



KRISHNA UNIVERSITY:: MACHILIPATNAM

DEPARTMENT OF COMMECE AND BUSINESS

MANAGEMENT

(With effect from 2020-21)

MBA OPEN ELECTIVES (FOR M. Com. COURSE)

II SEMESTER

Paper Code	Paper Title (Generic Functional Courses)	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
Open Elective Courses (Choose any one out of three courses)								
MBA 208	MOOCS from SWAYAM	2	1	0	Elective-1	A PASS CERTIFICATE WITH 50% MARKS		2
MBA209	Industry and Company Analysis	2	1	0	Elective-2	30	70	2
MBA 210	MS Excel & Accounting Tally	2	1	0	Elective-3	30	70	2
Total for Second Semester		28 +2	5 +1	0	-	210+30	420+70	28+2

At the end of 2nd semester, every student must undergo Industrial training for Six weeks and must prepare a project report and submit the same 10 days before the commencement of third semester examinations.

III SEMESTER

Paper Code	Paper Title Generic core course	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credit
		Lecture	Practical	Tutorial				
Open Elective Courses (Choose any one out of four courses)								
MBA308 MOOCS/NCFM/IRDA/NIS M/ SWAYAM	Any online course related to MBA from the authentic sources	2	1	0	Elective-1	A PASS CERTIFICATE WITH 50% MARKS		2
MBA309	Life Skills for Managers	2	1	0	Elective-2	30	70	2
MBA 310	Creativity & Innovation	2	1	0	Elective-3	30	70	2
MBA 311	Leadership & Change Management	2	1	0	Elective-4	30	70	2
TOTAL FOR III SEMESTER		23 +4	7 +2	0	-	180 + 60	520+140	26+4

SYLLABUS FOR OPEN ELECTIVES

II SEMESTER

Paper Code	Paper Title (Generic Functional Courses)	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
Open Elective Courses (Choose any one out of three courses)								
MBA 208	MOOCS from SWAYAM	2	1	0	Elective-1	A PASS CERTIFICATE WITH 50% MARKS		2
MBA209	Industry and Company Analysis	2	1	0	Elective-2	30	70	2
MBA 210	MS Excel & Accounting Tally	2	1	0	Elective-3	30	70	2
Total for Second Semester		28 +2	5 +1	0	-	210+30	420+70	28+2

At the end of 2nd semester, every student must undergo Industrial training for Six weeks and must prepare a project report and submit the same 10 days before the commencement of third semester examinations.

MBA 208 MOOCS FROM SWAYAM & OTHERS

Subject Code	MBA 208	A Pass Certificate with 50 % marks
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Course Objectives:

The common duration of a MOOC is from 6 to 12 weeks. A MOOC is accessible 24 hours a day, 7 days a week. The majority of the content is delivered asynchronously (meaning students can access it in their own time and at their own pace). However, sometimes there can be optional synchronous events such as 'live' webinars (interactive sessions) which require participants to join in at specific dates/times.

The fundamental objective of the MOOCS is to acquaint the students for Online Learning.

Course Outcomes:

At the end of the course, the students will learn different courses in Online Mode and get certified by Institutions that offer the course, upon successful completion of the course(s).

Institutes/Universities/Organisations offering MOOCS in India:

(1) Indian Institute of Management, Bangalore MOOCs

- Healthcare in India: Strategic Perspectives
- Introduction to Banking and Financial Markets-I
- Introduction to Banking and Financial Markets-II
- Statistics for Business-I
- Statistics for Business-II
- Do your Venture: Entrepreneurship for everyone.
- Introduction to Investments
- Innovation and IT Management
- Predictive Analytics
- Strategy and sustainable Enterprise
- Introduction to Corporate Finance

