

Course Code	Course Name	Category	L	T	P	Credit
20MBA312	MANAGEMENT OF NGO's	Elective	3	0	0	3

Preamble: The primary objective of this course is to familiarize the students with the basic concepts in NGOs. It provides students the ability to manage various strategic issues in NGOs and also the application of the various NGO principles. It also imparts knowledge of the rules and regulations governing NGOs. This course is expected to enhance the ability of the students in managing projects in NGOs and also the improvement of management competencies as well.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Understand the basic concepts in NGOs, their functions and nature.
CO 2	Develop skills to manage various strategic issues in NGOs
CO 3	Gain a basic knowledge of application of the various NGO principles in real life.
CO 4	Acquire knowledge on the rules and regulations governing NGOs.
CO 5	Manage projects in NGOs and thereby improve their management competencies.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	3
CO 2	3	3	1	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA312– MANAGEMENT OF NGO'S

Max. Marks: 60

Duration: 3 Hours

PART A

Answer **all** questions. Each question carries 2 marks.

1. What are the characteristics of NGOs in India?
2. Write a note on accountability and sustainability of NGOs.
3. State the acts under which NGOs have to be registered.
4. Highlight the need of CSR activities in an NGO.
5. What are the components of a Project Proposal?

(5x2 marks = 10 marks)

PART B

Answer any **three** questions. Each question carries 10 marks

6. Discuss some measures which can be taken to develop an NGO's capacity to handle new challenges.
7. How is development related to NGOs? Why do NGOs need good governance? Explain with the help of examples.
8. Explain the legal procedure of establishing an NGO. Explain the difference between private trust and public trust.
9. Give the profile of an NGO of your choice and discuss its vision, mission and objectives? Also state its activities in line with the vision and mission.
10. COVID-19 has become a major health hazard. Discuss how NGOs have responded to the crisis situation?

(3x10 marks = 30 marks)

