer Science & Business Media.
20. Lander, J. P. (2014). R for everyone: Advanced analytics and graphics. Pearson Education.

Paint No. 08

Subject: RE: Thank You for meeting Evalueserve
From: Shekhar Khanduja (shekhar.khanduja@evalueserve.com)
To: rajinderdeswal@yahoo.com;
Cc: priyal.bisht@evalueserve.com;
Date: Friday, 9 February 2018 7:03 PM

Dear Dr. Kumar,

Thank you for your time in the call last week.

I understand that changing the curriculum of B.Tech. will require senate meeting and it will be a long drawn process. I still request you to please keep this as one of your agenda points when the next senate meeting comes up. This will help NIT Kurukshetra to make the students more Industry ready for jobs in IPR space.

In the meantime, let us follow the below mentioned revised plan:

- When B. Tech's 5th semester starts, NIT can announce that Evalueserve will be offering Internship to B. Tech. students in 6th semester in their IPR division; pre-placement offers will be given to the students who perform well in the internship
- Evalueserve will conduct two or three presentations on IPR in 5th semester to make students interested in IPR
- By the mid of 5th semester, Evalueserve will conduct interviews to select students for internship; preference will be given to students who attend our presentations and show some interest in the field

If this plan is fine, can you please send me a confirmation after you have made the announcement to B. Tech students at the start of their 5th semester? I will then have my team here start preparing content for the presentation that we will deliver at your campus. We will finalize the topic of the presentation with you after you have made the announcement.

Let me know if this is fine or if you have any concerns.

Regards,
Shekhar

From: Shekhar Khanduja
Sent: Tuesday, January 23, 2018 5:11 PM
To: 'Rajendera Kumar' <rajinderdeswal@yahoo.com>
Cc: Priyal Bisht <priyal.bisht@evalueserve.com>
Subject: RE: Thank You for meeting Evalueserve

S 33.10 To approve the report of the Committee constituted for formalization of dress code related to Convocation.

The Senate in its 32nd meeting held on 1.2.2018 vide item no. S 32.19 decided to constitute a committee for formalization of dress code related to Convocation. Therefore, a committee comprising of following members was constituted by the Director:

1. Prof. Rajender Kumar Deswal, HOD, BA Chairman
2. Prof. Pankaj Chandna, Prof./C (Trg.& Placement) Member
3. Prof. Sathans, Dean (SW) Member

The above committee submitted its recommendations, enclosed at page

47.

The Senate may consider and approve the report of the committee.

**DEPARTMENT OF BUSINESS ADMINISTRATION
NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA - 136119**

Letter No. DBA/2018/10078

Date: 02.05.2018

This is in with reference to letter no. Dean (Acad)/198 dated 05.03.2018 regarding 32nd meeting of the Senate held on 01.02.2018 vide item no.S.32.17, the Hon'ble Director constituted a committee for formalization of dress code related to Convocation. The committee members were:

- | | |
|--|----------|
| 1. Prof. Rajender Kumar, HOD BA | Chairman |
| 2. Prof. Pankaj Chandna, Prof. I/C(Trg. & Placement) | Member |
| 3. Prof. Sathans, Dean (SW) | Member |

For the purpose, a meeting of the committee was convened on 01.05.2018 at 05:00 PM in the office of Prof. I/C(Trg. & Placement). The following members attended the meeting:

- | | |
|--|-----------------|
| 1. Prof. Rajender Kumar, HOD BA | Chairman |
| 2. Prof. Pankaj Chandna, Prof. I/C(Trg. & Placement) | Member |
| 3. Prof. Sathans, Dean (SW) | Member |
| 4. Prof. Jyoti Ohri, Prof. I/C(Clubs) | Special Invitee |

After a long deliberations and discussion on the above-mentioned issue, the following decisions have been taken:

1. Dress code for the Students:

- White Shirt
- Black Pant (Z Black color)
- Tie (The color of the Tie will differ for Ph.D, PG and UG students)
- Formal Black Shoes

