

UNIVERSITY OF DELHI
MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE)
(MBA- Executive)

(Effective from Academic Year 2019-20)

PROGRAMME BROCHURE



MBA- Executive Revised Syllabus as approved by Academic Council on __/__/2019 and
Executive Council on __/__/2019

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I. About the Department

Faculty of Management Studies (FMS), University of Delhi, is one of the oldest Business Schools in the country. It was established in 1954 under the aegis of the University of Delhi. The institute was started as a part of the Delhi School of Economics and has since grown to be a full-fledged management institute. Being a part of the University system, it has been contributing to the industry, business, government and social sector at a level which is at par with all the leading management institutes of the country.

The college started with an evening Masters Programme in Management in 1954, and commenced its MBA (Full-Time) Programme in 1967. FMS went on to establish Shanti Prasad Jain Advanced Management Research Centre at University of Delhi-South Campus to promote research and training of managers from India and abroad in the year 1982. The institute over the years has gained prominence for its learned faculty and students who today occupy coveted positions in the corporate world, both in India and abroad.

FMS has the unique privilege of being a part of one of the premier universities of the world - the University of Delhi - with some of the finest departments of Economics, Law, Sociology, Psychology, Anthropology, Commerce, and Operations Research. Our collaborative approach involves inputs from various departments that give the benefit of a much wider view and deeper understanding of the concepts as well as the context. Our frequent industry interactions, strong industry interface and mentorship programmes consistently add to the knowledge of the relevant tools and enhance the ability to decisively think through problems and opportunities. Our excellent placement record, over the years, only reiterates the fact that at FMS pursuit of excellence, striving for perfection and relentless perseverance are the cornerstones of our rich cultural legacy.

II. Introduction to CBCS (Choice Based Credit System)

The CBCS provides an opportunity to the students for selecting courses from the prescribed courses comprising the core, elective/minor or skill-based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Grading system provides uniformity in the evaluation and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations which enables the student to move across institutions of higher learning. The uniformity in the evaluation system also enables the potential employers to assess the performance of the candidates.

Definitions

- (i) 'Academic Programme' means an entire course of study comprising its programme structure, course details, evaluation schemes etc. designed to be taught and evaluated in a teaching Department/Centre or jointly under more than one such Department/ Centre
- (ii) 'Course' means a segment of a subject that is part of an Academic Programme

(iii) 'Programme Structure' means a list of courses (Core, Elective, Open Elective) that makes up an Academic Programme, specifying the syllabus, Credits, hours of teaching, evaluation and examination schemes, minimum number of credits required for successful completion of the programme etc. prepared in conformity to University Rules, eligibility criteria for admission

(iv) 'Core Course' means a course that a student admitted to a particular programme must successfully complete to receive the degree and which cannot be substituted by any other course

(v) 'Elective Course' means an optional course to be selected by a student out of such courses offered in the same or any other Department/Centre

(vi) 'Open Elective' means an elective course which is available for students of all programmes, including students of the same department. Students of other Department will opt these courses subject to fulfilling of eligibility of criteria as laid down by the Department offering the course.

(vii) 'Credit' means the value assigned to a course which indicates the level of instruction; One-hour lecture per week equals 1 Credit, 2 hours practical class per week equals 1 credit. Credit for a practical class could be proposed as part of a course or as a separate practical course.

(viii) 'SGPA' means Semester Grade Point Average calculated for an individual semester.

(ix) 'CGPA' is Cumulative Grade Points Average calculated for all courses completed by the students at any point of time. CGPA is calculated each year for both the semesters clubbed together.

(x) 'Grand CGPA' is calculated in the last year of the course by clubbing together of CGPA of two years, i.e., four semesters. Grand CGPA is being given in Transcript form. To benefit the student a formula for conversation of Grand CGPA into %age marks is given in the Transcript.

III. MBA - Executive Programme Details

Programme Objectives (POs)

The programme is designed for working executives and aims to help them reinforce their knowledge, strengths, skills, and perspectives related to business administration. It introduces mid-career managers and leaders to the latest development in various aspects of management, thereby preparing them for the next phase in their career. In the rich class environment of experienced executives, students gain insights for solving tough business problems. Students also gain self-awareness in their roles as leaders and team members, and prepare themselves for future roles.

Program Specific Outcomes (PSO)

PSO1 Develop a solid foundation in the fundamental practices of business needed to succeed in senior leadership roles in finance, international politics, people management, organizational strategy etc.

PSO2 Provide knowledge needed to work cross-functionally within the organization and become more skilled in the basics of business management.

PSO3 Empower students with the tools and techniques needed to successfully meet the challenges of today's global business environment with the help of Critical thinking and creative solving problem

PSO4 Develop skills needed for problem solving, decision-making, and implementation by application of theoretical knowledge in business organizations across the world

PSO5 Expansion of professional and personal network. Students benefit from the diversity of participants in the class, maximizing learning by challenging assumptions and broadening perspectives

Programme Structure

The MBA-Executive programme is a two-year evening course divided into four semesters. A student is required to complete **112** credits for completion of the course and to be awarded the degree.

Course Credit Scheme

The Master of Business Administration (Executive) Programme is divided into two parts as under. Each part will consist of semesters, to be known as Semester – 1 and Semester – 2.

Table 1: Course Structure

		Semester – Odd	Semester- Even
Part I	First Year	Semester – 1	Semester – 2
Part II	Second Year	Semester – 3	Semester – 4

Table 2: Course Credit Scheme

Semester	Core Courses			Elective Course			Open Elective Course			Total Credits
	No. of papers	Credits (L+T/P)	Total Credits	No. of papers	Credits (L+T/P)	Total Credits	No. of papers	Credits (L+T/P)	Total Credits	
I	7	4*	28	0	0	0	NA	NA	NA	28
II	7	4	28	0	0	0	NA	NA	NA	28
III	3	4	12	4	4	16	NA	NA	NA	28
IV	4	4	16	3	4	12	NA	NA	NA	28
Total Credits for the Course			84			28				112

Note: - 10 Hours = 1 Credit

1. For each Core and Elective Course, there will be lectures of 2 hours 40 minutes duration per week. Students will receive an input of 40 contact hours in each paper.
2. Duration of examination of each paper shall be 3 hours.
3. Each course will carry 100 marks, out of which 70 marks shall be allocated for semester examination and 30 marks for internal assessment.