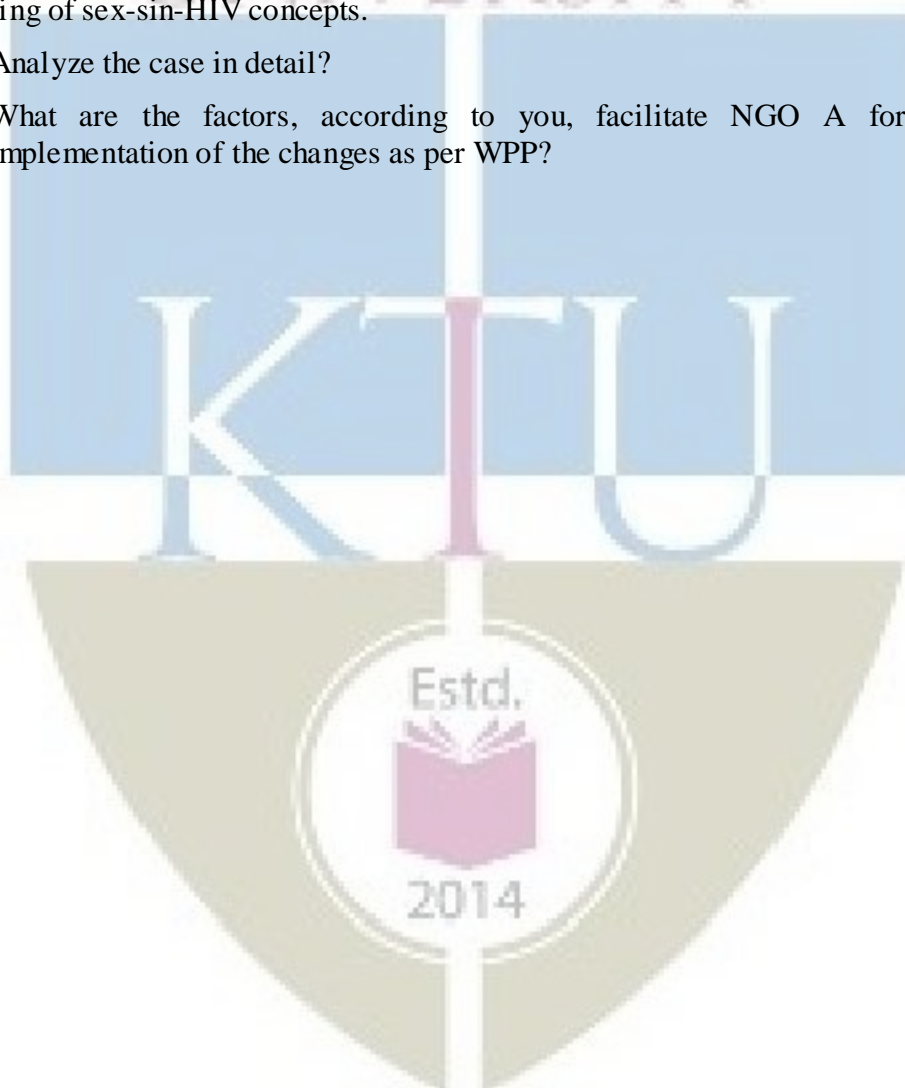
PART C

Compulsory Question. This question carries 20 marks

11. An NGO (Organization A) working on home based care and support for over 500 children living affected and living with HIV infection in a city in India. Staff of the NGO which include field staff living with HIV infection, most of who were below 30 years of age. Organization A had 30 staff on their rolls. They however work with over 500 families consisting of young widows affected by HIV or where one is living with HIV infection. This NGO began a child and adolescent based HIV care and support programme first with institutional care and then, acknowledging a child's right to family moved to home based care model in 2006. Since they were working with HIV, the management and staff felt that they did not stigmatize people living with HIV

infection. In fact, they felt they had an inclusive approach to care and support of people living with HIV infection. They employed few young women living with HIV infection in their outreach work and included them as paid staff in their planning and meetings of the programmes. In 2011, with technical support from Oxfam Novib, Stop AIDS Now! and funding support from ICCO Cooperation, INSA-India scaled up the Workplace Policy Program in India. Organization A was selected as a faith based organization for the strengthening of workplace interventions under this project. The baseline research study undertaken in 38 organizations in north and central India included theirs. Part of our significant interventions under the project was facilitating them to develop the workplace policy using the participatory methods, exclusive competency building for heads of the institution and focal point persons for the workplace interventions, addressing stigma and discrimination with action plans for optimum filtration of learning and actions within the organization. A key thrust was enabling staff to understand stigma from an experiential perspective and the de-linking of sex-sin-HIV concepts.

1. Analyze the case in detail? (10)
2. What are the factors, according to you, facilitate NGO A for successful implementation of the changes as per WPP? (10)



Syllabus	
Module 1	<p>Introduction to NGOs: Meaning of NGO- Concepts, functions and types of NGO- Vision, mission and goals in NGOs- various approaches and models- - Role of NGOs in community development- NGO Environment - issues in NGO environment and problem identification- the development environment and strategic trends- NGOs: organisational types and structures.</p>
Module 2	<p>Managing NGOs <i>Managing NGOs; The strategic issues:</i> The issues of managing NGOs in the current aid architecture-Implications of the changing role of INGOs and civil society-Applying NGO principles and values-Governance and working with NGO Boards- NGO Capacity building: trends and effectiveness- Developing strategies and strategic plans-Building partnerships and managing inter-organisational relations. <i>Managing NGOs; People and Practices:</i> Managing effective, accountable and sustainable NGOs - NGO Leaders and Leadership Development- NGO management competencies-Dimensions of cross-cultural management in NGO context-Managing People & Teams in NGOs - OD and organisational change in NGOs - Promoting organisational learning and innovation in NGOs - Current issues in monitoring & evaluation.</p>
Module 3	<p>Legal Framework for establishing NGOs Legal- rational structure of Non- profits: Trusts and societies with Special reference to Trust and Society Registrations Acts - Foreign contributions and Regulations Act (FCRA)- Statutory Obligations – Income Tax Exemption (80-G, 12-A and 35AC). Rules and Regulations: Process in NGOs registration - Resource Mobilisation: Methods and techniques of fund raising – International, National and Local levels.</p>
Module 4	<p>Human Resource Management in NGOs and CSR Activities Leadership in the NGOs Context - Practice of Human Resources Management in NGOs - Human Resources Management and the role of creating change agents – Staffing, recruiting, induction and training. <i>CSR Activities:</i> Definition, concepts and need – Concentration areas of CSR – Role of social workers in CSR – National and International CSR activities: TVS, Infosys and Tata.</p>
Module 5	<p>Project Management in NGOs <i>Project Management:</i> Definition – Concept – Objectives- Scope and importance- Methodology- Micro and macro-Level planning –Project Dimensions- Identification – Need assessment- problem tree- formulation project proposal- project appraisal: Technical, Economical and Financial feasibility <i>Project Management in NGOs:</i> Concept, Meaning, Definition and Types of projects – Projects Implementation and Management: Project Planning Matrix - Project Cycle Management - Identification and formulation of Details Project Report (DPR), Monitoring and Evaluation (PERT and CPM) - Rural Appraisal: Tools and Techniques, SWOC (Strengths, Weaknesses, Opportunities, and Challenges) Analysis.</p>