(2) IIT, Bombay

- Inferential and Predictive Statistics for Business
- Corporate Strategy
- Exploring and Producing data for Business Decision Making
- Accounting for Business Decision Making: Strategy Assessment and Control
- New Models of Business in Society
- Digital Analytics for Marketing professionals: Marketing Analytics in Theory
- Engagement and Nurture Marketing Strategies
- Leadership through design Innovation
- Brand and Product Management
- Finance for Everyone: Markets
- Financial Evaluation and Strategy: Corporate Finance
- Managing the Company of the Future
- Creating and Develop a tech startup
- Understanding Financial Statements: Company Performance-I
- Understanding Financial Statements: Company Performance-II

(3) Indian HRD Ministry's MOOC Platform – SWAYAM

(4) National Programming on Technology Enhanced Learning (NPTEL), IIT Madras

- Applied Multivariate Statistical Modelling
- Bank Management
- Commercial Banking Credit Risk Modelling & Management
- Consumer Behaviour
- Econometric Modelling
- Global Supply Chain Management
- Entrepreneurial Finance
- Infrastructure Finance

(5). IRDA Certified courses in Insurance and Risk Management

(6) NISM Mutual Fund Certification Course

(7) NSE-NCFM Modules (any one module)

MBA 209 INDUSTRY AND BUSINESS ANALYSIS LAB (2L + 1P + 0T)

Subject Code	MBA 209	IA Marks	30
No. of Lecture Hours/Week	02	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	39	Exam Hours	03 Hours

Course Objectives:

- To help the students understand the dynamics of a specific industry,
- To acquaint students with various issues particular to an industry and
- To provide a cross-functional perspective of the functioning of a business enterprise and an industry.

Course Outcomes:

At the end of the course, the students will be able to know about how to analyse the performance of industry as a whole, break up capacity among key players, business functions of key players, global issues affecting the industry, Social Inclusion initiatives.

UNIT-I

Industry Analysis – the Basics: Nature of the Industry, Players in Industry – Nature of Competition from an Economist's Perspective – Market Shares of top 3 & bottom 3 players – Possible Classification of Players into Leaders, Challengers, Followers, Nichers – Positioning & Differentiation Strategies of Key Players – Branding Strategies – Pricing Policies, Cartelization if any and Comments thereon – Capacity Analysis – Total Capacity of the Industry and Break up Capacity Amongst key Players – Planned Future Capacity Additions – Geographical Spread of Plants/Facilities/ Capacities (Domestics as well as Global) – Demand Supply Balance in the Industry – Key Factors Affecting Demand – Key Supply side Constraints – Professional Trade Bodies of the Industry – Business Functions carried out Online by the key Players – Online Presence.

UNIT-II

Promoters & Management Ethos: Background of Promoter Groups of top 3 and Bottom 3 Players in the Industry – Management Ethos and Philosophy – Brief Profiles of CMDs, CEOs, and Key Top Management Personnel with their Career Highlights – Detailed Profile of one Distinguished Top Management Personnel each from any Two Players in the Industry – CSR Policy – Corporate Governance Initiatives – Initiatives towards Social Inclusion – Initiatives towards Environment Conservation.

UNIT-III

External Environment: Controlling Ministry and / or Regulator if any for the Industry – Regulatory Actions against the Players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, etc. against Irregularities, Legal Violations if any – Regulatory Policies at the State, National and Global Level and their Impact on the industry as a whole with Analysis of Impact on top 3 Players – Key National and Global Issues Affecting the Industry – Key Initiatives by the Government to Promote the Industry – Environmental Issues.

UNIT-IV

Financials: Profitability, Revenues, Margins of Top 3 & Bottom 3 Players over the last 3 years and Trends/Changes therein – Sick Players if any and Their Turnaround Strategies, if any – Key Factors Contributing to Costs – Ratio Analysis of Financial Data for last 3 years for Top 5 and Bottom 5 Companies in the Industry.

UNIT-V

Recent Developments: Impact of Key Relevant Provisions of the latest Fiscal Policy on the Industry and Various Players therein – Analysis of Key relevant Provisions of Latest Exim Policy in case of Industries that are Focused on Global Markets for Exports or Industries that have significant import Components – Key Alliances in the past 5 years and their Performance & Impact on other Players in the Industry – Mergers & Acquisitions, if any – Technological Developments – Labor Unrest if any – Reasons thereof and Impact on the Particular Player and the Industry as a whole – Emerging first Generation Entrepreneurs, if any, in the Industry – Corporate Wars & Feuds in the Industry, if any.