2. Dress code for the Senators:

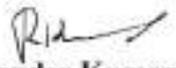
- White Shirt
- Black Pant (Z Black color)
- Jacket (with Cherry color)
- Formal Black Shoes

3. Dress code for the Female Senators:

- Sari (with Cream color)
- Jacket (with Cherry color)

4. Dress code for the Dignitaries/Guests:

- Jacket (with Cherry color)
- White Shawl/Stole


(Rajender Kumar)
Chairman

Dean (Academic)

Done
2/5/2018

*Put up to Director
for information &
approval to take up in the
coming senate meeting.*

S 33.11 To consider and approve the proposal received from Prof. I/C (Training & Placement) regarding MoU with Wadhvani foundation.

The minutes of a meeting held with the representatives of Wadhvani foundation (WF) has been received from Prof. Pankaj Chandna, Prof. I/C (T&P). During the meeting, a presentation regarding developing and facilitating entrepreneurship skills amongst the students of Institute was made. After deliberations, it was proposed to adopt WF restricted one-year entrepreneurship course as open elective for the students of NIT Kurukshetra. Relevant documents are attached from page 49 to page 58.

The Senate may consider and decide.

Training and Placement Cell
National Institute of Technology Kurukshetra

No. TNP/2018/21

Dated: 03.05.2018

This is in reference to the meeting held with the representatives of Wadhvani foundation (WF) on April 26, 2018 at 12.30 pm in the office of the Hon'ble Director.

The following were present:

- 1 Prof. Dinesh Kanduja, Professor, Mechanical Engineering
- 2 Prof. Hari Singh, Professor, Mechanical Engineering
- 3 Prof. Pankaj Chandna, Professor, Mechanical Engineering
- 4 Dr. Avadash Yadav, Assistant Professor, Mechanical Engineering
- 5 Dr. Jatinder Kumar, Assistant Professor, Mechanical Engineering
- 6 Dr. Virender Ranga, Assistant Professor, Computer Engineering

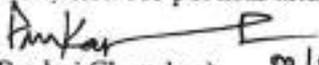
During the meeting, a presentation regarding developing and facilitating entrepreneurship skills amongst the student of institute was made. After deliberations, it was agreed upon to build up partnership with Wadhvani foundation for the following benefits of our students:

- To empower students with entrepreneurial traits and build leadership capabilities leading to success in entrepreneurship or superior job opportunities.
- To mainstreaming (make courses credit-bearing) entrepreneurship education on campus through curricular and Practicum activities and programs.
- To support aspiring graduates who start meaningful ventures by connecting them to mentors, experts, service providers and learning mechanisms.

For the purpose, it is proposed to ~~sign~~ an MoU with Wadhvani foundation which requires to adopt WF restructured one-year entrepreneurship course as open electives (Orientation + Basic Entrepreneurship and Advanced Entrepreneurship), creation of an E-Cell and launch incubator in the institute. In case of approval for this understanding, two in house Faculty members from our institute need to be trained to implement the above courses at campus. Also E-Cell is required to be created encompassing students from all diverse disciplines to run activities.

A copy of the proposed MoU along with the syllabi (both semesters) has been enclosed for your kind reference.

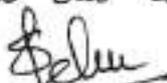
Submitted for perusal and considerations


(Pankaj Chandna) 03/5/18
Professor In charge (T&P)


Director

The proposal may be put up in the coming senate meeting.

H.O.D. to discuss in senate as per our discussion.


03/5/18

H.O.D. (Mechanical)

Entrepreneurship Development - Institutional Association MOU

This non-binding memorandum of understanding ("MOU"):

Signed On

BY AND BETWEEN:

Name:

Hereinafter referred to as "Partner Institute" (which expression shall, unless it be repugnant to the subject or context thereof, include its successors and permitted assigns).

**PARTNER
INSTITUTE**

Description:

Registered Office Address:

AND

WOF

Wadhvani Operating Foundation, a California nonprofit public benefit corporation, with offices at Four Main Street, Suite 120, Los Altos, CA 94022, hereinafter referred to as "WOF" or "WF", (which expression shall, unless it be repugnant to the subject or context thereof, include its successors and permitted assigns).