Table 3: Semester 1

Semester I				
Number of Core Courses	Credits in each core course			
Course	Theory	Practical	Tutorial	Credits
MBAEX – 8101	4	NA	NA	4
MBAEX – 8102	4	NA	NA	4
MBAEX – 8103	4	NA	NA	4
MBAEX – 8104	4	NA	NA	4
MBAEX – 8105	4	NA	NA	4
MBAEX – 8106	4	NA	NA	4
MBAEX – 8107	4	NA	NA	4
Total credits in core course	28			28

Table 4: Semester 2

Semester II				
Number of Core Courses	Credits in each core course			
Course	Theory	Practical	Tutorial	Credits
MBAEX – 8201	4	NA	NA	4
MBAEX – 8202	4	NA	NA	4
MBAEX – 8203	4	NA	NA	4
MBAEX – 8204	4	NA	NA	4
MBAEX – 8205	4	NA	NA	4
MBAEX – 8206	4	NA	NA	4
MBAEX – 8207	4	NA	NA	4
Total credits in core course	28			28

Table 5: Semester 3

Semester III				
Number of Core Courses	Credits in each core course			
Course	Theory	Practical	Tutorial	Credits
MBAEX – 8301	4	NA	NA	4
MBAEX – 8302	4	NA	NA	4
MBAEX – 8303	4	NA	NA	4
Total credits in core course	12			12
Number of Elective Courses	Credits in each elective course			
Course	Theory	Practical	Tutorial	Credits
Elective course 1	4	NA	NA	4
Elective course 2	4	NA	NA	4
Elective course 3	4	NA	NA	4
Elective course 4	4	NA	NA	4
Total credits in core course	16			16

Table 6: Semester 4

Semester IV				
Number of Core Courses	Credits in each core course			
Course	Theory	Practical	Tutorial	Credits
MBAEX – 8401	4	NA	NA	4
MBAEX – 8402	4	NA	NA	4
MBAEX – 8403	4	NA	NA	4
MBAEX – 8404	4			4
Total credits in core course	16			16
Number of Elective Courses	Credits in each elective course			
Course	Theory	Practical	Tutorial	Credits
Elective course 1	4	NA	NA	4
Elective course 2	4	NA	NA	4
Elective course 3	4	NA	NA	4
Total credits in core course	12			12

Semester-wise Details of MBA- Executive Courses

List of Elective Courses

Area: Culture, Philosophy and Management (MBAEX 9101-9103)

MBAEX 9101: Cultural, Philosophical and Spiritual Foundations of Management

MBAEX 9102: Value Based Leadership: Learning to Create High Performing Organizations

MBAEX 9103: Personal Power and Leadership through Asian Values

AREA: Economics and Public Policy (MBAEX 9201-9202)

MBAEX 9201: Economic Growth and Development

MBAEX 9202: Economics of Innovation

AREA: Entrepreneurship (MBAEX 9301-9302)

MBAEX 9301: Entrepreneurship, Creativity and Innovation

MBAEX 9302: Managing Human Resources for SMEs and Start-ups

AREA: Finance (MBAEX 9401-9414)

MBAEX 9401: Quantitative Analysis of Financial Decisions

MBAEX 9402: Security Analysis and Portfolio Management

MBAEX 9403: Financial Markets and Institutions

MBAEX 9404: International Financial Management

MBAEX 9405: Merchant Banking and Financial Services

MBAEX 9406: Management Control System

MBAEX 9407: Corporate Taxation

MBAEX 9408: Financial Derivatives

MBAEX 9409: Project Planning, Analysis, and Management

MBAEX 9410: Financial Risk Management

MBAEX 9411: Fixed Income Securities

MBAEX 9412: Financial Analytics

MBAEX 9413: Mergers and Corporate Restructuring

MBAEX 9414: Financial Reporting

AREA: Information Technology Management (MBAEX 9501-9503)

MBAEX 9501: Business Process Re-engineering

MBAEX 9502: Strategic Management of Information Technology

MBAEX 9503: Managing E-Business

AREA: Marketing (MBAEX 9601-9614)

MBAEX 9601: Consumer Behaviour

MBAEX 9602: Advertising Management

MBAEX 9603: Competitive Marketing
MBAEX 9604: Business Marketing
MBAEX 9605: Sales Force Management
MBAEX 9606: Service Marketing
MBAEX 9607: Sales Promotion Management
MBAEX 9608: Brand Management
MBAEX 9609: Digital Marketing
MBAEX 9610: Retailing Management
MBAEX 9611: Marketing Channel
MBAEX 9612: Marketing Analytics
MBAEX 9613: Advanced Marketing Research
MBAEX 9614: Global Marketing

AREA: Organizational Behaviour and Human Resource Management (MBAEX 9701-9714)

MBAEX 9701: Human Resource Metrics and Analytics
MBAEX 9702: Performance Management and Training Interventions
MBAEX 9703: Managing Training, Learning and Development
MBAEX 9704: Negotiation and Influence Skills
MBAEX 9705: Compensation and Rewards Management
MBAEX 9706: Management of Industrial Relations
MBAEX 9707: Cross Cultural and Global Management
MBAEX 9708: Managing Interpersonal and Group Processes
MBAEX 9709: Managing Diversity
MBAEX 9710: Counselling Skills for Managers
MBAEX 9711: Human Resource Development: Strategies and Systems
MBAEX 9712: Change and Intervention Strategies
MBAEX 9713: Talent Management
MBAEX 9714: Organizational Leadership: Inspiration, Dilemmas and Action

AREA: Operations Management and Decision Sciences (MBAEX 9801-9813)

MBAEX 9801: Operations Strategy
MBAEX 9802: Total Quality Management for Business Excellence
MBAEX 9803: Systems Optimization and Management Science
MBAEX 9804: Supply Chain Management
MBAEX 9805: Predictive Analytics and Big Data
MBAEX 9806: World Class Manufacturing
MBAEX 9807: Supply Chain Analytics
MBAEX 9808: Integrated Management Systems
MBAEX 9809: Technology, Innovation and New Product Management
MBAEX 9810: Service Operations Management
MBAEX 9811: Sustainable Operations Management
MBAEX 9812: Artificial Intelligence and Deep Learning

MBAEX 9813: Managerial Decision Modelling

AREA: Strategy (MBAEX 9901-9904)

MBAEX 9901: Strategic Capability Building and Innovation

MBAEX 9902: Strategic Management in Social Enterprises

MBAEX 9903: International Business Strategy

MBAEX 9904: Strategic Management of Start-ups

Selection of Elective Courses

The candidates can select the elective courses in the 2nd year of the MBA- Executive Programme from any area on the list provided above based on their interests. Each candidate will be required to choose four and three elective courses in the 3rd and 4th semesters respectively of the MBA- Executive programme.

