

SEMESTER ONE

1.MANAGEMENT FUNCTIONS & BEHAVIOUR

Course Objectives :

- The objective of the course is to teach managerial skills to aspiring manager or the trained managers.
- The emphasis will be on conceptual development of managerial functions & behavior.
- Managers face difficult and exciting challenges today, solid grounding in management and behavior are, therefore, essential to guide large and small, profit and non-profit organizations successfully through these turbulent times.

Learning Outcomes :

- Understand what is meant by management and managerial effectiveness
- Identify the roles which are fulfilled while working as a manager
- Identify managerial activities that contribute to managerial effectiveness
- Identify a cause of stress in managerial life from a range covering mismatches between capabilities and role, player-manager tension and everyday stressors understand time pressures and the need for time management.

Syllabus

BLOCK I: Nature of Management, Evolution of Management Thought

Concept, Nature Scope and Functions of Management, Levels of Management, Evolution and Foundations of Management Theories – Classical and Neo-Classical Theories, Systems Approach to organization, Modern Organization Theory.

BLOCK II: Management Functions

Planning: concepts, objectives, techniques; Organizing – Concepts, delegation, centralization & decentralization; Staffing- concepts & Characteristics; Directing – Concepts & Characteristics; Management by objective; Control & Co-ordination

BLOCK III: Individual

Learning, Perception, Personality, Conflict Management, Motivation and Job Performance, Co-ordination, Communication, Directing and Management Control, Decision Making.

BLOCK IV: Individual in the Group

Group Processes, Introduction to team, Leadership, Power and Politics,

BLOCK V: Individual in the Organization

Organizational Structure, Organizational Design, Organizational Culture, Delegation of Authority, Centralization and Decentralization.

Text & References:

- Human Relations and Organisational Behaviour, Mr. R.S. Dwivedi
- Organisational Behaviour, Mr. Sanjay Srivastav
- Essentials of Management, H. Koontz
- Principles and Practices of Management : Bakshi
- Student Study Material (SSM)
- Barat, N. 1998, Emerging issues in Management, Excel Books, India.
- Greenberg, J. & Baron, R.A. 1993, Behaviors in Organizations, Allyn and Bacon, Boston.

2.ACCOUNTING FOR MANAGERS

Course Objective:

The Objectives of the course are:

- To develop an understanding of the importance, language and techniques of Financial, Cost, Management accounting and Capital Budgeting.
- To develop skills for preparation and analysis of financial statements.
- To develop an understanding of cost classification, allocation and how the costing techniques are useful in the process of managerial decision making

Learning Outcomes:

On successful completion of this course you will be able to:

- Explain and use accounting information in business decision-making contexts
- Critically analyse financial reports and financial information to advice upon and improve business practices.
- Apply the major types of financial statement analysis to plan and control business activities
- Use the major techniques of financial and management accounting to make informed business decisions
- Evaluate contemporary management accounting systems and apply these systems to improve management decision-making.

Syllabus:

BLOCK- I: Financial Accounting- Introduction, Concepts and Principles

Accounting Concepts, Accounting Principles, Double Entry Accounting, Meaning and roles of debit and credit, Accounting equation, journalizing of transactions, Secondary Books, Bank Reconciliation Statement, ,

BLOCK- II: Final Accounts

Preparation of Manufacturing, Trading and Profit & Loss Account and Balance Sheet - Matching of Revenue & Expenses, Fixed Assets, Depreciation and other related adjustments, Financial Statements and their Nature

BLOCK- III: Financial Statement Analysis

Financial Ratio Analysis, Solvency Ratio, Liquidity Ratio, Activity Ratio, Capital Structure, Profitability Ratios, Funds Flow statement and Cash Flow Statement, Comparative Balance Sheet, Common Size Statement

BLOCK- IV: Cost Accounting

Elements of Cost Classification and Allocation, Cost Sheet, Methods of Inventory Valuation

BLOCK- V: Management Accounting

Emergence of Management Accounting, Marginal Costing and Cost Volume Profit Analysis, Budgeting & Variance Analysis

Text and References:

Text:

- S. N Maheshwari : Financial Accounting Theory and problems – S.Chand (G/L) & Company Ltd
- Accounting for Managers, T.S. Grewal
- Accounting for Managers, Gurinder Singh

References:

- Williamson, D. 1999, Cost and Management Accounting, Prentice Hall of India.
- Martindale W.G. 1997, Financial Accounting, Juris Publication.
- Banerjee, A. 2000, Financial Accounting, Excel Books.
 - Chadwick, L. 1995, The Essence of Financial Accounting, Prentice Hall of India.
- Sikdar, P.K. 1999, Advanced Cost & Management Accounting, Viva Publications

3.LEGAL PROVISIONS AND SOCIAL SECTOR

Course Objectives

- This paper can help to understand the legal framework for initiating and developing the work in Non Profit Sector of India.
- From establishment of Non Profit Organization to spread the work in community, NGO needs different legal support to accomplish the job.