Text Books	
1.	Abraham Anita (2015). <i>Formation And Management of NGOs (Non- Governmental Organisation)</i> , Universal Law Publishing, New Delhi.
2.	Brunt Carol (2016). <i>Human Resource Management in International NGOs: Exploring Strategy, Practice and Policy</i> , Palgrave Macmillan, New York.
3.	Drucker Peter F. (2006). <i>Managing the Non-Profit Organisation</i> , Harper Collins, New York.
References and Suggested Readings	
1.	Fowler Alan and Malunga Chiku (2010). <i>NGO Management: The Earthscan Companion</i> , Routledge, New Delhi.
2.	Halley John and Smilie Ian (2013). <i>Managing for change: Leadership, Strategy and Management in Asian NGOs</i> , Routledge, New Delhi.
3.	Jones Orumwense (2012). <i>NGO Management and Development</i> , LAP LAMBERT Academic Publishing.
4.	Srivastava Sanjeev (2018). <i>A Practical Approach to NGO Management</i> , Createspace Independent Pub, California.
5.	Xavior Joseph S. (2019). <i>Organisation and Management of NGOs</i> , Education Publishing, New Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction to NGOs	
1.1	Meaning of NGO- Concepts, functions and types of NGO- Vision, mission and goals in NGOs	2 Hours
1.2	Various approaches and models Role of NGOs in community development	2 Hours
1.3	NGO Environment - issues in NGO environment and problem identification- the development environment and strategic trends- NGOs: organisational types and structures	3 Hours
2	Managing NGOs	
2.1	The strategic issues	2 Hours
2.2	NGO principles and values-Governance and working with NGO Boards	3 Hours
2.3	Managing NGOs; People and Practices	3 Hours
3	Legal Framework for establishing NGOs	
3.1	Enumerate the factors influencing Supply	2 Hours
3.2	Statutory Obligations – Income Tax Exemption	2 Hours
3.3	Legal- rational structure of Non- profits:	3 Hours
4	Human Resource Management in NGOs and CSR Activities	
4.1	Leadership in the NGOs Context	3Hours
4.2	Human Resources Management and the role of creating change agents	2 Hours
4.3	Concentration areas of CSR	2 Hours
5	Project Management in NGOs	
5.1	Project Dimensions- Identification – Need assessment	2 Hours
5.2	Projects Implementation and Management	2 Hours
5.3	Monitoring and Evaluation (PERT and CPM)	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA314	MANAGEMENT OF SUSTAINABLE BUSINESS	Elective	3	0	0	3

Preamble: This course is to create awareness and acquaint students with the tools to analyse, evaluate, improve, develop framework and create business models that alleviate challenges to mankind related to climate change, energy, waste, labour, and poverty in the global scenario. It also aims to review green technologies that are relevant for entrepreneurs and managers.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Examine the impact of climate change and global warming on society and environment.
CO 2	Devise measures for carbon mitigation, carbon adaptation and measure social impact of ozone layer depletion.
CO 3	Categorize business strategies for green markets and relate alternate energy and waste management measures.
CO 4	Evaluate sustainable engineering measures and lean practices for business innovation.
CO 5	Inculcate CSR responsibility and value the legal aspects of sustainability.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1		3	
CO 2	3	2		3	
CO 3	3	3		3	
CO 4	3	3	3	3	3
CO 5	3	1		3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA314– MANAGEMENT OF SUSTAINABLE BUSINESS

Max. Marks: 60

Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. Write a note on Kyoto Protocol?
2. Write a note ecological footprint.
3. Define waste management.
4. Write a short note on Poverty and sustainable development.
5. Highlight the need of CSR activities?

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Discuss the concept of sustainable livelihood and how it can be achieved?
7. Elaborate on various measurement tools for sustainability. Also comment on evaluation of social impact, economic impact and environment impact.
8. Discuss in detail the major objectives and fundamental principles in Green building concept and describe any one Global Green rating system.
9. Discuss in detail the major objectives and fundamental principles in green building concept and green entrepreneurship.
10. Describe important Environmental Regulations in India and their impact on sustainable development.

(3x10 marks = 30 marks)