Teaching

The faculty of the Department is primarily responsible for organizing lecture work for MBA- Executive. The instructions related to the courses are also provided by the faculty members under the overall guidance of the Department. Faculty from some other Departments and constituent colleges are also associated with lectures in the Department as guest faculty.

There shall be 15 instructional weeks excluding examination in a semester.

Project Study (MBAEX 9907)

In the 4th semester, a candidate may choose to undertake a Project Study in place of one elective course. Thus, the candidate would have a choice to undertake either an elective or a Project Study. Each course, including Project Study, will be of 100 marks.

During the Project Study period, the supervisor guides the students, helping him frame the research questions, objectives, and methodology and data collection. The student is supposed to gain insights from review of literature, field work, discussions and work on the research objectives. The student is assessed at the end of the year by a panel of examiners with marks allocated separately for the project report and viva.

Assessment of students' performance and scheme of examinations

1. English shall be the medium of instruction and examination.
2. Written examinations shall be conducted at the end of each semester as per the Academic Calendar notified in advance.
3. Each course will carry 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination.
4. The duration of written examination for each paper shall be three hours.

The allocation of 30 internal assessment marks shall be based as under *

- A. Class Tests/Quizzes
- B. Case Studies/Group Assignments/Projects
- C. Individual Class Assignments/Term Papers/Viva-Voce
- D. Class attendance

*As per the recommendations of the Committee constituted to standardize and streamline the internal assessment marks process of MBA and Ph.D. Programmes. The recommendations of the Committee will be placed on the table for consideration and approval.

1. Each of the three components mentioned against A, B and C shall carry at least five marks but the total marks under each of these three components shall not exceed ten.
2. Class attendance shall have five marks as under:
 - a. 71% - 80% 2 Marks
 - b. 81% - 90% 3 Marks
 - c. 91% - 99% 4 Marks
 - d. 100% 5 Marks
3. Students who fail to secure a minimum of 40% internal assessment marks, which is required to pass a course, shall be given a remedial chance within two weeks of the last date of the dispersal of the classes of the said semester. However, such students will not be awarded more than 60% marks in the internal assessment in that/ those course(s).
4. The internal assessment marks should be submitted in a column form, and before submitting to the Dean's office, the same may be shown to the students for clarifications/errors, if any.

The scheme of evaluation of elective paper -MBAEX-9907 Project Study shall be as follows:

- (a) The elective paper Project Study shall commence from the fourth semester and report shall be submitted towards the end of the fourth semester.
- (b) The written part of the Project Study shall account for 70 marks and the viva-voce to be conducted by a duly constituted examination board for 30 marks.

Pass Percentage & Promotion Criteria

The minimum marks for passing the examination for each semester shall be 45% in aggregate, and a minimum of 40% marks in the semester-end examination in each theory paper, and 40% in internal assessment marks of each paper. Numeric Scores in each paper will be awarded to both the evaluation components: internal assessment and final semester examination. Internal assessment score will be based on the average of the numeric scores of the various components such as quizzes, assignments, project work, class participation, mid-semester exams etc. The total score in a paper is obtained by adding the internal assessment marks and the end semester examination marks.

Admission to Second Year of the programme shall be open to only those students who have

successfully cleared **at least 10 papers out of the 14 papers** offered during First Year of the programme, comprising of 1st and 2nd Semesters taken together

Conversion of Marks into Grades

In each paper, numeric scores will be awarded to both the evaluation components: internal assessment and final semester examination. Internal assessment score will be based on the average of the numeric scores of the various components such as quizzes, assignments, project work, class participation, mid-semester exams etc. The total score in a paper is obtained by adding the internal assessment marks and the end semester examination marks. The total score obtained in a paper is converted to a letter grade in a ten-point grading scale as given below:

A+	A	A-	B+	B	B-	C+	C	D	F
10	9	8	7	6	5	4	3	2	1

Relative Grading Method based on Standard Deviation shall be used for the conversion of the numeric scores to letter grades. The following points should be kept in mind while letter grades are awarded:

- A. The normal cut-off for the F grade is less than 40% marks. The lower cut-off for the A+ grade should not be very low (preferably should be at least 80%). The score range for the remaining letter grades should form *natural clusters*.
- B. Total of A category grades (A+, A and A-) should come under 25% of the total number of students in the class.
- C. The distribution of grades should be *approximately* normal. While slight deviation from normality is expected and sometimes natural, major deviations, in either direction, should be remedied as far as possible.
- D. When two or more faculty members teach in different sections of the same course, the grade distribution for internal assessment should not be *radically* different. The concerned faculty members must share and discuss the internal assessment grades before submitting to the Dean's Office.
- E. When a course is taught jointly by two or more faculty members, the grading should be done *jointly* by the teachers concerned.
- F. In the relative grading system student grades are based on their distance from the mean score of the class. The standard deviation, mean and median are computed after creating the frequency distribution of the total scores (internal assessment marks plus end semester marks) so that cut-off points for each grade level can be determined. If the mean and median are similar in value then mean should be used for further computations of cut-off of grades. In case, mean and median are not similar then the median should be used for computation of cut-off of grades. The details are given in Table below:

Table 7: Letter Grade vs Marks

Letter Grade	Marks Interval
A+	Total Score > Mean + 2.0 S.D
A	Mean +1.5 S.D < Total Score < Mean+2.0 S.D
A-	Mean +1.0 S.D < Total Score < Mean+1.5 S.D
B+	Mean +0.5 S.D < Total Score < Mean+1.0 S.D
B	Mean < Total Score < Mean+0.5 S.D
B-	Mean -0.5 S.D < Total Score < Mean
C+	Mean – 1.0 S.D < Total Score < Mean-0.5 S.D
C	Mean -1.5 S.D < Total Score < Mean-1.0 S.D
D	Mean -2.0 S.D < Total Score < Mean-1.5 S.D or Total score > 40 %
F	Total Score < 40 %

Grade Points

As per University Examination rule

CGPA Calculation

As per University Examination rule.

SGPA Calculation

As per University Examination rule

Grand SGPA Calculation

As per University Examination rule

Conversion of Grand CGPA into Marks

As per University Examination rule

Submission of Marks and Declaration of Result

The final result, containing the marks of internal assessment and end-semester examination shall be submitted to the University of Delhi in the standard format.