This MOU is non-binding in nature and does not create any legal obligations between the Parties, except for the intellectual property provisions in Section 2 and dispute resolution and indemnity provisions in Section 7 of the Terms and Conditions. The Partner Institute and WOF agree to work together to systematically develop the entrepreneurship programs described below.

Partner Institute and WOF are hereinafter individually referred to as a "Party" and collectively as the "Parties" as the context may require.

Objectives/ Benefits

1. Empower students with entrepreneurial traits and build leadership capabilities leading to success in entrepreneurship or superior job opportunities through:
2. Mainstreaming (make courses credit-bearing) entrepreneurship education on campus through curricular and Practicum activities and programs.
3. Support aspiring graduates who start meaningful ventures by connecting them to mentors, experts, service providers and learning mechanisms.

WOF Roles & Responsibilities (Check mark the boxes as applicable)

A. Curriculum

For Institutes that offer WF courses as credit-bearing:

1. Access to WF entrepreneurship curriculum, content and assessments via LearnWISE.
2. Access to annual face-to-face training program for selected faculty for up to three years - build faculty knowledge and skill; and access to online training.
3. Program management handholding guidance by a WF Regional Manager.
4. Faculty certification based on faculty assessment and demonstrated effective facilitation of WF courses.
5. Faculty merit certification based on achieving key success measures like:
 - full batch of students 25-30 actively engaging and qualifying in the assessments; and
 - 'outlier' students from each batch qualifying to the WF Accelerator program.
6. Faculty exposure opportunities with Angel / VC / Startup Accelerator program for the best faculty across the country.

B. E Cell Activities (Practicum)

7. Access for student leaders to annual E-Leader training (F2F); ongoing on-line training; Organization building support; running outcome driven WF Practicum.
8. Handholding support from WF Regional Manager on Outlier program rollout including outreach, program deployment, and expert connects etc.
9. Access to the WF E-Cell playbook, WF Practicums, assessments and other activity management tools through LearnWise.
10. Joint E-Leader certificates of excellence with Institute based on WF defined success indicators.

C. Incubation

11. Qualified Incubatees get access to:
 - WF Mentor, Investor, Customer and Service provider connects through a global platform;
 - WF Learning Resources including videos from practitioners; and
 - WF Venture Fastrack program (subject to its regular evaluation process).
12. Incubator access to:
 - WF Venture Fastrack program franchise (as per regular evaluation process)

Partner Institutes Roles & Responsibilities (Check mark the boxes as applicable)

A. Curriculum

1. Adopt WF's Entrepreneurship Curriculum
 - One or both courses offered as credit course/s starting Fall 2018 academic year
 - At least 70% of the course content is WF content delivered via LearnWISE; and
 - Course/s approved by the Senate / Boards of the institute and approval letter shared with WF.
2. A strong evangelist faculty appointed and trained and WF certified to run course/s:
 - If such a faculty not available, an Institute funded visiting or adjunct faculty appointed for this purpose;
 - Faculty appropriately trained and WF certified (expenses to attend training borne by institute) so can run course confidently; and
 - Engage practitioners in classroom activity as necessary to learn effectively.
 - Keep WF apprised of the students that are showing a strong inclination and aptitude to start up on a regular basis.
3. Adopt WF's built-in assessments as a mandatory part of overall course assessments including the quizzes, assignments and Capstone project with a minimum weightage of 40% for final credits of the program.

B. Practicum

4. Launch or strengthen E-Cells run by students.
5. Enable E-Cells to run 'outcome' driven WF activities to engage students deeply.
6. Drive support for the 'outlier' students via the WF Advanced Practicums.
7. Enable and measure success indicators of E-Cell programs
 - Build member base of at least 50 students with 70% participating in 7 or more WF Practicums; and
 - 'Outlier' students on campus active in the E-Cell.
8. Incentivize through E-Leader certificates of excellence based on success indicators.
9. Incentivize members with certificate of merit based on learning quizzes and submitted assignments post activities.