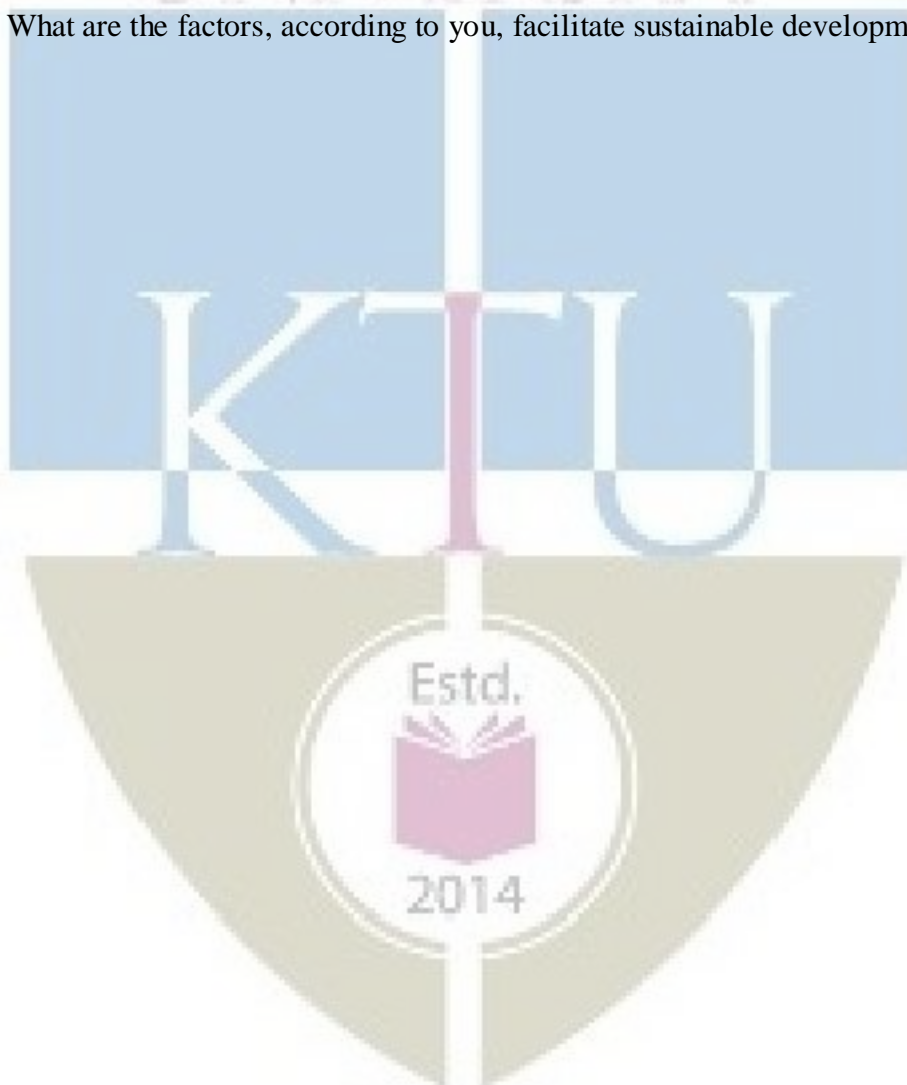
PART C

Compulsory Question. This question carries 20 marks

11. Along with being a basic human need, water is also a basic constituent for the survival of eco-systems of which people and their cultures are important components. The water resources distribution in India, predominantly an agrarian economy, is highly asymmetric and has been accompanied by severe decline in per-capita water availability during the past 50 years, with agriculture being the maximum water user, leading to over-exploitation of ground water and steadily depleting water tables along with a heavy energy bill. Gujarat State falls in a water stressed zone of the country and is also the victim of intra-state asymmetric water availability leading to an

unwanted socio-economic disparity, with the following results: a poor literacy rate in water-deficit districts; concentration of industry and housing in regions with better water resources endowment; and demographic change, e.g., the shift of the prime workforce from drought-prone districts to water-surplus districts. This in turn denies the right to life development, health, food, education and work for these migrant communities. To ensure a balanced development when there is less than one acre per capita of cultivable landholding and over 14 000 villages out of 18 563 are suffering from water scarcity, there is no other alternative but to transfer water from surplus to scarce areas of the state. Some critical questions on water issues, food security, energy viability, rights of people, and most importantly, water security in the context of sustainable development.

