

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME)			
Semester I			
Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	FT10C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students to the different functions performed by managers, the roles they have to perform for those functions , and the knowledge and skills they have to develop for the roles through real life examples and cases; • To provide the necessary foundation for all other courses based on management practices across the world 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Define Management and explain how management differs according to level and whether a manager is a line manager or an enabling role. 2. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems 3. Describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Management Concept and Theories	1.1 Concept and Nature of Management 1.2 Role and responsibility and functions of Manager 1.3 Managerial Skill and organization hierarchy 1.4 Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution) 1.5 Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)	07	
Unit-2 Planning	2.1 Nature and purpose of planning. 2.2 Types of Planning,	08	

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	2.3 Planning Process 2.4 Nature and Objectives, MBO; Process, benefits and limitations.	
Unit-3 Strategies, Policies and Planning	3.1 Nature and process of planning 3.2 Strategies planning process 3.3 TOWS Matrix, Porter's 3.4 Porter's Generic Competency Model 3.5 Planning & Forecasting.	08
Unit- 4 Organizing	4.1 Nature and Purpose of Organizing, 4.2 Organizational Design & Types 4.3 Organizational Structure; Departmentalization. 4.4 Line/Staff Authority & De centralization, Delegation.	09
Unit -5 Controlling	5.1 Concept and Process of Control, 5.2 Control Techniques 5.3 Human aspects of Controlling, 5.4 USE of IT in Controlling.	08
Unit-6 Decision Making	6.1 Decision Making; 6.2 Nature, Types,& Scope of Managerial decision Making process 6.3 Models of decision making 6.4 Certainty in decision making	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

1. Horold Koontz, O'Donnell and Heinz Wehrich, "Essentials of Management' New Delhi, Tata McGraw Hill, Latest Edition.
2. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill Latest Edition.

Reference Books:

1. Horold Koontz, Heinz Wehrich, "Management: A Global Perspective" New Delhi Tata McGraw hill, Latest Edition.
2. Robert Krietner, "Management" Houghton Mifflin CO. Latest Edition.
3. Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition.

Suggested Activities

Designing Hypothetical Organization & Defining Roles

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME)			
Semester I			
Subject Name	BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES	Subject Code	FT104C
		Total Credits	03
Subject Nature: CORE			
Course Objectives:			
<ul style="list-style-type: none"> • To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making. • To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations. • To promote an understanding of Indian values and value system in detail and its universal applicability in understanding human behavior. 			
Learning Outcomes:			
At the end of the course, students should be able to;			
<ol style="list-style-type: none"> 1. Understand nature and purpose of ethics and ethical norms. 2. What exactly business ethics is and how it is different from corporate social responsibility. 3. Learn and apply important theoretical frameworks in business situation and decision making. 4. Learn and understand various concepts of Indian ethos and how they impact various key business decisions. 5. Understand importance of self-management and work place spirituality. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT -I Nature and purpose of Ethics, Ethical Norms.	1.1 Concept and Nature of Ethics- Business Ethics 1.2 Role and purpose of Ethics for business 1.3 Ethical Norms and Principles for business		03

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Unit-2 Theories of Business Ethics	2.1 Different Theories of Business Ethics 2.2 Business Ethics and Corporate social Responsibility 2.3 Nature of Utilitarian view of Business Ethics	03
Unit-3 Corruption and Whistle blowing	3.1 Nature and types of Corruption in India 3.2 Method and means of checking corruption in India 3.3 Whistle blowing	03
Unit- 4 Indian Ethos	4.1 Management and Culture, Management is Culture bound (Discussion) 4.2 Concept and Nature of Indian Ethos for Management 4.3 Sources of Indian Ethos in Management and problems in understanding them	03
Unit -5 Sources of Indian Ethos and Management	Representative Sources of Indian Ethos in Management 5.1 Vedas, Shastras, Smritis, Puranas, Upanishads 5.2 Ramayana, Mahabharata- Special Reference to Bhagwat Geeta 5.3 Arthashastra, Ramcharitmanas, Panchatantra, Hitopdesh 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5 The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion) 5.6 Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folk songs, idioms and folk tales	10
Unit-6 Values for Indian Managers	6.1 Values v/s Skills, Value System 6.2 Values and Purity of Mind 6.3 Indian Values and Wisdom relevant to modern management	04
Unit -7 Human Behavior	7.1 Models of motivation and Leadership in Indian thoughts, Examples from scriptures 7.2 Guna Theory, Karma Theory and Sanskar Theory	08
Unit-8 Work Ethics and Models of Motivation and Leadership	8.1 Work Ethics & Ethics in Work 8.2 Life Goals or Purusharthas, Professionalism and Karma Yoga	03
Unit-9 Indian Heritage and Corporate Social Responsibility	9.1 Five fold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)	02

