



School of Rural Management, IIHMR University

Second Meeting of the Board of Studies

Board Room, IIHMR University

January 15, 2015, 2.00 pm

A Discussion on the MBA in Rural Management (with Multiple Specializations)

PART ONE

As per the discussions of the last Board of Studies Meeting, this course outline describes the courses that shall constitute the core curriculum of the MBA (Rural Management) which will be conducted from mid-2015- 2017. More specifically, it outlines:

- The courses that will be taught
- Their term-wise schedule, and
- Their sequence

This document does not describe the specific specializations that will follow the first year's foundational courses, since these details will be developed in the coming months based on the institutional partnerships that the School of Rural Management is in the process of forging and developing. These partnerships are necessary because field-based learning (in three segments) is a critical component of the two-year MBA program.

The last (and most detailed) part of the document contains tentative course descriptions.

Broad aspects of the curriculum, based on previous discussions, are as follows:

- The curriculum contains a strong research dimension (through coursework and field-based techniques) in both qualitative and quantitative research methodologies.
- Students will receive better training in communication and writing.
- The program's skills-based curriculum is being supplemented with a curriculum in broad-based perspectives, general knowledge, etc., so that students are able to think strategically, and in an integrative manner.
- The calendar makes ample room for experimentation at the level of ideas and field-based learning over the two-year period.
- Courses will be taught by core IIMR faculty members, as well as variety of visiting-, and adjunct faculty.
- The SRM will turn to the core members of the SRM Board of Studies for their active involvement in the delivery of the course!

More specific attributes:

The primary objective of the coursework is to facilitate integrative learning in the deepest sense of the term, so that graduates are able to walk into professional roles with ease, and play a vital role both at both the operational and strategic level in their jobs. Currently, most students are largely being prepared for an operational engagement. For this to happen, the curriculum must strike a balance between three things:

- Critical thinking, active engagement with multiple stakeholders, and lateral thinking that allow students to think practically and strategically.
 - Foundational managerial skills associated with development praxis, ideally for all sectors (government, civil society sector, and private sector); and more specifically, those skills relevant for the specializations that the students choose.
 - Strong fieldwork and organizational skills based on off-campus learning experiences so that once they graduate, students can hit the ground running.
- The program will follow the quarterly system, and coursework will be completed in a total of eight quarters.
 - Of the 8 quarters, 2 will be field-based. Within the remaining 6 quarters, some courses will require fieldwork, and short stints away from the institute.
 - The bulk of coursework in the first year (i.e., four quarters) will be common for all of the students of the batch. These courses will cover foundational themes that are relevant for any development/management practitioner. Of the four quarters, one quarter will be spent away from campus in the field.
 - Students will start branching out for specialized learning and research projects in their second year, i.e., with the commencement of the fifth term.
 - The fifth and seventh terms will be devoted to coursework in the domain specialization that the students choose.
 - The sixth term will be spent in a management traineeship with an organization from the domain specialization that he/she has chosen.
 - The final term is devoted to dissertation research and writing based on close mentoring with a faculty member. This may or may not involve field research; as in all quality research programs, it depends on the topic, methodology, and advisor.
 - While IIHMR-U/ SRM's core faculty will deliver the core/foundational courses, the SRM will rely on a network of visiting faculty members with distinctive domain expertise to deliver courses in the specializations. This will change over time, and in-house expertise will be built over time.

- The core faculty members shall play an active role in mentoring students for the fieldwork segments. They will also be required to visit the students for short periods of time when the students are in the field so that students appreciate the complexity of the real world in ways that transcend the dry and stodgy narratives contained in textbooks.

PART TWO

TENTATIVE COURSE CURRICULUM

First year

Term 1 (7 courses)

Course Title: Essentials of Economics for Rural Managers, Credit: 3.0

Course Title: Principles of Management, Credit: 1.5

Course Title: Culture and Power in the Modern India, Credit 3.0

Course Title: Gender and Development, Credit: 3.0

Course Title: Development Theories and Praxis, Credit: 3.0

Course Title: Individual and Group Behaviour, Credit: 3.0

Course Title: Managing Collectives, Credit: 1.5

Term 2 (6 courses)

Course Title: Financial Accounting, Credit: 3.0

Course Title: Quantitative Analysis for Development Practitioners, Credit: 3.0

Course Title: “Rurban” Society and Polity, Credit: 3.0

Course Title: Managerial Analysis and Communication, Credit: 3.0

Course Title: Livelihood Systems, Credit: 3.0

Course Title: ICT in Rural Development and Agriculture, Credit: 3.0

Term 3 (Fieldwork)

Two Weeks of Field Work Preparation. This time will be spent on workshops related to ethnographic and quantitative research methods, reflective writing, and perspective building.