C. Incubation

10. Launch or strengthen incubator (at an appropriate time) for graduating students, alumni and community aspirants starting up, to maximize outcomes and efficiency.
11. Measure success indicators from the program:
 - Success rates of starting up from cohort higher than 80%;
 - Graduating cohorts achieving 70+% of business goals;
 - Optimized timelines of incubation 12-18 months.
12. Incubator lead by professional full-time leader.
13. Faculty, alumni and graduating student participation in incubation incentivized.

14. Publish outcomes and share with WF.

Other

15. IT infrastructure (sufficient bandwidth to provide live and uninterrupted faculty and student-device level access in classroom and at eCells of WOF content both curriculum and practicum) to enable students to learn using modern blended learning methodologies.

Governance and Review Process

1. An Operational team consisting of WF Regional Manager with Faculty member(s) in charge as well as student E-Leaders will enable the rollout of the programs. They will interact monthly (via calls or in person) to track rollout and address issues.
2. A Steering Committee consisting of Institute's Director and WF Senior Management will review progress/outcomes and enable course correction at least twice a year.
3. Progress and feedback will be monitored via bi-annual surveys while outcomes will be measured annually jointly with WF.
4. If by Year 2, at least 25 students have not registered for these courses, either party holds the right to discontinue the program.

General Note:

1. The Partner Institute shall not be permitted to charge any fees, to the students, for granting to them access to, and use of, the WOF licensed Intellectual Property. Notwithstanding the foregoing, the Partner Institute may recover, by way of fees or other charges, from the students, the costs and expenses incurred by it in making the licensed Intellectual Property available to such students, such as the costs incurred in relation to faculty, the IT Infrastructure, etc.
2. WOF reserves the right to modify the MoU, if during the course of this program, it becomes evident that it is imperative to do so for the success of the program. Such communication will be sent via email to the registered email address which will be provided at the time of the registration on the Online Learning Platform.

Terms and Conditions:

1. **Financial Terms:** Each Party will bear the costs of meeting its responsibilities described in Section 2 above and will not owe the other Party any amounts pursuant to this MOU.
2. **Intellectual Property Rights**
 - "Intellectual Property" includes creations, domain names, inventions, know-how, trade or business secrets, patents, copyrights, trademarks, logos, designs, works of authorship, software programmes, papers, models, teaching techniques, research projects, databases and instruction manuals.
 - Each Party shall retain all rights to its IP and nothing contained in this MOU, nor the use of the IP in the publicity, advertising, or promotional or other material relating to the fulfillment of the obligations of the Parties contained herein shall be construed as giving to any Party any right, title or interest of any nature whatsoever to any of the other Party's

IP.

- Partner institute will not copy or reproduce in any form, WOF's IP.
- The WOF licensed Intellectual Property is a product of WOF's knowledge and substantial skills, intellectual efforts and funding, and is, as such, a valuable asset, but is provided herein free of cost to the Partner Institute under the terms of this MOU.

3. Representations and Warranties:

- Each Party hereby represents and warrants that the use of IP made available or contributed by it does not violate the IP rights of any third party.
- Each Party has all requisite power and authority to enter into this MOU and the execution, delivery and performance by such Party of this MOU has been authorized by all necessary and appropriate corporate or governmental action and will not, to the best of its knowledge, violate any applicable law or approval presently in effect and applicable to it.

4. Confidentiality:

- The Parties acknowledge that during the term of this MOU each Party may obtain confidential and/or proprietary information of the other Party including, but not limited to, financial or business information, contracts and employee details (collectively, "Proprietary Information"). Such Proprietary Information shall belong solely to the disclosing Party. Proprietary Information shall not include information that is or becomes publicly known through no wrongful act of the receiving Party.
- The receiving Party shall not disclose Proprietary Information to third parties without the prior written consent of the disclosing Party and agrees to undertake reasonable measures to ensure that such is kept confidential and to disclose to its employees, officers, directors or representatives on a need to know basis only.
- The receiving Party also agrees to report immediately to the disclosing Party any unauthorized disclosure of Proprietary Information of which it has knowledge.