1. Analyse the case in detail? (10)
2. What are the factors, according to you, facilitate sustainable development? (10)



Syllabus	
Module 1	Introduction to Sustainability: Introduction, concept and need for sustainability-Pillars of Sustainability-Energy Consumption and its Relationship to Climate, Change- The Potential Impacts of Climate Change-Technology Wedges- Systems thinking for sustainability-Challenges faced by sustainable development.
Module 2	Measurement tools for Sustainability: Technological Solutions for Carbon Mitigation and Carbon, Adaptation- carbon credits, carbon trading, carbon footprint-ozon layer depletion-measurement sustainability-Life Cycle Analysis-Environment Impact Assessment (EIA)-Green House Gas inventories-Measuring social impacts and benefits.
Module 3	Driving towards sustainability: Pollution-Air, Water and Noise -Alternate energy resources from solar, wind, fuel cells, biofuel, tidal and geothermal-Waste - to - Energy -Sustainable waste water treatment-solid waste management-zero waste concept and green buildings- Aspects of cleaner production--Green supply chain- 3 R concept- Concept of Environmental justice.
Module 4	Integrating Sustainability into the Business: Business innovation-framework for Sustainability in action- Resource Optimization, Triple Bottom line concept-Lean start-up, Lean Government, Agility of processes-Lean tool kit- cracking the unsolvable innovatively in business- Green entrepreneurship: Difference between entrepreneurship and Green Entrepreneurship-Nano technology-Developing a roadmap for transformation: Individual and Organisational levels.
Module 5	CSR & Environmental Laws: CSR Guidelines for companies on sustainability-Clean Development Mechanism- ISO 14000- Environment Legislation in India-Environment Protection Act 1986, Air Act 1981, Water Act 1974 -The National Green Tribunal Act, 2010- Environmental labels- Ethics and Sustainability-Sustainable Development Goals –Sustainable Development Goals by the UN, The Sustainable Development Goals and their Relevance for Business.

Text Books

1. Ni bin Chang (2010), *System Analysis for Sustainable Energy: Theory and Applications*, McGrawHill Publications.
2. Niko Roorda (2012), *Fundamentals of Sustainable Development*, Routledge.
3. Robert Brinkmann, (2016), *Introduction to Sustainability*, Wiley.

References and Suggested Readings

1. Water Resource Management <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter3.pdf>
2. Properties, Goods and Services, <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter4.pdf>
3. Impact on coastal zones. <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter6.pdf>
4. Impact on Human health <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter8.pdf>
5. Impact on Asia. <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter10.pdf>
6. Climate change Risk, <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2->

chapter19.pdf

7. Sustainable development and adaptation to climate change,
<http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter20.pdf>
8. Policy Response to Climate Change, Stern Review,
http://mudancasclimaticas.cptec.inpe.br/~rmclima/pdfs/destaques/sternreview_report_complete.pdf
9. Environmental Protection Agency (2003). Lean Systems Research in Manufacturing Systems for greener Performance.
<http://www.epa.gov/lean/environment/pdf/leanreport.pdf>
10. <http://www.greenbiz.com/blog/2014/01/24/startups-lead-way-cracking-unsolvables>
11. Business strategies for sustainable development.
https://www.iisd.org/business/pdf/business_strategy.pdf
12. <http://isites.harvard.edu/fs/docs/icb.topic541380.files/Business%20Sustainability.pdf>
13. Measuring and Evaluating Business Sustainability: Development and Application of Corporate Index of Sustainability Performance in book Sustainability Appraisal: Quantitative Methods and Mathematical Techniques for Environmental Performance Evaluation, pp.33-61, Editors: Erechtkhoukova M. G., Peter A Khaiter, Paulina Golinska. Publisher: Springer Berlin Heidelberg.
14. UNDP Guidelines on CSR for Companies,
https://www.spcc.pl/images/file/forums_workhops/csr_self_assesment_undp.pdf

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction to Sustainability	
1.1	Introduction to Sustainability – Concept and Need	2 Hour
1.2	Pillars of Sustainability, climate change	2 Hours
1.3	Technology Wedges	2 Hours
1.4	The Sustainable Development Goals	2 Hours
2	Measurement tools for Sustainability	
2.1	Carbon Mitigation and Carbon Adaptation	2 Hours
2.2	Carbon trading and Carbon Footprint, GHG Inventory	2 Hours
2.3	Life Cycle Analysis, Social Impacts and benefits, Environment Impact Assessment	3 Hours
3	Driving towards sustainability	
3.1	Alternate sources of energy	2 Hours
3.2	Sustainable waste management	2 Hours
3.3	Green Design in Buildings, Environmental Justice	3 Hours
4	Integrating Sustainability into the Business	
4.1	Consumption challenges and Innovation for Sustainability	2 Hours
4.2	Triple Bottom Line and Lean Philosophy	2 Hours
4.3	Individual and Organisational level transformational road-map	2 Hours
4.4	Green Entrepreneurship	1 Hour
5	CSR & Environmental Laws	
5.1	CSR Guidelines for sustainability	2 Hours
5.2	Various Laws and Legislations, Environmental Labels	2 Hours
5.3	Ethics and Sustainability: Sustainable Development Goals by the UN	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA316	FAMILY BUSINESS	Elective	3	0	0	3