Practical Components:

- Students should work in groups of 3 to 5 each under the guidance of a faculty.
- Students shall study various aspects of any TWO industries (group of similar business entities) of their choice.
- Focus shall be the comparative and historical analysis across the players in the industry.
- Students shall submit a structured detailed report.

Learning Resources:

1 Supplementary Annual reports of various companies

Reading Material Economic Times Business Standard Business Line Business Today Business India

2 Websites

Websites of various companies

Websites of various ministries of the Government of India Websites of various trade bodies

Websites of stock exchanges

3 Journals Journals Economic and Political Weekly

MBA 210 - MS EXCEL & ACCOUNTING TALLY LAB (2L + 1P + 0T)

Subject Code	MBA 210	IA Marks	30
No. of Lecture Hours/Week	02	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	39	Exam Hours	03 Hours

Course Objectives:

- (1) To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications,
- (2) To provide students hands on experience on MS Excel in different versions of Microsoft OS,
- (3) To gain proficiency in creating solutions for Data Management and Reporting, and
- (4) To learn about Tally Software and gain proficiency in creating and exporting data and reports obtained in Tally Software.

Course Outcomes:

At the end of the course, the students will learn how to use different versions of MS Excel, the advanced data options available, how to enter financial data in Tally, and how to interpret the financial results obtained from Tally

UNIT-I

Introduction: Understanding Excel's Files, Ribbon and Shortcut – Create a workbook – Enter data in a Worksheet – Format a Worksheet, Format Numbers in a Worksheet – Create an Excel Table – Filter Data by Using an AutoFilter, Sort Data by using an AutoFilter – Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts – Working with Cells and Ranges: Formatting Cells, Name Manager – Visualizing Data Using Conditional Formatting: Apply Conditional Formatting – Printing Your Work: Print a Worksheet, Using Print Preview & Other Utilities.

UNIT-II

Lab based Evaluation-1: Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to Column – Creating Formulas That Look Up Values: V Lookup, H Lookup, Match & Index

UNIT-III

Lab based Evaluation-2: Creating Formulas for Financial Applications: Introduction to Formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations – Creating Charts and Graphics: Chart Your Data, Creating Spark line Graphics, Using Insert Tab Utilities – Using Custom Number Formats: Right Click, Format Cells Window– Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply Data Validation & using Utilities from Data Tab – Analyzing Data with the Analysis Tool Pak: ANOVA, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test.

UNIT-IV

Computers and Accounting: Fundamentals of Computerized Accounting – Computerized Accounting Vs Manual Accounting – Features of Tally – Procedure for Creating a New Company – Directory Name / Mailing Name / Address / Groups Creation – Editing and Deleting Groups – Display of Predefined Vouchers – Voucher Creations and Alteration of Vouchers while or after Entering Transaction – Types of Vouchers – Payment Voucher – Receipt Voucher – Sales Voucher – Purchase Vouchers.

UNIT-V

Accounting Tally: Ledger – Groups in Tally – Primary Groups, Sub-groups, Creation of Ledger -process of Creation of Ledger – Balance Sheet at the Gateway of Tally – Method of Showing Trading, Profit and Loss account and Balance Sheet Creation of Inventory Reports – Creation of Stock Categories – Stock Items – Stock Groups

Reference Books:

1. Tally – Accounting software S. Palanivel – Marghan Publications
2. Computer Applications in Business – Dr. Rajkumar

Learning Resources:

1 Text Books Excel 2010 Bible [With CDRom]by John Walkenbach, John Wiley & Sons, 2010 Edition

2 Reference Books

Excel 2007 for Dummies by Greg Harvey

New Perspectives on Microsoft

Office Excel 2007 3

Supplementary Reading Material

www.hr diap.gov.in/Downloads/04.MS%20Excel.pdf

www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf

www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf

www.microagecs.com/apps/training/courseware/excel.pdf

www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf

4 Websites <http://office.microsoft.com/en-us/help/excelhelp-and-how-to-FX102693827.aspx>

<http://office.microsoft.com/en-us/excel/>

<http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx>

<http://www.baycongroup.com/el0.html>

http://spreadsheets.about.com/od/tipsandfaqs/f/excel_use.html

<http://www.computerhope.com/shortcut/excel.html>

III SEMESTER

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MBA309	Life Skills for Managers	2	1	0	Elective-2	30	70	2
MBA 310	Creativity & Innovation	2	1	0	Elective-3	30	70	2
MBA 311	Leadership & Change Management	2	1	0	Elective-4	30	70	2
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MBA308 MOOCS/NCFM/IRDA/NISM/ SWAYAM

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- Statistics for Business-II
- Do your Venture: Entrepreneurship for everyone.
- Introduction to Investments
- Innovation and IT Management
- Predictive Analytics
- Strategy and sustainable Enterprise
- Introduction to Corporate Finance

(2) IIT,Bombay

- Inferential and Predictive Statistics for Business
- Corporate Strategy
- Exploring and Producing data for Business Decision Making
- Accounting for Business Decision Making: Strategy Assessment and Control
- New Models of Business in Society
- Digital Analytics for Marketing professionals: Marketing Analytics in Theory
- Engagement and Nurture Marketing Strategies
- Leadership through design Innovation
- Brand and Product Management
- Finance for Everyone: Markets
- Financial Evaluation and Strategy: Corporate Finance
- Managing the Company of the Future
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- Applied Multivariate Statistical Modeling
- Bank Management
- Commercial Banking Credit Risk Modeling & Management
- Consumer Behaviour
- Econometric Modelling
- Global Supply Chain Management

- Entrepreneurial Finance
- Infrastructure Finance
- (5) IRDA Certified courses in Insurance and Risk Management
- (6) NISM Mutual Fund Certification Course
- (7) NSE-NCFM Modules (any one module)

Any online course related to MBA from the authentic sources

MBA309: Life Skills for Managers (2L + 1P + 0T)

Subject Code	MBA 309	IA Marks	30
No. of Lecture Hours/Week	02	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	39	Exam Hours	03 Hours

Course Objectives:

As adults living in a community somewhere you will have connections with business, consumer economics, science, life skills, vocational skills, and leisure activities. The applications taught in Life Skills will help provide an anchor for key concepts in daily living, personal social skills, and occupational/career preparation. Opening your mind to setting goals and creating a plan for such goals is key to becoming a life-long learner and contributing member to a community. This course will provide opportunities for you to gain knowledge, inquire about the world, think and communicate with others, develop principles and risk-taking, demonstrate care and open mindedness towards others, the community, and academics, and allow time to reflect on your learning.

Course Outcomes:

At the end of the course, students will be able to learn Life Skills pertaining to professional life, goals setting, and characteristics of managers to be a constant learner.

UNIT-I

Introduction: Definition of Life Skills – Assumptions about Life Skills – Concept of Skill in Life Skills – Concept of Skill in Life Skills – Primary Goal of Life Skills Programme – Life Skills Process Model– Group Development and Group Behaviors.

UNIT-II

Personal Management: Managing Personal Finance – Selecting and Managing a Household – Caring for Personal Needs – Raising Children and Meeting Marriage Responsibilities – Buying, Preparing, and Consuming Food – Buying and Caring for Clothing – Exhibiting Responsible Citizenship – Using Recreational Facilities and Leisure Time – Getting Around the Community (Mobility).

UNIT-III

Personal-Social Skills: Achieving Self-Awareness – Acquiring Self-Confidence –Achieving Socially Responsible Behaviour – Maintaining

Good Interpersonal Skills – Achieving Independence, Achieving Problem-Solving Skills – Communicating with Others.