5. Third Party:

- Nothing in this MOU shall mean or shall be construed to mean that either Party is at any time precluded from having similar arrangements with any other person or third party.
- The Parties shall wherever necessary enter into definite written agreements with/without third parties to facilitate the implementation of specific initiatives with the prior written consent of the other Party. Such agreements will be independent and exclusive of this MOU.
- Each Party will promptly notify the other Party of any potential conflict of interest arising from the conduct of activity pursuant to this MOU as soon as it is known by the Party that becomes aware of the potential conflict.
- WOF shall not be liable for any acts done by any unauthorized person/(s) or individual/(s) claiming to act on its behalf.

6. Termination:

- This MOU is for the duration of three (3) years from the date of this MOU. However, either Party may terminate or extend this MOU by providing 60 days' notice in writing to the other Party. In the event that the Partner Institute would like to continue operating under the terms of the MOU because of student enrollment in courses conducted pursuant to this MOU, despite having received notice of termination from WOF, WOF will support the students until the end of the course, on submission of proof that the

enrollments took place before the date of the termination notice.

- If the Partner Institute does not fulfil its responsibilities, WOF will discontinue the program and the Partner Institute shall cease to be a member.
7. **Dispute Resolution:** If a dispute arises concerning the interpretation or implementation of this MOU the Parties agree to settle amicably by mutual consultation or negotiation and shall observe and comply with all laws, rules, and regulations of each other's country where this MOU is performed.
8. **Miscellaneous:**
- a) **Entire MOU:** This MOU constitutes the entire understanding of the Parties with respect to the Project and supersedes any prior or contemporaneous oral or written understanding or communication between the Parties.
 - b) **Amendment:** This MOU shall not be amended, changed, modified in whole or in part except by an instrument in writing signed by both the Parties hereto.
 - c) **Relationship of Parties:** Nothing in this MOU shall be construed as creating a relationship of partnership, joint venture, agency or employment between the Parties. Neither Party shall be responsible for the acts or omissions of the other Party, nor shall either Party have the power or authority to speak for or assume any obligation on behalf of the other Party.
 - d) **Assignment:** Each Party may assign its rights and obligations under this MOU with the prior written consent of the other Party. Notwithstanding the foregoing, WOF shall be entitled to assign any of its rights and obligations to any of its affiliates without the prior written consent of the Partner Institute. It is clarified that:
 - i. The assignment or alienation of any part or whole of the Partner Institute IP or WOF IP shall not be construed to be an assignment of rights or obligations under this MOU; and
 - ii. The delegation of any obligations under this MOU by WOF to any person or entity shall not be construed to be an assignment of rights or obligations under this MOU, so long as WOF remains at all times responsible for its obligations under this MOU.
 - e) **Indemnity:** This MOU does not contemplate or provide for the exchange of any funds between the Parties. Therefore, save and except for fraud, no Party shall be liable to indemnify or pay damages to the other Party, its officers, directors, employees or agents from and against any liabilities, costs and expense incurred or suffered, or to be incurred or suffered by the other Party that arise out of or relate to, or result from any breach or termination by either Party of any of the provisions of this MOU. With regard to third party claims, each Party shall bear the liability of dealing with such claims that arise of breach by such Party of the terms of this MOU or the law for the time being in force.
 - f) **Counterparts:** This MOU may be executed in two counterparts each of which when so executed and delivered in the English language shall be an original, but all of which shall together constitute one and same instrument.
 - g) **Notice:** Either Party may, from time to time, change its respective address or representative for receipt of notices or other communications by giving to the other Party not less than 10 days prior written notice in English. **Please note you are required to notify WOF in writing upon making a change at nen-membership@wfglobal.org.**

9. **Matters Not Covered by the MOU:** The WOF brand is upheld not only because of its thought leadership in entrepreneurship and best practices but also for the quality of its content,

program management, delivery standards, material, tools, etc. Hence any co-branding, co-certification and marketing association for a program would be subject to quality assessment on a case-by-case basis with individual partners and respective programs. This MOU does not automatically include co-branding, co-certification or marketing of programs operated by the Partner Institute, and discussions regarding such matters would be on a case-by-case basis between the Partner Institute and WOF.