FOLLOWED BY:

Six Weeks of Village Stay

Two Weeks of Reflective and Analytical Writing

Term 4 (6 courses)

Course Title: Research Methodology, Credit: 3.0

Course Title: Financial Management, Credit: 3.0

Course Title: Macro Economic Perspectives, Credit: 3.0

Course Title: Marketing Management, Credit: 3.0

Course Title: Production and Operations Management, Credit: 3.0

Course Title: Strategic Human Resource Management, Credit: 3.0

Second Year

Term 5

Course Title: Human Resource Management, Credit: 3.0

Course Title: Management Information Systems, Credit: 3.0

Course Title: Project Management, Credit: 3.0

Specialization: TBD

Course 1:

Course 2:

Course 3:

Term 6: Summer Internship

To be conducted in an organization determined by the SRM's Fieldwork Committee as per the student's specialization.

Term 7

Course Title: Natural Resources and Sustainability, Credit: 3.0

Course Title: Strategic Management, Credit: 3.0

Course Title: The Legal Environment, Credit: 1.5

Course Title: Public Systems Management, Credit: 1.5

Specialization: TBD

Course 4:

Course 5:

Course 6:

Term 8: Dissertation)

Research and Writing

PLACEMENT and Goonj

Campus Placement will be conducted in the 7 Term, ideally in early February right after Goonj (which should be held in late-January).

PART THREE

TENTATIVE COURSE DESCRIPTIONS

TERM I

Course Title: Essentials of Economics for Rural Managers, Credit 3.0

Objectives: The main objective of the course is to provide the students of Rural Management Programme with a basic understanding of economic principles for better resource management in the context of developing countries. Understanding of basic concepts and tools of micro and macro economics and using them to analyze critical issues of the Indian rural economy will be the primary learning objective of the course.

The specific objectives of the course are: to learn the basic concepts and applications of micro economics in the context of rural economy in a developing country; to gain an understanding of the relationships of macro variables in the context of economic development; and to provide the students with basic concepts of public finance to help them analyze the government's role in the Indian rural economy.

Course Title: Culture and Power in Modern India, Credit 3.0

Objectives: India is a sub-continental space of well over a billion people, and it has witnessed the complex overlap of colonialism, imperialism, and nationalism in a period of less than three hundred years. The region has also received growing attention as a place where democratic institutions have flourished, but where poverty and marginalization are also rampant. This course will discuss the economic, social, cultural, and political forces

that facilitated processes of “nation-building” in the region, and attempt to identify the contradictions and ironies that are characteristic of modern South Asia as it grapples with forces associated with globalization. Using academic monographs, literary texts, personal narratives, and films students will study how various scholars and artists have treated the region’s history and culture. By addressing the specifics of what makes India such a critical part of a globally interconnected world, the course also hopes to bring developments in social and political theory into sharper focus so as to shape students’ ability to think expansively, with a sense of their place in the world.

Course Title: The Political Economy of Development, Credit 3.0

Objectives: The course has the following broad objectives: To expose the students to well-established concepts in economics at the firm level and to sensitise them to the relationship between economic theory and decision-making at the firm level. The purpose of this course is to provide students with a basic understanding of the economic theory and analytical tools that may be used in decision-making problems. Students who successfully complete the course will develop a good understanding of economic concepts and tools that have direct managerial applications. The course will sharpen their analytical skills through integrating their knowledge of economic theory with decision-making techniques. Students will learn to use economic models to isolate the relevant elements of a managerial problem, identify their relationships, and formulate them into a managerial model to which decision making tools can be applied.

Course Title: Gender and Development, Credit: 3.0

Objectives: The main objective of this course is to broaden students’ conceptual clarity about institutional structures, which determine the construction of gender relations and, in turn, affect the status of women and men in rural India. The course would attempt to develop an understanding of perspectives on gender and development. The course discusses in detail the gender question in selected development sectors and globalisation while familiarising oneself with the different tools and techniques for gender planning, analysis, and evaluation in the development sector.