- Simultaneously it also accentuates on some social issues and availability of legal guidelines to cope with that.

Learning Outcomes

- After reading this course, the learner will be able to
- Understand the historical development in evolution of corporate law in India and England, emerging regulatory aspects including Companies Act, 2013, besides dealing with basic characteristics of company and how it differs from other forms of businesses.
- Understand the certain social issue related Laws like Disability Act, Gender sensitive Laws, and Right to Information Act etc.
- Understand the roles it carries, the main rules and regulations and how the NGO can act with the help of these Laws.

Syllabus

BLOCK I: Introduction

Introduction, Background of Legal Registration Policies of Non Profit Sector in India, Introduction of Trust Act, Legal Registration Under Trust Act, Documents, Introduction of Societies Registration Act 1860 , Legal Definition of Societies Registration Act,1860, Rules and Regulation for Registration under this Act, Benefits and Loopholes of Law, Introduction of Bombay Public Trust Act, New features in Societies registration policies, Definition and Terms, Procedures of Registration, Importance of Law, Introduction of Companies Act, Definition and Terms , Rules and Regulation for Registration, New Amendment in Companies Act , Company Law Board, Formation and Activities of Company Law Board, Other Legal registration Policies for Non Profit Sector in India, Registration Under National Legal Aid Service Authority, Disability Act.

BLOCK II : Processes

Introduction of FCRA, FCRA for NGOs, Process of Application under FCRA, Documents, Time Limit for Application, Field Enquiry, Time Limit for granting registration, Undertaking by Chief Functionary, NGOs bringing out Newspaper, Certificate for recommendation, Refusal to Grant. Registration, Form X Declaration, Offences and Penalties under FCRA, Seizure and Confiscation, Penalties.

BLOCK III : NGO & Income Tax

Section 2(15) of the Income Tax Act, NGO and Income Tax, national committee, deduction of contribution under section 80gga, documents to be filled with form 80g, extent of benefit, illustration of benefits under section 80g.

BLOCK IV : Social Security of NGO Workers

Introduction and Background of Social Security System for NGO workers, Definition and Terms of Gratuity Act, Provisions of Gratuity Act, Benefits of Gratuity Act, Insurance Scheme under Gratuity Act, Rules of Nomination under Insurance Scheme, Rules and Regulation for Monitoring of Gratuity Scheme, Introduction and Definition of Employees Provident Fund Scheme, Rules and Regulation for maintenance of Employees Provident Fund, Provisions of Provident Fund Scheme, Rate of Interest and Calculation Techniques of EPF.

BLOCK V : Socio Legal Issues

Current Socio-Legal issues, Introduction of Dowry, legal Provisions against Dowry, Penalty and Punishment under Dowry Law, New Amendments under Dowry Law, Small Case Studies under Dowry Law, Introduction of Domestic Violence, New Legal steps against Domestic Violence, Provisions for Non Profit Sector to assist victims under Domestic Violence Act, Introduction of Various Other Legal provisions against Social Crimes, Law against Child Marriage, Legal Provisions against female Feticide (PNDT ACT), Gender Sensitive Laws, Introduction of Right to Information, Background of Law, Provisions under this Law, Procedures for registration under this Law.

Texts & References

Companies Act 1956, Ramaiya 2005 or BARE ACT

Societies Registration Act 1860, S.Mitra 2005 or BARE ACT

Indian Feminism: Law, Patriarchies & Violence in India, Geetanjali Ganguli, Ashgate Publishing LTD, 2007

Guidelines for NGOs Management in India, Snehlata Chandra, New Delhi, Kanishka, 2003, xxiv.

4.VOLUNTARY ACTION AND CIVIL SOCIETY

Course Objectives:

This course intends to familiarize you with:

- Concept of NGOs and civil society, its role in bringing about social change and also its various dimensions.
- Various development issues and how the knowledge related to NGO management would help in resolving these issues.
- Formulating strategies in various social contexts, in order to empower the underprivileged sections of the society. Learners would also be informed about various programmes and schemes of the Government and the role of NGOs in their implementation.