Preamble: The course on Family Business helps the students to familiarise with the basics of family business. The course equip students to understand the basics of starting a family business and the importance of yearly strategic planning, different family business development models, the different types of family business, need for choosing the form of business for the family situation, the concepts of narcissism, envy and myths in family firms, the importance and process of leadership transition, transition and change in family business, basics of family business governance, the roots of family warfare and be able to identify the same in their family businesses.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the basics of starting a family business and different family business development models.
CO 2	Analyse different types of family business and the need for choosing the form of business for the family situation.
CO 3	Appraise the concepts of narcissism, envy and myths in family firms.
CO 4	Explain the importance and process of leadership transition and change in family business.
CO 5	Evaluate the basics of family business governance and the roots of family warfare.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	2	2
CO 2	3	2	1	2	1
CO 3	3	1	2	2	2
CO 4	3	2	3	2	2
CO 5	3	2	2	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA316– FAMILY BUSINESS

Max. Marks: 60

Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. What are the three dimensions of development model?
2. How to choose the form of business for the family situation?
3. What are the Managerial implications of dysfunctional narcissism?
4. What are the psychological pressures of new leaders?
5. Define family dynamics.

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Explain the family business life cycle and life cycle stages.
7. Discuss the role of founders and women's in family business.
8. Explain the role of family myths and impact of family myths on family business.
9. Discuss in detail the term family business and shed light on successful sectors for family businesses.
10. Explain the dilemmas and challenges faced by family business.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Murli and Mohan were the two sons of a businessman named Biswajeet—a famous builder. Biswajeet was a self-made man, he had risen from 'rags to riches' and had worked hard all his life to attain his current position of being one of the best builders in the town, both in terms of quality of construction and in public relations. His two sons also had an inclination towards the construction business and wanted to join their father after completing their Bachelors in Architecture and their Masters in Business Administration. They had happily returned home and expressed their wish of joining the family- owned business. But Biswajeet had different plans. The brothers were surprised when Biswajeet announced at the dining table, "Murli and Mohan, I have an important thing to discuss. As both of you know that I am a self-made man, I have gone my way and have taken no direction from anyone. In fact, I have taken the onus of all the decisions, good or bad. So now when both of you have armed yourself with formal education, I would like both of you to take over from me and run the show on

you own”.

“But Dad your experience will only add to our education” exclaimed Murli. “And Dad, your vision will guide us towards greater success. Moreover, you have a good image in market and it will take ages for us to develop the same market image all over again”, retorted Mohan. “Son, I want you to be on your own. I have performed all the duties of a father till now and now I want you to take over the show. You are right that I have experience and an image which can be built only over period of time, but remember, I have done it all by myself and without even financial backing. Believe me, my sons, the kind of self-respect that you would gain for yourself and the kind of business acumen you would evolve on being on your own is not possible under my umbrella.”, replied Biswajeet. “Let me correct you here again. It’s not we but I want both of you to take up independent charge of your fortune and hence I have decided to divide my entire property into two equal halves and transfer it to both of you.

I wish that both of you work independently for your own good and also for a good relationship between brothers. In a way, both of you would become business rivals but then there would be not just one but many more business players in the field. So get yourself charged and start drawing your independent business plans,” said Biswajeet.

1. What is your opinion on Biswajeet decision of dividing the business? (7)
2. What are the hurdles both of them may face due to this division? (7)
3. What innovation can they bring in this family business (6)



Syllabus	
Module 1	<p>Starting a family business: Introduction of Family Business – Uniqueness and Dynamics – People, Women in Family business, systems and Life cycles – Structural management of family business– Business plan essentials – Yearly strategic planning.</p> <p>Family Business Development Models: Conceptual Models of Family firms – Three dimension of development Model – ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions.</p>
Module 2	<p>Family Business Types: Four Classic Family Business types – Founders and the Entrepreneurial experiences – Growing and evolving family business – Complexity of family enterprise – Diversity of successions: Different Dreams and challenges.</p> <p>Organizing the business – Entity choices – Sole proprietorship – partnership – Limited partnership – Limited Liability corporation – choosing the form of business for the family situation – Choosing leadership in family business.</p>
Module 3	<p>Narcissism, Envy And Myths In Family Firms: Personality types – Managerial implications of dysfunctional narcissism – importance of individuation – power of envy – role of family myths and impact of family myths on family business – common personality characteristics of founder – common defensive structures in founder – maintaining the balance.</p>
Module 4	<p>Leadership Transition: Options for tackling succession problem – inheritance – psychological pressure on new leaders – systematic view of business family – family system proposition – family scripts and rules – practical example of family system thinking – diagnosing family entanglements.</p> <p>Transition And Change: Model of individual change – major themes in the individual journey towards change – process of change within organization – change process in families – family focus or organizational focus.</p>
Module 5	<p>Family Business Governance: Family Business owner – Power of cohesive ownership –Ownership attitude - Roles and responsibilities of owners, directors and managers – preparing and nurturing good owners Managing inside – outsider Dilemmas.</p> <p>Roots of Family Warfare: Families at war – roots of conflict – Gene politics and the family firm – family dynamics – culture and personality.</p>
Text Books	
<ol style="list-style-type: none"> 1. Gersick K., Davis J. A., Hampton M. M. and Lansberg I. (1997). <i>Generation to generation Life cycles of Family business</i>. Harvard Business School publishing. 2. Manfred F.R., Kets de Vries, Randel S. Carlock, Elizabeth Florent – Treacy (2007). <i>Family Business on the Couch – A psychological perspective</i>. Wiley. 3. Aronoff C., Ward J. (2001). <i>Family business ownership: how to be an effective shareholder</i>. Family Enterprise Publisher. 	
References and Suggested Readings	
<ol style="list-style-type: none"> 1. Lansberg I. (1999). <i>Succeeding generations realizing the dream of families in business</i>. Harvard Business School Publishing India Pvt. Ltd. 2. Grant G, Nigel N. (2008). <i>Family Wars</i>. Kogan page. 3. Barbara Weltman. (2001). <i>J. K. Lesser's Financial and Tax Strategies for Family Business</i>. Wiley. 4. Ghosh A. (2016). <i>Strategies for Growth</i>. Penguin Random House Publishers, India. 5. Fleck, D. L. (2010). Why we should dare to manage growth responsibly. <i>Management Decision</i> 48(10):1529-1538. 	