Course Title: Development Theories and Praxis, Credit: 3.0

Objectives: The broad objective of the course is to provide an overview of the major strands of development theories and practice in a multi-disciplinary perspective. The course also intends to provide an analytical handle for understanding development policies in the light of underlying theories shaping them. The course may discuss, apart from the concept and measures of development, relevant theories namely, Modernisation Theories - Rostow, Myrdal, McClelland, Lerner; Capitalist and Neo-classical theories of development; Marxian and Underdevelopment theories - Frank, Amin, Dependency and World System

theory - Cardoso, Wallerstein, Alternatives in development, Recent approaches to development - Participatory development, Social capital, Human Development, Human rights, Post-development, Development as freedom, Globalisation and development (Concept, ideology, Economic, Political, Social, and Cultural dimensions). Economic and social concepts of poverty and development.

In the praxis section, the course should deal with State and development planning, Governance reforms (good governance) and development - economic, political, social and cultural dimensions, NGOs and development, Private sector in rural development, analysis of practical development initiatives in India and abroad. Concepts of well-being and ill-being: mobilising and organising for participation and emancipation.

Course Title: Individual and Group Behaviour, Credit: 3.0

Objectives: The course attempts to develop and enable students to understand human behaviour and its different dimensions. By doing so it has been envisaged that they would be able to recognise the importance of, and difficulty in understanding another person's point of view. During the process the need for identifying one's own feelings, perceptions, and assumptions that intervene in one's interaction with others will be made evident. The final objective is to enable students to become better managers of people, without losing their respect for human dignity.

Course Title: Managing Collectives, Credit: 3.0

Objectives: This course is expected to help students gain understanding and insight into the working of business collectives such as community enterprises, cooperatives and producers' companies. The course intends to achieve this by helping students understand design, structure, functions, processes, and performance of the business collectives and build on the learning from the collective action and cooperation courses done earlier. Concept building will be done through reading material, examples, and case discussions. Students will learn about market failures, government failures, and the virtues of collective action and self-help movements. They acquaint themselves with reasons for absence and/or failures of collectives, methods and strategies for collective action, illustrative cases from farmers' movements, cooperatives and other sectors. The topics include: the logic of cooperatives and its evolution, technology: production and marketing, agri-business cooperatives, coordination strategy, enabling and disabling conditions, cooperative principles, issues in establishing agricultural cooperatives, democratic governance in cooperatives, cooperative principles and economic rationality, excellence and enduring performance, and examples of energetic farmers' organisations. Helpful ideas of Mary Parker Follett/Paolo Freire on coordination and conscientization are also covered.

TERM II

Course Title: Financial Accounting, Credit- 3.0

Objectives: Accounting is the language of business that is used to communicate the health of the business through the financial statements. All types of organisations, with either profit or service orientations, need to use accounting to communicate their financial performance and financial position to the stakeholders. Hence, the primary objective of this course is to help the students develop the ability to understand, analyse and interpret the data contained in the financial statements for improved decision-making. The course covers the framework of Accounting Concepts, Standards, and Policies that govern the mechanism of accounting. It takes the students through the entire process of accounting - starting with recording of transactions, followed by preparation of the statements, and ending with analysis and interpretation of the statements. The students also learn to use accounting software through project work. Thus, the emphasis is essentially managerial and not legal. It is not designed to acquire mastery of accounting techniques.

Course Title: Quantitative Analysis for Development Practitioners, Credit: 3.0

Objectives: The objective of this course is for students to describe data and make evidence based decisions on well-reasoned statistical arguments. The specific course objectives are to; describe data with descriptive statistics; perform statistical analyses; interpret the results of statistical analyses; make inferences about the population from sample data.

Key contents of the course include: Descriptive statistics and graphical presentation of data; basic probability concepts; standard probability distributions; sampling and sampling distributions; confidence intervals; Basic Elements of Scientific Method of Enquiry: Concepts and Hypothesis; Research Design and Hypothesis Testing; tests of hypotheses; regression analysis; and time-series analysis

Course Title: “Rurban” Society and Polity, Credit: 3.0

Objectives: The broad objective of this course is to provide a general overview of the social, political, economic and cultural scenario of Indian Society. The specific aims of the course are three-fold. One, it aims to impart basic concepts and theories to the students to undertake scientific analysis of rural and urban settings in India. Second, it aims to provide bird’s eye view of the main aspects of Indian society and polity. Third, it prepares students for intensive fieldwork by giving them a basic idea of institutions of local governance, their functioning, and the challenges they face.