The Formal Approval Letter signed on _____ will be considered to be Annexure 1 of this MoU.

We have read the above information and agree that the Partner Institute will engage in the WOF Entrepreneurship Development Affiliation. We understand that this guidance and support will enhance the value of our experience and speed of development in entrepreneurship education.

Partner Institute
Signature:

Wadhvani Operating Foundation
Signature:

Name:
Designation:
Date:

Name: Ajay Kela
Designation: Executive Director
Date:

LEVEL	Session	Session Details / Objectives	Tools/Framework	Description of session/abstract/activity
OPERATION TO GROWTH	Getting Ready for Growth	<ul style="list-style-type: none"> Why growth stage is different compared to startup phase Why Product-Market Fit is not enough Case study To assess readiness for growth To chart a growth path 	<ul style="list-style-type: none"> Growth assessment Ansoff Matrix Adjacency mapping 	<p>"Growth is never by mere chance; it is the result of forces working together," James Cash Penney, founder of JC Penney</p> <p>Growth is a risky but necessary process for startups to survive. An entrepreneur who understands the risks, and knowingly takes them, will have an opportunity to grow; whereas one who is not willing to take risks will not get the opportunity.</p> <p>The growth assessment tool provides a ready reckoner for the entrepreneur to assess current situation and future possibilities for the startup.</p> <p>The Ansoff matrix is a framework for the entrepreneur to broadly understand the possible growth avenues.</p> <p>The adjacency mapping is a way for the entrepreneur to map out the path to growth.</p> <p>The growth assessment tool allows an entrepreneur to assess the current position and future potential and opportunities for the startup.</p> <p>The Ansoff Matrix provides a quick way to broadly look at growth possibilities and the Adjacency mapping is a tool to map out the path to growth.</p>
SUSTAINING	Expanding Customer Base	<ul style="list-style-type: none"> Revisit your business model and develop few variants (same business model type) Identify additional customer segments that your solution can address Evaluate business models for the new customer segments Relook at the Problem Statement (are you expand the scope and scalability of your business by repositioning your problem statement?) Explore additional ways to monetize 	Business model canvas	<p>"Companies that grow for the sake of growth or that expand into areas outside their core business strategy often stumble. On the other hand, companies that build scale for the benefit of their customers and shareholders were often succeed over time." Jamie Dimon, President, and CEO of JPMorgan Chase</p> <p>Finally, the three ways of growth: penetration, new products and new markets are discussed. This session looks at the ways to implement a growth strategy and its implications on the overall business model.</p> <ul style="list-style-type: none"> Emphasis on old vs new Goal setting - realistic Timeline and milestones Break-even & profit goals Risks Competitor responses Product line
	Scaling	<ul style="list-style-type: none"> How to gain traction beyond early customers Defining traction (in quantifiable terms) and identifying the most important metrics to measure traction Calculate cost of new customer acquisition Estimate your customer lifetime value (LTV) Identifying waste in your operations and focusing your team on what is important for traction 	<ul style="list-style-type: none"> Unit economics calculator Traction metrics 	<p>"Growing your business without tracking your marketing performance is like driving with both hands over your eyes." - Vikram Shah, Co-founder of KISSmetrics</p> <p>Business traction is evidence that somebody really wants your product or service. It is evidence of business momentum and shows that the business is on its way to have a product delivered, prove the business model, or significantly penetrate the opportunity. The important thing is to define the parameters of traction, and how to measure it. Traction is the result of a satisfactory product-market fit.</p>
	Channels and Strategy	<ul style="list-style-type: none"> The Bullseye framework Identify Channels using Bull's Eye Framework Measuring the effectiveness of selected channels Budgeting and planning 	Bull's Eye Framework	<p>The Bullseye Framework is a simple and effective process on how a startup can focus on the right channels for distribution resulting in a surge of customer acquisition. It is an approach to gain market share by identifying the channels that are going to most effectively achieve your goals. The Bullseye framework is the appropriate way to prioritize and then do budgeting for channels.</p>