Learning Outcome:

This course helps:

- Demonstrate the concept of NGOs and civil society,
- Explain its role in bringing about social change
- Explain how NGO management would help in resolving social issues.
- Formulating strategies to empower the underprivileged sections of the society.
- Demonstrate schemes of the Government and the role of NGOs in their implementation.

Syllabus

Block I: Introduction to NGO

Concept and background, role of NGOs, types of NGOs, history of NGOs in India. Voluntary Action and Civil Society; Concept of Civil Society, Role of Civil Society in Social Change, Civil Society Movement in India; Human Rights, Universal Declaration of Human Rights, Constitutional Provisions for Women and Children; Minorities; National Commission for Women, National Commission for Protection of Child Rights

Block II: Gender Issues in Development

Concept, Issues, Gender equality analysis, Women's Empowerment, Formation of SHGs, Linkages with Micro Credit Schemes, Entrepreneurship Development, Formation of Women Federations and Mahila mandals; Social Defense, Disability and Old Age Care; Types of Disability, Measures to tackle Disability; Training and Rehabilitation, Institutional care. Legislations/Reservations for the disabled; Old Age care and Rehabilitation in India

Block III: Community Participation

Concept and Methods of Community Participation; Panchayati Raj System, Concept, Objectives; Functioning of Panchayati Raj System, Strengths of PRIs, Panchayati Finance

Block IV: Governance

Concept, Types of Governance, Impact of Good Governance; Government Schemes for the Social Sector, Major schemes of the Government of India in various sectors, role of NGOs and Criteria for NGO Support

Block V: International Agencies supporting NGOs and Premier NGOs of India

UN Agencies, donor Agencies, Other International Organizations, Asian Development Bank, World Bank, Premier NGOs of India:, PRADHAN-Jharkhand, CYSD, Aggragami-Orissa, Adithi-Bihar, MYRADA-Karnataka, Ramakrishna Mission: West Bengal, CINI-West Bengal, AVARD-Assam, Disha: Uttar Pradesh, Seva Mandir-Rajasthan, Aaastha-Udaipur, SEWA-Ahmadabad; Advocacy and Social Mobilization, Tools for Advocacy, Policy Formulation, Role of different agencies, Media Advocacy, Preparation of Advocacy kits, Public hearings, Concept and Impact of Social Mobilization, Programme Communication

Text and References:

- Human Development Report; UNDP, New Delhi, 2005
- State of Children in India, UNICEF; New Delhi, 2005
- National Plan of Action for Children, Dept. of Women & child Development, Ministry of Human Resource Development, Govt. of India, 2005
- Jha, J.K.: *Status of Girl Child in India*; Saroop & Sons, New Delhi, 2002.
- Gulati, R. et.al.: *Strengthening Voluntary Action in India*; New Delhi, 1995.
- Subhas, I: *Welfare Services for Women and Children in India*; Discovery Publications, New Delhi, 2003.
- Singh,J.J.: *Women and Panchayati Raj*; Sunrise Publications, New Delhi, 2005.
- Kumar,H.: *Social Work and Development Issues*; Aakar Publications, New delhi, 2003
- Nagi, B.S.: *Child Survival and Safe Motherhood: Experiences from India*; New Delhi, 2000.
- Kar,P.P. & Panda P.P.: *Awareness on Women's Rights: Projects in Mass Media*; New Delhi, 2005.
- Roy, J.G: *Human Rights for the 21st Century*; Indian Institute of Public Administration, New Delhi, 2004
- Singh, D.P. & Singh, Manjit (ed.): *Women and Empowerment: Experiences from Some Asian Countries*; Unistar Books Private Limited, New Delhi, 2005
- Debroy, B (ed.): *Agenda for Improving Governance*; Academic Foundation, New Delhi, 2004

5. QUANTITATIVE TECHNIQUES IN MANAGEMENT

Course Objectives:

This course aims to:

- Building a better understanding of the statistical tools for displaying and analyzing business data.
- Develop understanding of various mathematical and statistical models and optimization techniques used for decisions making in management.
- Let the learners be able to use MS Excel to solve mathematical problems

Learning Outcomes:

On completion of the course, Learners are expected to:

- Understand the elementary concepts and techniques of how Statistical and Mathematical analysis can materially help in business decision-making.
- Get along with the concept of models of business processes, and the scope and limitations of commonly-adopted models;
- Understand the concepts of populations and samples and the use of descriptive statistical tools for population and sample description.
- To use descriptive statistics to categorize and describe the shapes of data distributions; [measures of Centrality and Variation in Data]
- Understand and be able to communicate best-practice in objective Data Visualization and Presentation

Syllabus

Block I: Introduction

Introduction to descriptive statistics, Diagrammatical and Graphical representation of data, Bar diagram, Frequency Polygons, Ogives

Block II: Summary Statistics

Measures of Central Tendency - Arithmetic Mean, Weighed Mean, Median and Mode

Measures of Dispersion – Range, Average Deviation, Standard Deviation, Variance and Coefficient of Variation

Block III: Forecasting Techniques

Sample Correlation and Regression Analysis, Time Series Analysis – Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation

Block IV: Probability and Testing of Hypothesis

Introduction of Probability Theories, Concepts, Addition and Multiplication Theorems, Probability Distributions, Sampling and Sampling Distribution, Null Hypothesis and Alternative Hypothesis, t – test, F – test, Non – Parametric Tests (chi – square test)

Block V

Decision Theory: Decision under Certainty, Risk and Uncertainty), Marginal Analysis, Decision Tree Analysis

Linear Programming: Introduction to Linear Programming, Formulation of LPP, Solution of LPP – graphical and Simplex method, Transportation Problems – Initial Basic Feasible solution, Test for Optimality and Transshipment, Assignment Problem and its solution

Text and References:

- Levin R.I. & Rubin S.R. 2005, Statistics for Management, 7th Ed. Prentice Hall Of India
- Taha H. A. 2007, Operations Research: An Introduction, 8th Ed. Prentice Hall of India
- Quantitative Techniques in Business by Dr. Aditham B. Rao

SEMESTER TWO

1.SOCIAL MARKETING & FUND RAISING

Course Objective -

- This paper is being created to advance the science and practice of social marketing. **Social marketing** is the use of commercial marketing concepts and tools in programs designed to influence individuals' behavior to improve their well being and that of society..
- The course also examines issues of social responsibility in business and how marketing theory and techniques may be used to promote more environmentally and socially conscious business practices.
- The course also trains the students to learn what's needed to get started in the fundraising world.
- Practicing good fundraising techniques is key in making your nonprofit grow and maintaining a stance of integrity will build a solid reputation for the organisation that will ultimately offer great rewards.

Learning Outcomes

- The learners will be able to understand the concept of Social Marketing and implement it for NPO's and NGO's.
- They will demonstrate the ability in implementing and mentoring social marketing in various sectors.
- Understanding of Fund raising.
- Understand the scenario of fund raising globally

Syllabus

BLOCK I : Marketing: Definition of Marketing, Concept of Marketing, 4p's of Marketing, Fundamental of Marketing, Scope of Marketing, Product & Services

Social marketing : Social marketing and its implementations for NPOs /NGOs, Segmentation in Social Marketing, Social Marketing Environment.

BLOCK II : Social Marketing Strategy and Idea, Social Advertisement, Importance, positive and negative influences, Product/Service Life Cycle

Social Marketing in various sectors : Marketing of Education, Health, afforestation,

Rural Development, Urban Slums, Reproductive Health, Child Rights, Women Empowerment, RTI and other issues.

BLOCK III : Bottom of Pyramid and Social Marketing, Social Marketing in India and Overseas fund raising : Definition of Fundraising, History and Evolution of Fundraising,

Concept of Fundraising, Fundraising in changing environment

Fund Raising Strategy, Essentials of Fundraising, Donors Management System

Fundraising from Individuals

BLOCK IV : Fundraising from Corporate, Corporate Social Responsibility

Fundraising from government and non government agencies

Fundraising from International agencies and institutions.

BLOCK V : e-Postal and Tele Fundraising, Event Fundraising, Scenario of Fundraising in India and World

Text & References:

- S.M Jha- Social marketing
- Philip Kotlar- Marketing Management

2.MARKETING MANAGEMENT

Course Objectives :

- The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
- To enable Learners to develop an appreciation of the role of marketing and the management of marketing functions in the modern organisation
- Enable Learners To understand the challenges of marketing management in manufacturing and service. industries

Learning Outcomes :

- Demonstrate the ability to carry out a research project that explores marketing planning and strategies for a specific marketing situation.
- To justify marketing strategies and advocate a strategically informed position when considering marketing plan implementation

- Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation
- Introduce the basic concepts of marketing and to develop a feel of the marketplace.
- key elements in developing a marketing strategy and planning a marketing program.