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Unit-10 Management of the Self and Workplace Spirituality.	10.1 Management of the Self and Workplace Spirituality.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources: (latest Editions of thr books and material) 1.A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2. Weiss, Business Ethics Concept & Cases, Cengage Learning 3 Velasquez, Business Ethics, Concepts & Cases, PHI 4 Murthy, Business Ethics, Himalaya Publishing House 5 Al Gini, Case Studies in Business Ethics, Pearson Education. 6. Shashtri J.L., Ancient Indian Tradition and Mythology , Motilal Banarsidas, New Delhi 7. F. Max Muller , Sacred Books of East ,Motilal Banarsidas, New Delhi 8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,		

Suggested Activities

- Student Conference on "Learning Management from Indian Scriptures"
- Workshop on Corporate issues by experts

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (Full Time) Batch 2017-19

Semester III

Subject Name	ENTREPRENEURSHIP AND NEW VENTURES	Subject Code	FT 301
		Total Credits	03
Subject Nature: Core			
Course Objective:			
<ol style="list-style-type: none"> 1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship. 2. To introduce the spirit of Entrepreneurship in students, inculcate creativity & risk taking. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Provide overview of Entrepreneurship environment in country 2. The process of owning your business & art of sustaining a business. 3. Various qualities, character & leadership requirements of being an Entrepreneur. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Entrepreneur & Entrepreneurship	<ol style="list-style-type: none"> 1.1 Concept & Nature, 1.2 Definition Characteristics, Functions, Kinds, Role, 1.3 Difference between entrepreneur and Manager. 1.4 Role of entrepreneurship in development of economy 1.5 Ethical dimensions 		5
Unit-2 Theories of Entrepreneurship	<ol style="list-style-type: none"> 2.1 Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behavior. 2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps in decision making) 2.4 Process of Innovation- Social & Commercial 2.5 Entrepreneurial environment: Political, Economical, Technical, Social, Cultural, International. 		8
Unit – 3 New Venture	<ol style="list-style-type: none"> 3.1 Small Business : meaning; role, Strengths and weaknesses Defining an entrepreneur- entrepreneurial traits - Developing Entrepreneurs		5

	<p>3.2 New ventures :Acquiring an Established venture: Advantages and disadvantages of acquiring established business, considerations for evaluation business opportunities</p> <p>3.3 Methods of valuing a business - Franchising and franchisee's perspective.</p>	
Unit- 4 Business Plan	<p>4.1 Need for a Business plan - Steps in the preparation of businessplan.</p> <p>4.2 Need for marketing research</p> <p>4.3 Operating plans and financial plan</p> <p>4.4 Dynamics of small business environment, Causes for small business failure, Success factors for small business</p>	4
Unit -5 Feasibility Planning	<p>5.1Planning paradigm for new ventures - Stages of growth model</p> <p>5.2 Fundamental of a good feasibility plan, components of feasibility plan ,Relevance of marketing concept to new ventures</p> <p>5.3 Marketing research of pre-start-up planning ,Sources of marketing research information ,Implication of market research</p> <p>5.4 Marketing functions that new ventures must address Establishing marketing and sales promotion infrastructure</p> <p>5.5 Concept of pricing - Growth strategies - Marketing plan.</p>	5
Unit-6 Financing a new venture	<p>6.1 Financing and its effects on effective asset management – Alternate methods of financing</p> <p>6.2 Applicability of Legislation</p> <p>6.3 Venture capital and new venture financing -</p> <p>6.4 working out working capital requirement -</p> <p>6.5 Government agencies assisting in financing the project. Commercial banks, Financing institutions (IDBI,IFCI, ICICI, IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank).</p> <p>6.6 Micro Finance</p>	10
Unit-7 Life cycle of an entrepreneurial venture	<p>7.1 Role of entrepreneur during various transition</p> <p>7.2 Requirements for successful patent grants : steps in obtaining a patent ,Registration of trademark , copyright and the concept of fair use,protection of intellectual property</p> <p>7.3 Entrepreneurship Strategies & Policies: concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.</p>	8
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading</p> <ol style="list-style-type: none"> 1. David H. Holt Entrepreneurship: New Venture Creation, PHI 2. Mary Coulter Entrepreneurship in Action,PHI 3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI <p>Suggested</p> <ol style="list-style-type: none"> 1. Stay Hungry Stay Foolish 2. Autobiography of Steve Jobs, Bill Gates 		