Division criteria

The degree shall be awarded to the successful candidates on the basis of the combined results of the First Year and Second Year examinations as follows:

Table 8: Marks vs Division Award

Candidates securing 60% and above	First Division
Candidates securing above 50% but less than 60%	Second Division
Candidates securing above 45% but less than 50%	Third Division

Attendance Requirement

No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Dean, Faculty of Management Studies, and University of Delhi to have attended 75% of the total number of class room sessions conducted in each semester during his/her course of study. Any student not complying with this requirement shall not be allowed to appear in the semester examinations. However, the Dean may condone the required percentage of attendance by not more than 10 percent during a semester on genuine grounds. But a student so permitted shall not be deemed to have completed the course of the study in the next succeeding semester unless he/ she makes up the shortage so condoned as per rules. A student not allowed to appear in the preceding semester examinations due to shortage of attendance, may appear in the papers of the preceding semester along with the papers of the current semester after making up the shortfall in the attendance. No remedial/ special classes shall be arranged by the Faculty for the purpose of making up the attendance shortfall.

Re-Examination

A candidate who has secured the minimum marks to pass each paper but has not secured the minimum marks to pass in aggregate (45%) or has secured the minimum marks in aggregate but has not secured the minimum 40% marks in the semester-end examination in any paper, may take re-examination in that/those paper/s in order to be able to secure the minimum marks prescribed to pass the semester, any time during the span period of the programme. A student shall be allowed to re-appear in any paper in any of the semesters. However, the total number of attempts in a paper shall not exceed more than four during the span period of the programme.

Special Provision

A special chance will be given to students who fail in Semester-4, Part II, to re-appear in a maximum of two papers of Part-II in the month of August/September immediately after the declaration of Final Semester results so as to enable them to clear the remaining papers of Semester-4 at an early date.

Span Period

The span period of the programme is four years from the date of registration in the programme. A student, to be eligible for award of degree, has to clear all the papers offered during the two-year programme within the span period.

Course Wise Content Details for the MBA Executive Programme

Compulsory Courses

Semester - 1:	MBAEX-8101 to MBAEX-8107
Semester - 2:	MBAEX-8201 to MBAEX-8207
Semester - 3:	MBAEX-8301 to MBAEX-8303
Semester - 4:	MBAEX-8401 to MBAEX-8404

The schedule of Part I examination shall comprise of two semesters: Semester I and Semester II. The schedule of papers during first year of the programme shall be as follows:

Semester -1	MBAEX 8101-8107
MBAEX 8101	Organizational Behavior
MBAEX 8102	Data Analysis and Optimization
MBAEX 8103	Managerial Economics
MBAEX 8104	Accounting for Managerial Decisions
MBAEX 8105	Marketing Management
MBAEX 8106	Managerial Finance
MBAEX 8107	Information Technology for Organizations
Semester -2	MBAEX 8201-8207
MBAEX8201	Human Resource Management
MBAEX 8202	Operations Management for Executives

MBAEX 8203	Economic Environment of Business
MBAEX 8204	Strategic Financial Management
MBAEX 8205	Marketing Research
MBAEX 8206	Business Communication
MBAEX 8207	Delivering Information Services

During Semester 3 of the program, in addition to the three compulsory papers, a student shall have to choose four elective courses from the list of optional papers announced at the beginning of the Semester 3. Compulsory papers are listed here; elective papers are listed after the compulsory papers in the following pages.

Semester - 3 (3 Compulsory, 4 Electives) MBAEX 8301-8303

MBAEX 8301	Business Ethics and Corporate Governance
MBAEX 8302	Strategic Analysis
MBAEX 8303	Sustainable Business and Development

Semester- 4

During Semester 4 of the program, in addition to the four compulsory papers, a student shall have to choose three elective courses from the list of optional papers announced at the beginning of the Semester 4. Compulsory papers are listed here; optional papers are listed after the compulsory papers in the following pages.

Semester 4 (4 Compulsory, 3 Electives) MBAEX 8401-8404

MBAEX 8401	Global Business Management
MBAEX 8402	Legal Environment of Business
MBAEX 8403	Leadership and Change Management
MBAEX 8404	Strategic Management

Span Period

The span period of the programme is four years from the date of registration in the programme. A student to be eligible for award of degree has to clear all the papers offered during the two-year programme within the span period.

Course Wise Content Details for the MBA Executive Programme

Compulsory Courses

Semester - 1:	MBAEX-8101 to MBAEX-8107
Semester - 2:	MBAEX-8201 to MBAEX-8207
Semester - 3:	MBAEX-8301 to MBAEX-8303
Semester - 4:	MBAEX-8401 to MBAEX-8404

The schedule of Part I examination shall comprise of two semesters: Semester I and Semester II. The schedule of papers during first year of the programme shall be as follows:

Semester -1 MBAEX 8101-8107

MBAEX 8101	Organizational Behavior
MBAEX 8102	Data Analysis and Optimization
MBAEX 8103	Managerial Economics
MBAEX 8104	Accounting for Managerial Decisions
MBAEX 8105	Marketing Management
MBAEX 8106	Managerial Finance
MBAEX 8107	Information Technology for Organizations

Semester -2 MBAEX 8201-8207

MBAEX8201	Human Resource Management
MBAEX 8202	Operations Management for Executives
MBAEX 8203	Economic Environment of Business
MBAEX 8204	Strategic Financial Management
MBAEX 8205	Marketing Research
MBAEX 8206	Business Communication
MBAEX 8207	Delivering Information Services

During Semester 3 of the program, in addition to the three compulsory papers, a student shall have to choose four elective courses from the list of optional papers announced at the beginning of the Semester 3. Compulsory papers are listed here; elective papers are listed after the compulsory papers in the following pages.

Semester - 3 (3 Compulsory, 4 Electives) MBAEX 8301-8303

MBAEX 8301	Business Ethics and Corporate Governance
MBAEX 8302	Strategic Analysis
MBAEX 8303	Sustainable Business and Development

Semester- 4

During Semester 4 of the program, in addition to the four compulsory papers, a student shall have to choose three elective courses from the list of optional papers announced at the beginning of the Semester 4. Compulsory papers are listed here; optional papers are listed after the compulsory papers in the following pages.