Syllabus

BLOCK I : Introduction to marketing management : Core Concepts of Marketing, Functions of Marketing, Marketing as a strategy , Marketing Orientations, Marketing Process :Marketing Mix- The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control

Marketing Environment : Environmental Scanning, Analysing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning, Case study based on the environmental impact on the business. Management Information System: Characteristics of MIS, Marketing Research, Marketing intelligence , Case study based on Marketing Intelligence and Research

BLOCK II : Consumer Buying Behaviour : Characteristics, Types of Buying Decision Behaviour, Henry Assael Model, Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behaviour Models, Cognitive dissonance strategies Case study based on consumer buying behaviour, Landmark Articles and scales developed related to buying behaviour, Business Buying Behaviour : Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process, Articles based on industrial/ business buying patterns.

Segmenting, Targeting and Positioning : Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting innovators, Market Positioning (P), Case study: Based on segmentation, targeting or positioning, Discussion of landmark articles based on the topics stated above.

BLOCK III : Product Management: Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC), Discussing the live examples of the products life cycle in the market, Cases study / article based on product development process. Brand management: Brand and Branding decisions, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand

Development, Brand Extension, Brand Image . Co-Branding, Articles based on the topics stated above, Case study based on brand related topics.. Pricing : Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product , Initiating and Responding to the Price Changes Cases and articles related to pricing strategies.

BLOCK IV : Distribution Management : Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling, Case, articles related to marketing channels Promotion Management: Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity, Personal Communication Channel : Personal Selling, Sales Management Basics, HR Practices in Sales Management, Evaluation of Training, Personal Selling Process, Direct Marketing, Cases on personnel communication

BLOCK V : Customer Relationship Management: Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Significance of Customer Relationship Management, Rural Marketing, E-Marketing or Online Marketing, Cases and articles related to customer relationship management, International Marketing : Nature of International Marketing, International Marketing Concept, International Market Entry Strategies, Approaches to International Marketing, International Product Policy, International Promotions Policy, International Branding, Country of Origin Effects, International Pricing, Cases and scenario related to global marketing, Service Marketing : Nature of Services Marketing, Designing the Services marketing process, New service development, Approaches to services marketing, Developing service personnel, Managing service delivery channels, Pricing the services, Cases related to services marketing, Landmark articles related to Service marketing.

Text & References :

- Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
- Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
- Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
- McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.

3.RESEARCH METHODOLOGY

Course Objectives:

- Discuss the nature and scope of marketing research.

- Define marketing research
- Explain the framework for conducting marketing research process.
- Define and understand the Research Design and process.
- Classify and discuss the various scaling techniques.
- Designing of questionnaire and methods of data collection.
- Discuss the sampling design process and techniques.
- Discuss the various techniques of data processing and analysis.

Learning Outcomes :

- Conduct the marketing research process.
- Understand the process of research design.
- Implement the correct scaling techniques.
- Understand the purpose of constructing questionnaire and methods of data collection.
- Understand the objective of choosing the right sample.
- Understand the importance of data preparation.
- Understand the procedure for selecting a data analysis strategy.

Syllabus

BLOCK I : Introduction of Research :

Research methods versus methodology; Criteria for good research problem encountered by researchers in India.

BLOCK II : Planning and formulation Research Designs :

Planning a research prospect, problem identification & formulation, Research Design: Exploratory, Descriptive & Experimental Research.

BLOCK III: Questionnaire and Form design :

Questionnaire method, Steps in constructing a Questionnaire, types of questions, Altitude measurement & scaling techniques, Ordinal, nominal, ratio, interval, scales: Likert Scale, Sampling decisions; sample selection methods- productivity & non-probability sample size.

BLOCK IV Data Collection methods :

Primary & Secondary data, Observation method, Interview method Data Collection & field force, Field work procedure, common sources of error in the field work, tabulation of collected data.

BLOCK V : Test of significance & report writing

z, t, f, x², correlation & regression techniques, Pre-writing considerations & presentation of research report.

Text & References:

- Marketing Research- An applied orientation-By Naresh K. Malhotra
- Kothari, C.R., Research Methodology, Wiley Eastern Ltd, New Delhi
- Amarchand, D. Research Methods in Commerce, Emerald Publishers, Chennai.
- Marketing Research (Text & Cases) nu Rajendra Nargundkar, Tata McGrwa Hill