UNIT-IV

Occupational Skills: Knowing & Exploring Occupational Possibilities – Selecting and Planning Occupational Choice – Exhibiting Appropriate Work Habits and Behaviours – Seeking, Securing, and Maintaining Employment – Exhibiting Sufficient Physical-Manual Skills – Obtaining a Specific Occupational Skills.

UNIT-V:

Coping Strategies: Concept of Coping – Types of coping strategies:1) appraisal focused (adaptive Cognitive) 2) problem focused (adaptive behaviour) 3) emotion focused Empathy – Fundamentals of Moral Development – Interpersonal Influences on Moral Development – Moral Development and Social Exclusion – Morality and Culture– Morality and Intergroup Attitudes – Moral Emotions.

Practical Components:

1. Each student will work on personal goals within our Life Skills class.
2. Each student will respect the different levels of reading/writing competency toward their peers, and work to help others.
3. Opinions will be respected, honoured, listened to, and considered when making decisions that affect the entire class.
4. Mrs. Faulkner will choose all recipes (excluding Open Labs).
5. No inappropriate language or illustrations will be used in any of the projects within this Life Skills class.

Reference Text Books:

1. Glencoe, Applying Life Skills, McGraw Hill, 2010.
2. Louise A. Liddell and Yvonne S. Gentzler, Building Life Skills, Goodheart - Wilcox Publishers, 6th Edition
3. Glencoe, Managing Life Skills, McGraw Hill, 2010.
4. Glencoe, Discovering Life Skills, McGraw Hill, 2010.
5. Peter Nicholls, Enjoy Being Proud Of Who You Are: 52 Inspirational Life-Skills Messages for Teenagers, Kindle Edition.
6. ShipraVaidya, Developing Entrepreneurial Life Skills: Creating and Strengthening Entrepreneurial Culture in Indian Schools, Springer Publishers, New Delhi.

MBA 310: Creativity & Innovation (2L + 1P + 0T)

Subject Code	MBA 310	IA Marks	30
No. of Lecture Hours/Week	02	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	39	Exam Hours	03 Hours

Course Description:

Students will learn techniques for improving the flexibility and originality of their thinking and will explore approaches used by managers and organizations to create and sustain high levels of innovation. Topics include: personal thinking preferences, everyday creativity and eliminating mental blocks, creative thinking techniques, idea selection approaches, teaming techniques for creativity, conditions that promote creativity, design for interaction, disruptive technologies, and intellectual property. The course uses fun and hands-on activities to stimulate innovation.

Course Outcomes

At the end of the course, the students learn about the concept of creativity, importance of creativity and innovation in the modern day organizations for achieving sustainability.

UNIT-I

Introduction to Creativity: Concept- Convergent and Divergent Thinking- Creativity Intelligence Creativity Techniques -Brainstorming; lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing Creativity Techniques -Brainstorming; lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing Enhancing Creativity Intelligence Determinants of Creativity-Creativity Process, Creative thinking as a skill Introduction – Characteristics of creative of creative organization – Valuing diversity in thinking: Thinking preferences and creativity styles – Creativity in problem solving: problem definition, understanding and representing.

UNIT-II

Fundamentals of Innovation – Invention, Creativity, and Innovation – Invention vs. Innovation – Creative and Lateral Thinking Management – Drivers of Innovation – Characteristics of Innovation – Types of Innovation – Sources of Innovation – Designing the process of Innovation – Managing Innovation Process Introduction to Innovation: Components of Innovation – Types of Innovations – Key drivers of Innovation, Factors influencing Innovation.

UNIT-III

Measures of Innovation: Input measures, output measures, and econometric

analysis Types of Measures of Innovation: Firm Level, Organizational Level, and Political Level – Innovation Measurement Tools: Index of Corporate Innovation, and Balanced Score Card (Customer Perspective and Developmental Perspective).