Semester 4 (4 Compulsory, 3 Electives) MBAEX 8401-8404

MBAEX 8401	Global Business Management
MBAEX 8402	Legal Environment of Business
MBAEX 8403	Leadership and Change Management
MBAEX 8404	Strategic Management

List of Elective Courses

AREA: Culture, Philosophy and Management MBAEX 9101-9103

MBAEX 9101	Cultural, Philosophical and Spiritual Foundations of Management
MBAEX 9102	Value Based Leadership: Learning to Create High Performing Organizations
MBAEX 9103	Personal Power and Leadership through Asian Values

AREA: Economics and Public Policy MBAEX 9201-9202

MBAEX 9201	Economic Growth and Development
MBAEX 9202	Economics of Innovation

AREA: Entrepreneurship MBAEX 9301-9302

MBA EX9301	Entrepreneurship, Creativity and Innovation
MBAEX9302	Managing Human Resources for SMEs and Start-ups

AREA: Finance MBAEX 9401-9414

MBAEX9401	Quantitative Analysis of Financial Decisions
MBAEX9402	Security Analysis and Portfolio Management
MBAEX9403	Financial Markets and Institutions
MBAEX9404	International Financial Management
MBAEX 9405	Merchant Banking and Financial Services
MBAEX9406	Management Control System
MBAEX9407	Corporate Taxation
MBAEX9408	Financial Derivatives
MBAEX9409	Project Planning, Analysis, and Management
MBAEX9410	Financial Risk Management

MBAEX9411	Fixed Income Securities
MBAEX9412	Financial Analytics
MBAEX9413	Mergers and Corporate Restructuring
MBAEX9414	Financial Reporting

AREA: Information Technology Management MBAEX 9501-9503

MBAEX9501	Business Process Re-engineering
MBAEX9502	Strategic Management of Information Technology
MBAEX9503	Managing E-Business

AREA: Marketing MBAEX9601-9614

MBAEX 9601	Consumer Behaviour
MBAEX 9602	Advertising Management
MBAEX9603	Competitive Marketing
MBAEX9604	Business Marketing
MBAEX9605	Sales Force Management
MBAEX9606	Service Marketing
MBAEX9607	Sales Promotion Management
MBAEX9608	Brand Management
MBAEX9609	Digital Marketing
MBAEX9610	Retailing Management
MBAEX9611	Marketing Channel
MBAEX9612	Marketing Analytics
MBAEX9613	Advanced Marketing Research
MBAEX9614	Global Marketing

AREA: Organizational Behavior and Human Resource Management MBAEX 9701-9714

MBAEX9701	Human Resource Metrics and Analytics
MBAEX9702	Performance Management and Training Interventions
MBAEX9703	Managing Training, Learning and Development
MBAEX9704	Negotiation and Influence Skills
MBAEX9705	Compensation and Rewards Management
MBAEX9706	Management of Industrial Relations
MBAEX9707	Cross Cultural and Global Management
MBAEX9708	Managing Interpersonal and Group Processes
MBAEX9709	Managing Diversity
MBAEX9710	Counseling Skills for Managers
MBAEX9711	Human Resource Development: Strategies and Systems
MBAEX9712	Change and Intervention Strategies
MBAEX9713	Talent Management
MBA EX9714	Organizational Leadership: Inspiration, Dilemmas and Action

AREA: Operations Management and Decision Sciences MBAEX 9801-9813

MBAEX9801	Operations Strategy
MBAEX9802	Total Quality Management for Business Excellence
MBAEX9803	Systems Optimization and Management Science
MBAEX9804	Supply Chain Management
MBAEX9805	Predictive Analytics and Big Data
MBAEX9806	World Class Manufacturing
MBAEX9807	Supply Chain Analytics
MBAEX9808	Integrated Management Systems
MBAEX9809	Technology, Innovation and New Product Management
MBAEX9810	Service Operations Management
MBAEX9811	Sustainable Operations Management
MBAEX9812	Artificial Intelligence and Deep Learning
MBAEX9813	Managerial Decision Modeling

AREA: Strategy MBAEX 9901-9904

MBAEX9901	Strategic Capability Building and Innovation
MBAEX9902	Strategic Management in Social Enterprises
MBAEX9903	International Business Strategy
MBAEX9904	Strategic Management of Startups

Semester - 1: MBAEX-8101 to MBAEX-8107

Compulsory Courses Semester - 1: MBAEX 8101 to MBAEX 8107

MBAEX 8101: Organizational Behaviour

Course Objectives

The objectives of this course are to help student executives gain an understanding of some basic behaviour and organizational processes and help them adopt a strategic approach of managing people and ensuring positive organizational performance. It will also help them understand individual, group and organizational behaviour for the purpose of increasing individual and organizational effectiveness.

Course Learning Outcomes

1. Understanding the concept of organizational behaviour
2. Strengthening the foundations of individual behaviour with an understanding of human personality, perception, learning and emotions
3. Understanding the basic process of interpersonal relationship
4. Understanding how managers can use the models to enhance motivational levels of employees
5. Understand the concept of stress and learn to manage it

6. Understanding the Behaviour approach to Managerial decision-making
7. Develop an understanding of teams and groups in organizations

Course Content

Unit I: Organizational Behaviour
Opportunities and Challenges for Managers

Unit II: Introduction to Individual Behaviour
Personality: Determinants, Measurement, Different Traits; Perception: Process, Factors, Attribution Theory; Learning: Approaches, Measurement; Attitudes, Values and Emotions

Unit III: Learning: Learning
Approaches and Measurement

Unit IV: Interpersonal Relationship
Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis; Johari Window

Unit V: Decision Making
Introduction, Types of Decision, Process of Decision, Individual and Group Decision Making Models

Unit VI: Group Dynamics
Introduction, Reasons for joining groups, Types of groups, Group Cohesiveness, Group Think and Risky Shift

Unit VII: Motivation at Work
Introduction, Content Models of Motivation, Process Models of Motivation, Use of Motivation

Unit VIII: Stress and Well-being at work
Introduction, Sources, Reaction and Management of Stress

Unit IX: Organization Structure and Design

Suggested Readings

1. Luthans, F. (2015). *Organizational Behaviour: An Evidence Based Approach* (13th Ed.) McGraw-Hill Irwin.
2. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016) *ORGB: A South Asian Perspective* (2nd Ed.) India: Cengage Learning India Pvt. Ltd.
3. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2013). *Organizational Behaviour: A South Asian Perspective* (7th Ed.). India: Cengage Learning India Pvt. Ltd.
4. Pareek, U. & Khanna, S. (2016). *Understanding Organizational Behaviour* (4th Ed.). New Delhi: Oxford University Press.