Course Title: Managerial Analysis and Communication, Credit: 3.0

Objectives: The main objective of this course is to help the students as how to analyze a case for managerial decision making. More specifically, it aims to: (a) help the students learn about case method of learning, sharpen their analytical skills, and learn to use systematic frameworks for managerial decision-making, and (b) help the students to sharpen their written analysis and communication skills through practice sessions. This course intends to teach the techniques that can develop effective decision-making skills for those who are and will be in management positions. Making decisions is becoming increasingly difficult due to the following complex factors: uncertainty, multiple objectives, interest group consensus, drastic changes, and extended horizons. Analytic frameworks and methodologies are discussed using case methods. This course will thus offer you a basic introduction to an important decision making framework: the decision analysis framework. Not only will you learn how this framework helps facilitate and formalize the decision-making process, but, you will also see how decision analysis works as a powerful and flexible management tool that can address many types of problems.

Course Title: Livelihood Systems, Credit: 3.0

Objectives: The course provides a holistic and interdisciplinary exposure to the understanding of concepts, processes, and relationships between available endowments, production systems, and livelihoods available to India's diverse communities. Broadly, the course has three modules. Its first module provides livelihood perspectives to the students; discusses life support systems and sustainable livelihoods linkages, processes, tools and techniques for designing livelihood interventions; and measurement of sustainable livelihoods. The second module deals with the major agro-climatic region-wise associated production systems and land and water-based livelihood options. It also deals with the gaps and potential of agriculture, livestock, and allied agricultural activities in various agro-climatic zones. Non-farm and forest-based livelihoods are discussed separately. In the third module, the course deals with the critical understanding of livelihood promotion approaches that have been adopted by the major development organisations in India.

Course Title: ICT in Rural Development and Agriculture, Credit: 3.0

Objectives: This course offers a comprehensive understanding for a development practitioner to carve a niche in the field of ICT and its interface with the emerging context. The course covers emerging ICT initiatives at the national and global levels in developmental fields, and allows students to reconcile their domain knowledge of specialized fields (such as microfinance, agriculture, health, etc) with cutting-edge

deployment of ICT techniques. The course will also provide an overview of the variety of national and international actors shaping the ICT space.

TERM III

Field Work: Eight Weeks

Two Weeks of Field Work Preparation. This time will be spent on workshops related to ethnographic and quantitative research methods, reflective writing, and perspective building.

Six Weeks of Village Stay

Two Weeks of Reflective and Analytical Writing

TERM IV

Course Title: Research Methods, Credit: 3.0

Objectives: This course will enable the students to identify and apply appropriate research methodologies in order to plan, conduct, and evaluate research in a diversity of settings. The course will further enable the students to distinguish between scientific method and common sense knowledge, while laying the foundation for research skills. Further, this course will expose students to a variety of quantitative and qualitative methodologies.

Course Title: Financial Management, Credit: 3.0

Objectives: This Course enables students to understand financial decision-making process and to interpret the impact that financial decisions will have on value creation. It covers three major decision-making areas in financial management: investment, financing, and asset management decisions. The course covers concepts and methods related to financial analysis; financial planning, working capital assessment and management; capital investment analysis/capital budgeting techniques; concepts of risk and return, valuation of securities, cost of capital and capital structure. The concept of time value of money and annuities, and concepts of operating, financial and total leverage are also introduced.

Course Title: Macro Economic Perspectives, Credit: 3.0

Objectives: This course is designed to help students appreciate the concepts of macroeconomics relevant to their role as potential managers. It introduces them to the macroeconomic goals and instruments and brings out the interrelationship between such variables. The course covers an outline of national income accounting, determination of national output and general price level by AD-AS analysis and occurrence of business cycles besides an introduction to theories of economic growth. It also seeks to (a) conceptualize inflation, unemployment and poverty as central endogenous macroeconomic variables, (b) study the role of fiscal and monetary policies in the functioning of an economy and (c) analyze in perspective contemporary issues relevant to the macroeconomic environment, so as to enable students to identify potential opportunities and threats inherent in the system to a national economy.

Course Title: Marketing Management, Credit: 3.0

Objectives: The course intends to build an in-depth understanding of the application of marketing theories, concepts, and practices as they relate to the management of the marketing function in a complex organization. It will cover the history of marketing and managerial action frameworks; principles of marketing; competition and consumer analysis, marketing strategy – segmentation, targeting and positioning, marketing mix-product distribution, integrated marketing communication, distribution, pricing and marketing plan

Course Title: Production and Operations Management, Credit: 3.0

Objectives: The production of goods is heavily oriented towards the utilisation of resources of an organisation. Optimisation of resource utilisation remains the main agenda of a manager taking such functional responsibilities. Efficient Production and operation management looks for a better coordination among associated functions in the organisation and therefore the students, through this course would be exposed to the related behavioural issues. Students will also be exposed to various tools and techniques available in order to manage and orient the resources such machinery, raw material, manpower for optimal allocation.