UNIT-IV

Innovation Culture within Organizations: Creative Climate for Innovation, Building an Innovation Factory, Creating Breakthroughs – 3M, Designing and sustaining a Winning Innovative Culture – Social Media and Building Innovations into Organizations – Creating Innovative Capabilities – Government's Role in Promoting Innovation – Implementing Innovation: Principles and Practices for Implementing Innovation.

Practical Component:

The class will be divided into small groups (consisting of 6 students). Assignments include:

- Brain teasers (aka Puzzle Busters, to be solved individually) o Cartoon captions (small teams)
- TRIZ, a systematic ideation method, reading (individual) o Book readings and discussions (small teams)
- Small teams presentations on innovation: (1) innovative individual, (2) innovative company, (3) innovative movie/game, (4) sustainable innovation, (5) innovation in business, (6) innovation in art, (7) innovation in architecture, (8) innovative nation, (9) innovation in science, and (10) innovation in engineering.

SESSIONS AND ASSIGNMENTS DURING LAB:

- Undertake a controlled creative process, both in your mind and in a group.
- Apply creative business analysis, idea-generation, solution creation and proof of concept.
- Work effectively in teams, facilitating multiple ways of thinking.
- Reflect on the role of constraints in creativity, and work effectively with constraints in a real world business setting.
- Service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.
- Use basic storytelling skills in a business context.
- Creativity Tools and Methods for individual and groups; Creative Thinking in Business; Actions that support creative thinking, Scenario building; Holistic, Vertical and Horizontal thinking.
- Disruptive Innovation model – Segmentive Models – New market disruption.
- Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry.
- Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation

Reference Text Books:

1. The Seven Habits of Highly Effective People, by Stephen R. Covey

2. Ten Faces of Innovation, by Tom Kelley
3. The art of Innovation, by Tom Kelley and the Deep Dive story
4. Five Dysfunctions of a Team. by Patrick M. Lencioni
5. The Five Temptations of a CEO: A Leadership Fable, by Patrick M. Lencioni.
6. Strategies for Creative Problem Solving, by H. S. Fogler and S.E. LeBlanc, Prentice Hall, 1995.
7. Creative Problem Solving, E. Lumsdaine and M. Lumsdaine, McGraw Hill, 1995.
8. The Art of Innovation, by T. Kelley.
9. The Ten Faces of Innovation, by T. Kelley.
10. Jone Ceserani, Peter Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.
11. Clayton, Christensen- Innovation and the General Manager, McGraw Hill.
12. Margaret, A. White & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach.
13. Joe Tidd and John Besant, Managing Innovation, John Wiley and Sons.
14. Allan Afuah, Innovation Management: Strategies, Implementation and Profits, Oxford University Press.
15. Shlomo Maital and D V R Seshadri, Innovation Management: Strategics, Concepts and Tools for Growth and Profit, Response Books.
16. J E Ettlie, Managing Technology Innovation, John Wiley and Sons.
17. C Christensen, The Innovator's Dilemma, Harvard Business School.
18. Peter F. Drucker, Innovation and Entrepreneurship, Drucker series, Butterworth- Heinemann Publications (2006).
19. Joe Tidd, John Bessant, Keith Pavitt, Managing Innovation: Integrating Technological, Market and Organizational Change, Wiley (3rd Edition (Paperback))
20. Edward De Bono, Serious Creativity, Indus Publishers.
21. Peter F. Drucker, Innovation and Entrepreneurship: Practice and Principles, Harper Collins.
22. C.K. Prahalad and M.S. Krishnan, The New Age of Innovation: Driving Cocreated Value Through Global Networks, McGraw Hill (2008).
23. Tony Davila, Marc J. Epstein, and Robert Shelton, Making Innovation Work: How to Manage It, Measure It, and Profit from It, Wharton School Publication (2005).