<p>Revenue</p>	<p>Driving Revenues</p>	<ul style="list-style-type: none"> • Stabilizing key revenue streams • Developing additional revenue streams (licensing, franchising) • Exploring new channels and partnerships 		<p>Revenue stream is an important building block of the business model. It encompasses the methods through which money comes into the startup. Revenue streams are characterized by volatility, predictability, risk, and return. The objective of the entrepreneur is to stabilize the key revenue streams, while developing additional ones by exploring new channels and partnerships. Revenue streams need to be defined as clearly as possible. It is not just enough to list the sources of various revenue streams but it is equally important to specify pricing strategy and their projected lifecycles too. The reason for listing in detail is to evaluate whether it is profitable for the startup to opt for a revenue stream or not. The impact of each revenue stream on the other elements of the lean canvas has to be assessed.</p>
	<p>Sales Planning</p>	<ul style="list-style-type: none"> • Understanding why customers buy and how buying decisions are made; Listening skills • Sales planning, setting targets • Unique Sales Proposition (USP); Art of the sales pitch (focus on customer's needs, not on product features) • Follow up and closing a sale; Asking for the sale 	<p>Sales Planner Sales funnel / AIDA</p>	<p>Consumer behavior is a complex issue and the entrepreneur must constantly demonstrate empathy for the customer and understand the inner workings of the customer's mind. Engaging the customer genuinely and meaningfully is a</p>
	<p>Strengthening Sales</p>	<ul style="list-style-type: none"> • Building a professional sales team • Sales compensation and incentives • Sales planning, setting targets 	<p>Sales pitch template Financial model template</p>	<p>While starting out the entrepreneur is the one man sales team. With growth, one of the first specializations needed is that of sales. There are various options for building a sales team and circumstances will determine the right approach. Sales are what drive the startup's growth. All other things being equal, more salespeople will result in more sales being generated. So adding sales personnel and improving your existing sales staff are essential parts of growing your company. Integral to putting the team in place is also to put the right compensation and incentive system in place. The casualty to inaction is setting ambitious yet achievable targets.</p>
	<p>Improving Margins</p>	<ul style="list-style-type: none"> • Testing price elasticity • Optimizing costs and operation of expenses • Advanced concepts of unit costing 		
	<p>Financial Modeling</p>	<ul style="list-style-type: none"> • Financial modeling of your venture's growth • Analyzing competitor and peer's financial models 		
	<p>Legal</p>	<ul style="list-style-type: none"> • Overview of legal issues and their impact on entrepreneurs • Importance of getting professional help (legal and accounting) • Importance of being compliant and keeping proper documentation • Patents and intellectual property • Trademarks 	<p>Table of regulatory compliances</p>	<p>One of the biggest challenges for startups is legal and regulatory compliances. Large companies can afford to allocate time and resources to ensure adherence to regulatory frameworks, but it needs a larger proportion of attention on the part of entrepreneurs to ensure that they are on the right side of the law. Penalties for non-compliance can be very steep and can occasionally be fatal for the startup. It is prudent to engage professionally to take care of compliance related issues. At the same time it is important for entrepreneurs to know details of their compliance related obligations. Intellectual Property is a source of great value and managing it is of utmost importance. The startup up should have a thoughtfully drawn up IP strategy.</p>
	<p>Mentors, Advisors, and Experts</p>	<ul style="list-style-type: none"> • The importance of a Mentor and how to find one • Role of business advisors and experts for specific targets in your growth plan 		<p>"I didn't go to university or get a degree, but I hired somebody as a mentor - and that I considered my university education" - Steve Jobs, bestselling author of successful entrepreneurs owe at least some of their success to a great support system of mentors and experts. The entrepreneur's grit, knowledge and hard work are not the substitute for the experiential knowledge that comes from mentors. That's what makes mentors and advisors such a crucial part the startup's ecosystem. Surrounding yourself with the right people, at the right time, is important in the startup's journey.</p>

Capstone Project: Pitch Your Venture