Course Title: Human Resource Management, Credit: 3.0

Objectives: This course aims at helping the students develop a perspective on Human Resource Management (HRM). HRM is contextual in nature; therefore, it is essential in understanding the context of various HRM decision-making situations that occur in a typical organisation. The course will cover different aspects that include the contextual aspect, the functional aspect, and the legal aspect of human resource management. As far as

the functional aspect is concerned, the focus is on what is the function of HRM in an organisation, and thus the discussion is on HR planning, job analysis, recruitment and selection, training and development, motivation and employee compensation. The topics included in the legal issues are: grievance management, managing employee discipline, industrial relations, industrial disputes, contract labour/ apprentice, trade unionism, collective bargaining, and safety and health.

SECOND YEAR

TERM V

(3 courses related to the specialization, plus the three listed below.)

Course Title: Management Information Systems, Credit: 3.0

Objectives: Since IT is such an integral part of development practice, this core will introduce students to techniques and skills necessary for incorporating IT into professional systems. The course will address policy and management issues surrounding information systems in today's enterprises: strategic use, organisational impact, project management, human resource issues and other topics germane to understanding management information systems.

Course Title: Project Management, Credit: 3.0

Objectives: It is expected that a student would be able to: Appreciate the importance of role that 'Project Management' can play in the growth of an organization; Understand the basic issues pertaining to planning, analysis, selection, financing, implementation, monitoring, review and termination of a project; Understand the individual and organisational issues that can delay a project; Understand the application of network diagrams in efficient implementation of a project; Understand the contemporary issues in project management like the critical chain (applying theory of constraints); Appreciate the reasons why many projects failed at huge costs and why a few more were so successful; Appreciate relevance of Social Cost benefit Analysis (SCBA) for developmental projects, and finally; and Appreciate Logical Framework approach (LFA) for designing, and monitoring and evaluation of a developmental project.

The Project Management course will follow a project life cycle approach: project origination, project initiation, project planning, project execution, review and control, and project termination. It will attempt to cover peculiarities of agribusiness and development projects. The course will attempt to impart diverse skills needed in project management

like project selection, design, appraisal, execution including resource management, monitoring and control; network techniques like CPM and PERT. The course will also attempt to bring out the differences in approach to management between commercial projects and social development programmes. The specific aspects that will be covered in this course include: identification, formulation, appraisal, including a flavour of social cost benefit analysis. The course will also attempt to help a student develop an appreciation for application of Logical Framework Approach (LFA) – a management tool mainly used in the design, monitoring and evaluation of development projects.

Course Title: Strategic Human Resource Management, Credit: 3.0

Objectives: This course has two central themes: (1) How to think systematically and strategically about aspects of managing the organization's human assets, and (2) What really needs to be done to implement these policies and to achieve competitive advantage through people. The intent of the course is both to impart knowledge as well as to stimulate discussion about the values and beliefs that stand in the way of implementing this knowledge. As a required course in a program for people interested in foundational management skills, purpose is not to get into the technical detail of issues such as the psychometric properties of selection test validation, the specifics of doing job evaluations, the mechanics of interviewing, or the intricacies of employment law--all issues of relevance for people intending to be full time human resource professionals. Rather, the course adopts the perspective of the general manager and addresses human resource topics from a more strategic perspective, considering how human resource management might aid in developing competitive advantage and what might be done to fulfill this potential. The course is divided into three sections. The first addresses the implementation of strategy and the importance of aligning human resource practices so that they are internally consistent and produce the skills and behaviors required to make a given strategy work. The second section treats a number of specific topics and their relationship to the development of a high performance or high commitment work organization. The third sections deals with some selected topics relevant to the implementation of human resource knowledge, including problems that come from the institutional environment.

TERM VI

Summer Internship

Term VII

(3 courses related to the specialization, plus the four listed below. It is important to note that campus placement shall be conducted at some point during this term, most probably in

the month of February, soon after the conference associated with the School of Rural Management, called *Goonj*.)