5. Robbins, S. P., Judge, T.A. & Vohra, N. (2015). *Organizational Behaviour* (16th Ed.) Pearson Education.
6. Singh, K. (2015). *Organizational Behaviour: Text and Cases* (3rd Ed.). New Delhi: Vikas Publication.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Organizational Behaviour: Opportunities and Challenges for Managers	Presentation on different aspects of organization behaviour and the challenges faced by the managers	Exercise and quiz
II.	Understanding Individual Behaviour: Personality; Perception; Attribution	Measuring human personality, cues on perception; and analysing attribution theory with the help of discussions and presentations	Case analysis, exercise and quiz
III.	Learning	Identifying Learning styles and discussion on learning approaches	Exercise and quiz
III.	Interpersonal Communication Transactional Analysis	Presentation and discussion on TA Model and assessment of ego states	Exercise and case analysis
V	Decision Making	Exercise on decision making; role plays to understand the concepts of teams, groups and decision making	Field assessment of decision styles used by managers in corporate, cases analysis and quiz
VI	Work teams and Groups;	Video on group dynamics and discussion to understand group roles; role plays to understand the concepts of teams.	Exercise, case analysis and quiz
VII.	Motivation at Work	Content and Process models of motivation with the help of presentation and discussion of case and situation analysis	Field work to assess the motivational practices used by

			organizations, cases analysis and quiz
VIII	Stress and Well -being at work	Exercise on identifying stressors and presentation on stress management strategies	Exercise, case analysis and quiz
IX	Organization Structure	Case on organization structure and design with the help of presentation and discussion	Exercise, case analysis and quiz

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

MBAEX 8102: Data Analysis and Optimization

Course Objectives

This course has two parts. In the first part, data collection, presentation and statistical inference methods would be discussed. Organizations today value the significance of data. Therefore, managers should possess skills to extract meaningful information from data and to use them in decision making. Within the second component, participants would learn how to build decision models. Use of software tools will be extensive. On successful completion the participants would feel encouraged to use quantitative analysis in their work.

Course Learning Outcomes

1. Know different sources of data
2. Summarize and present structured and unstructured data
3. Understand and use sampling and inferential statistics
4. Ability to use spread sheet software for data analysis and statistical model building
5. Learn management science tools, linear programming and integer programming
6. Identify opportunities for application of management science tools
7. Ability to build and solve linear programming models using spread sheet software.
8. Develop critical thinking and problem-solving skills.

Contents

Part 1

Unit I: Statistics and its importance for managers, Data collection, Quality of data; Descriptive statistics: Graphical Methods and Frequency Tables, Measures of central tendency, Understanding variation in data, Quartiles, Boxplot, Skewness and Kurtosis.

Unit II: Probability and Probability Distributions: What is Probability? Terminologies, Probability Rules, Joint and Conditional probability. Random variables: Concept, Discrete and continuous probability distributions. Normal distribution.

Unit III: Inference from Samples: Sampling from a Population, Sampling Distribution of the Sample Mean, Central Limit Theorem, Point Estimation, Confidence Interval for the Population Proportion, Introduction to Hypothesis Testing, Type I and Type II Errors, Hypothesis testing the population mean using confidence intervals.

Unit IV: Association between two or more variables, Scatter diagram, Covariance and Correlation, Introduction to Regression: what is linear regression, fitting of linear model, using regression for prediction.

Part 2

Unit V: Introduction to Linear Programming (LP): Quantitative analysis and decision making, Formulation of LP models, Applications of LP in Marketing, Finance, Operations management.

Unit VI: Meaning of solution, Graphical method for solving LP problems, Solving LP with a software package, Duality, Sensitivity analysis.

Unit VII: Transportation problem, transshipment problem. Assignment problem

Suggested Readings

1. Aczel, Amir D., Sounderpandian, J. & Saravanan P. (2012). *Complete Business Statistics* (7th Ed.). India: McGraw Hill Education India Private Limited.
2. Albright, S.C., & Winston, W.L. (2015). *Business Analytics: Data Analysis and Decision making* (5th ed.). Cengage Publications.
3. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). *Statistics for Business & Economics* (12th Ed.). India: Cengage Learning.
4. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). *An Introduction to Management Science: Quantitative Approaches to Decision Making* (13th Ed.). India: Cengage Learning.
5. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). *Managerial decision modelling*. Upper Saddle River, Pearson Education.
6. Powell, S. G., & Baker, K. R. (2017). *Business analytics: The art of modelling with spreadsheets*. Wiley.

7. Stine, R.E., & Foster, D. (2013). *Statistics for Business: Decision Making and Analysis* (2nd Ed.). India: Pearson Education.

Teaching plan: A detailed teaching plan would be shared before the start of the semester.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Know different sources of data; Summarize and present structured and unstructured data; Understand and use sampling and inferential statistics.	Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results	Quiz, Assignments, Written test
II	Ability to use spread-sheet software for data analysis and statistical model building; Develop critical thinking and problem-solving skills.	Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results	Quiz, Assignments, Written test
III	Understand and use sampling and inferential statistics; Ability to use spread-sheet software for data analysis and statistical model building; Develop critical thinking and problem-solving skills.	Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results	Quiz, Assignments, Written test
IV	Ability to use spread-sheet software for data analysis and statistical model building; Develop critical thinking and problem-solving skills.	Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results	Quiz, Assignments, Written test

V	Learn management science tools, linear programming and integer programming; Identify opportunities for application of management science tools; Ability to build and solve linear programming models using spread-sheet software; Develop critical thinking and problem-solving skills.	Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results	Quiz, Assignments, Written test
VI	Learn management science tools, linear programming and integer programming; Ability to build and solve linear programming models using spread-sheet software.	Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results	Quiz, Assignments, Written test
VII	Identify opportunities for application of management science tools; Ability to build and solve models using spread-sheet software; Develop critical thinking and problem-solving skills.	Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results	Quiz, Assignments, Written test

MBAEX 8103: Managerial Economics

Course Objectives

The objective of this course is to familiarize the students with the concepts and techniques used in Micro-Economic Theory and to develop managerial capabilities for effective decision-making in a variety of different business situations and market conditions. Managerial Economics provides the student with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. This course provides the foundation for a variety of other courses, like finance, marketing, and strategy.

Course Learning Outcomes

1. Strengthening the foundations of the analytical approach to Managerial decision-making

2. Understanding consumer behaviour
3. Understanding the production problem and how managers make input purchase decisions
4. Understanding the various market structure and how supply is determined in each.
5. Understanding the external environment, common information problems faced/created by managers

Contents

Unit I: Introducing Management Students to Microeconomic Decisions of Business Firms under Different Objectives, Marginal Analysis and its uses in the Business Decision Making.

Unit II: Theories of Demand: Preference, Utility Function, Indifference Curve, Revealed Preference Approach, Income and Substitution effects, Demand functions, Demand Forecasting; Managerial Applications.