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Starting a family Business & Family Business Development Models	
1.1	Introduction of Family Business	1 Hours
1.2	Uniqueness and Dynamics – People, Women in Family business, Structural management of family business, Business plan essentials	3 Hours
1.3	Conceptual Models of Family firms	2 Hours
1.4	Three dimension of development Model	2 Hours
2	Family Business Types	
2.1	Four Classic Family Business types	3 Hours
2.2	Organizing the business	2 Hours
2.3	Choosing the form of business for the family situation	2 Hours
3	Narcissism, Envy And Myths In Family Firms	
3.1	Personality types	3 Hours
3.2	Role of family myths and impact of family myths on family business	2 Hours
3.3	Common personality characteristics of founder	2 Hours
4	Leadership Transition & Transition And Change	
4.1	Options for tackling succession problem	1 Hours
4.2	Systematic view of business family	2 Hours
4.3	Model of individual change	1 Hours
4.4	Process of change within organization	2 Hours
4.5	Change process in families	1 Hours
5	Family Business Governance & Roots of Family Warfare	
5.1	Family Business owner	3 Hours
5.2	Families at war	2Hours
5.3	Family dynamics – culture and personality	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA318	MANAGING CONTRACTS	Elective	3	0	0	3

Preamble: This course explores the procurement process; the structure of contracts and options available; the relationship between parties; interpretation of the contract clauses and requirements; and best practices in contract management and administration.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Study the elements of concluding, and administering contracts
CO 2	Achieve awareness on arbitrations and legal procedures
CO 3	Study labour regulations and their impact on managing of contracts
CO 4	Study the types of tax involved in Construction.
CO 5	Evaluate the different acts related to Contract like Labour laws – workmen compensation act – minimum wages Act etc.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	2	2
CO 2	3	2	1	3	2
CO 3	3	1	2	3	2
CO 4	3	2	2	3	1
CO 5	3	2	2	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA318 – MANAGING CONTRACTS

Max. Marks: 60

Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. Explain the terms involved in Contract agreements
2. Deduce the requirements for tendering
3. Describe the term EMD.
4. What are the legal requirements of planning?
5. Define workmen compensation act.

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. With illustration explain Elements of Contracts.
7. How can you evaluate the tender from Technical, financial aspects?
8. Explain the procedure of appointment of arbitrator.
9. Describe the salient features of sales tax and VAT.
10. Bring the necessary contents of Indian Contracts Act

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Ithala Development Finance Corporation Limited (hereafter referred to as Ithala), the provincial economic development arm of the KwaZulu-Natal Provincial Government embarked on a capacity\ building, skills transfer and entrepreneurial development programme for emerging contractors in the building and engineering disciplines some 5 years ago. This programme supports the Vision of Ithala i.e., to become “... the preferred partner in socio-economic development, instrumental in creating sustainable economic growth that impacts upon an improvement in the quality of life of a significant proportion of the people of KwaZulu-Natal.....” The programme is being supported by on site mentoring and after-hours theoretical training by Khuphuka

Education and Training Trust (hereafter referred to as Khuphuka), a development agency who works with under-resourced communities to increase people's access to the economy. Further assistance to emerging contractors is available from Ithala in the form of performance guarantees and working capital loans on building and engineering projects.