Course Title: Natural Resources and Sustainability, Credit: 3.0

Objectives: The course familiarises the students with the complexities of natural resource management including their nature, scope, relationship, perturbation, and conservation using a techno-social approach. The course tries to understand the problems of natural resources at a deeper level and develops practical management approaches to deal with such problems. The course is inter-disciplinary in nature, drawing upon the fields of ecology and environmental sciences, agriculture, institutional economics, community development, gender, climate change, energy study, etc. The course largely focuses on managerial decision-making, adopts an integrated natural resource management (INRM) framework, with sustainability as its underlying theme.

Course Title: The Legal Environment, Credit: 3.0

Objectives: This course is intended to help students attain a basic understanding of the legal system, particularly as it relates to business and civil society organisations. Students must be able to appreciate the very practical effect of areas of law in their own lives and what they must be ready for as they encounter civil and criminal legal issues and business formation issues throughout their lives. The course will also focus on Human rights and the laws regulating livelihoods, including tribal lives, land rights and adverse aspects of development like displacements, rehabilitation, etc. Laws relating to business collectives like cooperatives and producers organisations. The course will also cover environmental law and emerging legal aspects like RTI, RTE, etc

Course Title: Strategic Management, Credit: 3.0

Objectives: This course being integrative integrates functional courses in marketing, accounting, finance, management, production/ operations management, information system and economics. The overall goals are: To develop a framework of analysis to enable students to identify central issues and problem in complex, comprehensive case; to suggest alternative course of action; and present well-supported recommendations for future action; To develop conceptual skills so that students are able to integrate previously learned aspects of organisations. Various components of strategic management, such as tools of strategy analysis, sources of competitive advantage, strategies in different industry contents and the fundamentals of corporate strategy are to be discussed throughout the course.

Course Title: Public Systems Management, Credit: 3.0

Objectives: The course intends to expose the students to concepts and management issues concerning public systems and services. The focus will be on multi-level development administration, policy making and management of public systems, Interfaces with public systems at various levels; Service delivery, quality, pricing, access, etc. related to public systems/services. Themes to be covered include: Structure, role, functions, and management of public systems/public administrations/public utilities at all levels of state; Policy making and management in government, accountability and control in public systems, performance measures in public organizations, financial and management control systems at various levels in large scale infrastructure and development programmes. This will also include service delivery, quality, pricing, access, etc. related to public systems/services. A special focus will be on new and emerging and innovative practices.

TERM VIII

Dissertation

Research and Writing

PART FOUR

Additional Course Possibilities:

The following courses are suggestive. The Board may wish to recommend more courses as and when it is deemed appropriate. It is critical that the process of course development remain flexible and nimble, so that the curriculum remains engaged with the changing realities of India.

Course Title: Costing and Control Systems, Credit: 3.0

Objectives: The objective of this course is to develop the students' analytical abilities to deal with problems relating to financial situations within the firm. This course deals with the role of accounting in an organization's planning and control system, which includes costing, cost allocation, variance analysis, responsibility accounting, performance evaluation, and incentive compensation. The way in which management accounting

information affects the strategic and operational decisions within the organization will also be discussed. Broadly, this course covers the concepts, tools and techniques for determining costs of products, processes and services, cost concepts for managerial decisions, flexible budgeting, standard costing and analysis of variances, responsibility centres, performance measurement and transfer pricing and auditing

Course Title: Values and Ethics in Management, Credit: 0.5 (Post Mid Term)

Objectives: The objectives of this course are to help students self-clarify their value inclinations; to sensitise them to the ethical dilemmas involved in playing managerial roles; to assist students develop an ethical framework for guiding managerial action and, thereby, helping them recognise and resolve ethical dilemmas. The course covers values and ethics at multiple levels - Individual, group, organisation, society and global. Kohlberg's stages of moral development; Erikson's eight ages of man, value-orientation and changes in values, role of belief systems in value formation, Managerial role as arbitration, recognising and resolving ethical dilemmas, ethical issues related to functional management areas including Competition and Strategy Finance: Human resources: Communication: Marketing: Organisational Behaviour. This course is designed to stimulate discussion, debate within oneself and with others, and to raise further questions instead of providing readymade answers or formulating ethical principles.

Course Title: Social Entrepreneurship, Credit: 3.0

Objectives: Social entrepreneurship is a rapidly developing and changing business field in which business and nonprofit leaders design, grow, and lead mission-driven enterprises. As the traditional lines blur between nonprofit enterprises, government, and business, it is critical that business students understand the opportunities and challenges in this new landscape. The course intends to give an understanding of the field of social entrepreneurship and understand many of the opportunities, challenges, and issues facing social entrepreneurs. The course would also provide an opportunity to the students to meet leading social entrepreneurs who are using business skills to address complex social problems.