Unit III: Production and Cost: The Production Function, Returns to Scale, Profit Maximization Constrained Optimization Approach to Developing Optimal Input Combination, Relationships, Input Demand Function, Derivation of Cost Curves, Short-Run, Long-Run.

Unit IV: Market Structure: Profit Maximization under Different Market Structures, Perfect Competition, Monopoly, Price Discrimination, Other Pricing Strategies of Firms, Monopolistic Competition, Game Theory, Models of Oligopoly: Bertrand duopoly, Cournot duopoly

Suggested Readings

1. Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. (2009). *Managerial Economics: Theory, Applications and Cases* (7th Ed.). W. W. Norton & Company.
2. Bernheim, B. D., Winston, M., & Sen, A. (2008). *Microeconomics*. McGraw Hill Education.
3. Geetika, Ghosh, P. & Roy Chowdhury, P. (2017). *Managerial Economics* (3rd Ed.) McGraw Hill Education.
4. Hirschey, M. (2009). *Managerial Economics: An Integrative Approach*. Cengage Learning.
5. Koutsoyiannis, A. (2008). *Modern Microeconomics* (2nd Ed.). Palgrave, McMillan.
6. Mark, H. (2009). *Fundamentals of Managerial Economics* (9th Ed.). Cengage Learning.
7. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. (2017). *Managerial Economics* (7th Ed.). Pearson.
8. Salvatore, D. (2016). *Managerial Economics* (8th Ed.). Oxford University Press.
9. Thomas C. R. & Maurice, S.C. (2010). *Managerial Economics: Foundations of Business Analysis and Strategy* (10th Ed.). McGraw Hill Education.
10. Varian, Hal R. (2010). *Intermediate Microeconomics* (8th Ed.). East-West Press Pvt Ltd.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Strengthening the foundations of the analytical approach to Managerial decision-making	Lectures, discussion of case lets	Short quizzes consisting of numerical problems.
II.	Understanding consumer behaviour	Lectures, discussion of case lets, demand Estimation	Tests and quizzes containing analytical and qualitative problems. Exercises to derive and estimate demand functions
III.	Understanding the production problem and how managers make input purchase decisions	Lectures, discussing industry specific technology and input demand	Tests and quizzes containing analytical and qualitative problems. Exercises to derive and estimate input-demand functions
IV.	Understanding the various market structure and how supply is determined in each.	Lectures, discussion of case lets	Problem sets containing managers optimization problem in each market structure, various market intervention problems, and games.

MBAEX 8104: Accounting For Managerial Decisions

Course Objectives

The basic purpose of this course is to develop a strategic and policy perspective with respect to the principles of accounting and utilization of accounting information for general purpose decision making in an organization. The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

Course Learning Outcomes

1. Understanding how accounting decisions affect real company practices.
2. Understand the concepts of Depreciation and Inventory valuation and the methods employed by Indian Companies.
3. Strengthening the foundations of the analytical approach to Managerial decision-making.
4. Understanding consumer behaviour.
5. Understanding the production problem and how managers make input purchase decisions.
6. Understanding the various market structures and how supply is determined in each.
7. Understanding the external environment, common information problems faced/created by managers.

Contents

Unit I: Accounting Theory

Concept, Importance, Scope, Generally Accepted Principles of Accounting, Indian Accounting Standards, IFRS, Harmonization of Accounting Standards, preparation of Financial Statements, Corporate Balance Sheet – Terms, Contents, Format and Analysis.

Unit II: Depreciation Accounting and Inventory Valuation

Meaning and Techniques of Depreciation, Methods employed by Indian Companies, Inventory Valuation, Methods, policies of Indian Companies.

Unit III: Presentation and Disclosure of Accounting Information

Presentation of Financial Position, Financial statements of companies. Analysis of Accounting Information: Financial Statement Analysis, interpretation of accounting information

Unit IV: Cash Flow Statement, Preparing a statement of Cash Flows.

Unit V: Responsibility Accounting and Divisional Performance Measurement, Transfer Pricing: Definition, Objectives and Methods of Transfer Pricing, Recent developments in the field of Accounting.

Suggested Readings

1. Anthony, R.N., Hawkins, F.D., & Merchant, K.A. (2013). *Accounting: Text and Cases* (13th Ed.). Tata McGraw Hill.
2. Needles B.E., Powers, M., & Crosson, S.V. (2013). *Principles of Financial Accounting* (12th Ed.). South-Western College/West.
3. Hilton, R.W., & Platt, D.E. (2017). *Managerial Accounting* (10th Ed.). Tata McGraw Hill.
4. Narayanaswamy, R. (2017). *Financial Accounting: A Managerial Perspective* (6th Ed.). Prentice Hall of India.
5. Horngren, T.C., Datar, S.M., & Rajan, M.V. (2017). *Horngren's Cost Accounting: A Managerial Emphasis* (16th Ed.). Pearson.
6. Horngren, T.C., Sundem, G.L., Schatzberg, J., & Burgstahler, D. (2014). *Introduction to Management Accounting* (16th ed.). Pearson.
7. Spiceland, D., Thomas, W.M., & Herrmann, D. (2018). *Financial Accounting* (5th Ed.). McGrawHill.
8. Vij, M. (2013). *Management Accounting* (1st Ed.). Excel Books, 2013.
9. Horngren, T.C., Datar, S.M., & Rajan, M.V. (2014). *Cost Accounting, Student Value Edition* (15th Ed.). Pearson.
10. xArora, R.K. (2018). *Financial Accounting: Fundamentals, Analysis and Reporting* (2nd Ed.) Wiley.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understanding how accounting decisions affect real company practices.	Concept of Accounting, Accounting Equation	How to read and understand the balance Sheet for a few companies across different sectors. Latest

		and Balance sheet familiarity.	Annual Report of companies, web sites of companies.
II.	Understand the concepts of Depreciation and Inventory valuation and the methods employed by Indian Companies.	Techniques of Depreciation and Inventory valuation.	Solving problems and mini cases in the class, real life case studies of companies.
III.	To understand the techniques and significance of Financial Statement Analysis to evaluate financial performance.	Calculate and understand the significance of Liquidity ratios, Leverage ratios, Profitability ratio and Activity ratios.	Active learning and application with the help of small group exercises and mini cases. In class problem solving. Class presentation and analysis of ratios of Companies across different sectors. Project work, selected web sites of companies.
IV.	To prepare, analyse and interpret a statement of Cash Flow.	Direct and Indirect method for Cash Flow preparation.	Preparing a statement of cash flows using both direct and indirect method, Practical exercises.
V.	To apply the concepts of responsibility accounting and transfer pricing for cost control and performance evaluation.	Divisional performance measurement, Evaluation of responsibility centres, Objective and methods of transfer pricing used by companies	Interactive learning through mini cases, Critical thinking exercises, Class presentations, Problem based learning, Class discussions to encourage critical thinking and evaluation, Project work.