The programme was initiated as a construction management initiative, progressed to a contract management initiative and is currently entering the third phase in its development namely community focused contract management. During this phase of the development programme, fully fledged contractors were sourced via the press to participate in a building construction project. Preference was given to affirmative contractors in terms of Ithala's Affirmative Procurement policy which gives up to 15% preference to qualifying affirmative contractors. The successful contractor, upon appointment, had to identify supervisory members or employees of its company as well as emerging sub-contractors to be used by him in the construction programme to receive compulsory entrepreneurial training by Khuphuka. The responsibility to nominate trainees was placed on the successful building contractor(s) by means of a training clause in the tender documentation. The successful contractor(s) was responsible for the supply of all labour and materials in the execution of the project. As a developer, therefore only accepts financial responsibility in the following areas of the construction process: How will you support the firm in the following areas?

1. Project initiation.
2. Project planning.
3. Project monitoring in the execution and control phases.
4. Project close out

(1 x 20 Marks= 20 Marks)

Syllabus	
Module 1	Functions of Contracts in engineering- Introduction to Contract agreements, Terms involved in Contract agreements - Elements of Contracts -Types of Contracts – Standard Contract Document - Conditions of Contract-Law of Torts.
Module 2	Tendering Process - tender documents – requirements for tendering –Methods of inviting tenders-Evaluation of Tender from Technical, financial aspects – Two Cover System- Preparation of the Documentation.
Module 3	Earnest Money Deposit (EMD) – Security deposits - Arbitrator- appointment of arbitrator-power and duties of arbitrator – dispute review board- Violations – Certificates, Forms, Schedules – Case study.
Module 4	Potential Contractual Problems – price variation clause – fine and Liquidated Damages – insurance income tax – sales tax – VAT – Legal requirements of planning–Local government approval-Case study.
Module 5	Indian Contracts Act - Labour laws – workmen compensation act – minimum wages Act – Child labour Act- Industrial dispute Act- Maternity benefit Act – Domestic emerging on misconduct.

Text Books

1. John G. Betty. (2003). *Engineering Contracts*. McGraw Hill.
2. Gajaria G.T. (1986). *Laws Relating to Building and Engineering Contracts in India*, M. M. Tripathi Private Ltd. Bombay, 1982 Tamilnadu PWD Code.
3. Jimmie Hinze. (2001). *Construction Contracts*. McGraw Hill.
4. Joseph T. Bockrath. (2000). *Contracts, the Legal Environment for Engineers and Architects*. McGraw Hill.
5. Oxley Rand Posicit. (2000). *Management Techniques applied to the Construction Industry*. Granda Publishing Ltd.

References and Suggested readings

1. Furmston M.P. (2017). *Cheshire, Fifoot and Furmston's Law of Contract* (17th edition). Butterworth.
2. John Uff QC. (2021). *Construction Law* (13th edition). Sweet and Maxwell.
3. Cornes D. L. (1994). *Design Liability in the Construction Industry* (4th edition), Blackwell Scientific.
4. The Hon Sir Vivian Ramsey and Stephen Furst (2020). *Keating on Construction Contracts* (11th edition). Sweet and Maxwell.
5. Ashworth A. and Perera S. (1991). *Contractual Procedures in the Construction Industry* (7th edition). Longman.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Contract Agreements	
1.1	Functions of Contracts in engineering	1 Hours
1.2	Introduction to Contract agreements, Terms involved in Contract agreements	2 Hours
1.3	Elements of Contracts -Types of Contracts	2 Hours
1.4	Standard Contract Document - Conditions of Contract-Law of Torts	2 Hours
2	Tendering Concepts	
2.1	Tendering Process - tender documents	3 Hours
2.2	Requirements for tendering –Methods of inviting tenders	2 Hours
2.3	Methods of inviting tenders-Evaluation of Tender from Technical, financial aspects – Two Cover System- Preparation of the Documentation	2 Hours
3	Appointment of Arbitrator	
3.1	Earnest Money Deposit (EMD) – Security deposits - Arbitrator-appointment of arbitrator-power and duties of arbitrator	3 Hours
3.2	Dispute review board- Violations	2 Hours
3.3	Certificates, Forms, Schedules – Case study.	2 Hours
4	Types of Tax Involved in Construction	
4.1	Potential Contractual Problems – price variation clause	2 Hours
4.2	Fine and Liquidated Damages	2 Hours
4.3	Insurance income tax – sales tax	1 Hours
4.4	VAT – Legal requirements of planning	2 Hours
4.5	Local government approval-Case study.	1 Hours
5	Labour Laws	
5.1	Indian Contracts Act - Labour laws	3 Hours
5.2	workmen compensation act – minimum wages Act	2 Hours
5.3	Child labour Act- Industrial dispute Act- Maternity benefit Act – Domestic emerging on misconduct.	2 Hours
	Total	36 Hours