INSTITUTE OF MANAGEMENT STUDIES**M.B.A. (MARKETING MANAGEMENT)****Batch 2017-19****Semester III**

Subject Name	BRAND MANAGEMENT	Subject Code	MM –305 E
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objectives of this course are to expose the students to the concepts, techniques and strategies for managing brands in a competitive market.			
Learning Outcome: Upon completion of this course students will develop fundamental understanding of how to build, measure, and manage a brand.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Branding Concept	1.1 Marketing, Product Brand Interface, Concepts, Elements 1.2 Brand Identity, Brand Image, Personality, Brand Experience		8
Unit-2 Brand Equity	2.1 Brand Loyalty, Brand Awareness, Perceived Quality 2.2 Brand Association and Proprietary Brand Assets.		9
Unit-3 Branding Strategies	3.1 Corporate vs. Product Branding 3.2 Brand Portfolio, Multi Brand Strategy 3.3 Brand Positioning – Repositioning, Brand Extensions.		10
Unit- 4 Brand Evaluation	4.1 Managing Brand/ Performance 4.2 Financial Evaluation of Brands 4.3 Revitalizing the Brand.		10
Unit -5 Contemporary Issues	5.1 Creating Mega Brands, Retail Branding, Global Branding, Integrated Brand Promotion.		8
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS			45

Learning Resources:**Text Reading:** Latest Edition

1. Kapferer, J.N., "Strategic Brand Management", Free Press
2. Aaker, D., "Managing Brand Equity" Free Press
3. Keller, K.L., "Strategic Brand Management", PHI.

Suggested Readings

1. Moorthi, Y.L.R., "**Brand Management**", Vikas
2. Kumar Ramesh, S., "**Managing Indian Brands**"
3. Oguinn, T.C., Allen, C.T. and Semenik, R.J., Vikas, "**Advertising and Integrated Brand Management**". Thomson.

Suggested Activities -

Videos on actual branding by companies

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M.B.A. (MARKETING MANAGEMENT)			
Batch 2017-19			
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Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	MM-101C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students to the different functions performed by managers, the roles they have to perform for those functions, and the knowledge and skills they have to develop for the roles through real life examples and cases; • To provide the necessary foundation for all other courses based on management practices across the world 			
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Unit-2 Planning	2.1. Nature and Purpose of Planning. 2.2. Types of Planning. 2.3. Planning Process. 2.4. Nature and Objectives; MBO; Process, Benefits and Limitations.	08	

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Unit-3 Strategies, Policies and Planning	3.1. Nature and Process of Planning. 3.2. Strategies Planning Process. 3.3. TOWS Matrix.Porter’sModel 3.4. Porter’s Generic Competency Model. 3.5. Planning & Forecasting.	08
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Unit-5 Controlling	5.1. Concept and Process of Control. 5.2. Control Techniques. 5.3. Human aspects of Controlling. 5.4. USE of IT in Controlling.	08
Unit-6 Decision Making	6.1. Decision Making. 6.2. Nature, Types & Scope of Managerial Decision Making Process 6.3. Models of Decision Making 6.4.Certainty in Decision Making	05
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Suggested Activities

Reading Biographies of successful Business Leaders, short films