MBA 311: Leadership & Change Management (2L + 1P + 0T)

Subject Code	MBA 311	IA Marks	30
No. of Lecture Hours/Week	02	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	39	Exam Hours	03 Hours

Course Objectives:

The purpose of Leadership Lab is to enable students to prepare themselves to become leaders of organizations and to embark on paths of personal leadership development. The Leadership Lab imparts techniques and frameworks for managing individuals, teams, and networks. The goal is to give students an edge as leaders in today's decentralized, diverse, and dynamic organizations. Leadership Labs foster deep self-reflection about what behaviours we choose to use, the consequences of those behaviours, and given choices, how we might be even more productive. This interactive and experiential course focuses on questions such as: How do we maximize the performance of the teams we become a part of? What interpersonal skills give us influence? Which interpersonal strengths can propel us to our next promotion? What development areas might prevent our ascension to the executive suite?

Course Outcomes

At the end of the course, the students learn about leadership skills needed to lead teams and network of individuals in diversified and decentralized organizations.

UNIT-I

Introduction to Leadership: Importance of leadership, Roles of a Leader – Leadership Theory Paradigms, Levels of Analysis of Leadership Theory – Leadership Traits and Ethics: Personality Traits and Leadership, Traits of Effective Leaders, Leadership Attitudes, Ethical Leadership.

Practical component:

Each class participant will be assigned to a leadership development group (LDG) with five other people. Discuss with your LDG the people and the relationships that have been most important to you. Describe for your group a specific situation you have faced where these relationships were especially important for your leadership. To whom did you turn for counsel and advice? How did you use these relationships in this case? Discuss these relationships with your Development group, and solicit their feedback and insights about the role relationships play in your life. Then discuss the kind of support network you plan to establish in the future and discover your authentic leadership. Discussion questions: What can you learn from their

experiences that will help you in thinking about your life story's influence on your leadership trajectory?

UNIT-II

Leadership Behavior and Motivation: Leadership Behavior and Styles, University of Michigan and Ohio Studies, Leadership Grid – Leadership and Motivation – Content and Process Theories: Reinforcement Theory, Contingency Leadership Theories and Model, Leadership Continuum theory, normative leadership theory, and Leadership Substitute Theory (discuss them in brief)

Practical component:

Discuss your extrinsic and your intrinsic motivations with the group, and solicit their feedback. Discuss how you are balancing your motivations, and the challenges you face. Share the results of the “Motivated Capabilities Exercise” with your group, and solicit feedback about whether others see your motivated capabilities the same way you do. The purpose of this session is to glean insights from your peers to see yourself as others see your motivations and motivated capabilities and why leaders lose their way. Discussion questions: What are the root causes of leaders losing their way? Can you identify leaders from your personal experience who have lost their way or are in danger of doing so? What can leaders, including you, do to avoid these temptations, stay grounded, and be authentic in their leadership? What is motivating true leaders? What are their unique capabilities that have made them so successful?

UNIT-III

Team Leadership, Organizational Leadership: The Use of Teams in Organizations, Types of Teams, Decision Making in Teams – Leadership Skills for Effective Team Meetings – Ginnet's Team Effectiveness Leadership Model.

Practical component:

Each class participant will be assigned to a leadership development group (LDG) with five other people to build his/her support team with values, principles and ethical boundaries. Describe your leadership style to your group and solicit their feedback. Talk about the role of power in your leadership and how you deal with your power and the power of people you work with. Discussion questions: Page 101 of 162 How are efficient leaders utilizing support resources to help them deal with any kind of crisis in typical business organisations? What resources should he/she call upon in determining a course of action?

UNIT-IV

Leadership Development and Succession: Development through Self Awareness and Self Discipline, Development through Education, Experience, and Mentoring – Succession Policy – Leadership Development Programs

Practical component and discussion questions:

Identify any three effective and efficient leaders in Indian and Western business organisations? How well they build an integrated leadership in their organisations? How did they optimize their leadership effectiveness? How well do they use their personal leadership to empower others? In what ways do you want your leadership (assumed) to change to improve your effectiveness?

REFERENCE BOOKS:

1. George, B. with Sims, P. True North: "Discover Your Authentic Leadership"
George, B.; McLean, A. and Craig, N. "Finding Your True North: A Personal Guide"