MBAEX 8105: Marketing Management

Course Objective

To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services.

Course Learning Outcomes

1. Understanding the nature and scope of marketing
2. Develop an understanding of various marketing philosophies
3. Understanding marketing mix and marketing environment
4. Understanding segmentation, targeting and positioning
5. Understanding consumer behaviour and its application in marketing
6. Develop an understanding of decisions concerning 4 P's – product, price, place and promotion

7. Understanding contemporary issues in marketing

Course Contents

Unit I: Introduction to Marketing

Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing.

Unit II: Marketing Environment

Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing.

Unit III: Identifying and Selecting Markets

Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information.

Unit IV: Strategic Marketing Planning Process

Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process

Unit V: Product Mix Strategies

Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling.

Unit VI: Developing Pricing Strategies

Setting Price, Factors influencing Price Determination

Unit VII: Channels of Distribution

Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics

Unit VIII: Marketing Communication

Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.

Unit IX: Trends in Marketing

Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

Suggested Readings

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). *Marketing* (14thed.). New Delhi: Tata McGraw-Hill.
2. Kotler, P. & Armstrong, G. (2017). *Principles of Marketing* (17thed.) Pearson.
3. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2012). *Marketing Management: A South Asian Perspective* (14thed.). New Delhi: Pearson.

4. Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). *Basic Marketing*. New Delhi: Tata McGraw-Hill.
5. Ramaswamy, V. S. & Namakumari, S. (2010). *Marketing Management: Global perspective Indian context* (4thed). New Delhi: Macmillan.
6. Saxena, R. (2009). *Marketing Management* (4thed.). New Delhi: Tata McGraw Hill.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Introduction to Marketing	Presentation and discussion on Nature and Scope of Marketing, Difference between marketing and selling, Marketing Philosophies, Holistic Marketing.	Active learning and application with the help of small group exercises, quiz
II.	Marketing Environment	Discussion on Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing with the help of case study	Case analysis, Exercise and quiz
III.	Identifying and Selecting Markets:	Presentation and discussion on Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning using cases	Exercise, quiz and Analysis of Case study on consumer behaviour
IV.	Strategic Marketing Planning Process	Presentation and discussion on Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process	Exercise and quiz
V.	Product Mix Strategies	Presentation and discussion on Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling.	Exercise on new product development, Analysis of Case study on PLC
VI.	Developing Pricing Strategies	Case discussion on Setting Price, Factors influencing Price Determination	Case analysis and quiz
VII.	Channels of Distribution	Case discussion on Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics	Case study and quiz
VIII.	Marketing Communication	Presentation and discussion on Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.	Case study and quiz, Short exercises on various tools

IX.	Trends in Marketing	Presentation and discussion on contemporary issues in marketing	Mini cases and presentation
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The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

MBAEX 8106: Managerial Finance

Course Objectives

The course is designed to provide an understanding of the essential elements of the broad strategic framework of financial decision making in a large corporate organisation. The paper will examine the role of finance managers of modern corporate firms in order to achieve the objective of wealth maximisation.

Course Learning Outcomes

After successfully completing this course, the participants will be able to –

1. Understand the evolution and growth of finance function. The objective of the firm – Shareholders' wealth maximization.
2. Make Capital Investment decisions with the help of DCF & Non-DCF techniques. Calculating and interpreting the cost of capital for companies.
3. Analyse Financing options available to firms, Trade-off between debt and equity, Criteria for deciding the optimal financing mix.
4. Evaluate how much profit to reinvest and how much to return to owners as dividends?
5. Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.

Course Contents

Unit I: Introduction to Managerial Finance

Financial Management – An Overview, Evolution of Finance, Objective of finance manager: Alternatives & Selection, Creating Shareholders' Value, Concept of Time Value of Money.

Unit II: Investment Decisions

Capital Budgeting Decisions, Estimation of Cash Flows, Project Evaluation Techniques – Non-DCF and DCF tools, Capital Budgeting practices of finance managers, Cost of Capital - Meaning and Concept, Calculation of WACC, CAPM and DDM Approaches

Unit III: Financing Decisions

Concept of Leverage, EBIT-EPS Analysis, Capital Structure Theories and Value of the firm - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure, Checklist for Capital Structure Decisions, Financing policies in practice

Unit IV: Dividend Decisions

Theories of Dividend – Irrelevance & Relevance of dividend, Types of dividend policies, Factors determining Dividend Policy, Dividend Policies in practice

Unit V: Working Capital Management

Components of Working Capital, Determinants of Working Capital, Policies of Working Capital, Estimation of Operating Cycles, Cash Management, Receivables Management, Inventory Management

Suggested Readings

1. Berk, J. & DeMarzo, P. (2017). Corporate Finance. England: Pearson Education.
2. Brealey, R. A., Myers, S. C. & Allen, F. (2017). Principles of Corporate Finance. New York: McGraw-Hill Education.
3. Chandra, P. (2017). Fundamentals of Financial Management. Delhi: McGraw Hill.
4. Damodaran, A. (2001). Corporate Finance: Theory & Practice. New York: John Wiley & Sons.
5. Gitman, L. J. & Zutter, C. J. (2015). Principles of Managerial Finance. England: Pearson Education.
6. Holden, C. W. (2015). Excel Modelling in Corporate Finance. UK: Pearson Education.
7. Khan, M. Y. & Jain, P. K. (2017). Basic Financial Management. Delhi: McGraw-Hill Education.
8. Van Horne, J. C. & Wachowicz Jr., J. M. (2009). Fundamentals of Financial Management. England: Pearson Education.

Teaching Plan

Keeping in view of the number of weeks available in a semester, detailed course instructions will be shared by the faculty at the time of launching the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understanding the evolution and growth of finance function	The objective of the firm – Shareholder wealth maximization	Concept questions and Quiz
II.	Make Capital Investment decisions with the help of DCF & Non-DCF techniques. Calculating and Interpreting the cost of capital for companies.	Calculating after tax cash flows for proposals and applying the various techniques like Payback, ARR, NPV, IRR, MIRR, PI for selecting projects. Calculating weighted average cost of capital.	Problem based learning, Numerical questions, Critical Thinking exercise, Case Lets and Case studies, Quiz, selected websites.
III.	Analysing Financing options available to	Understanding the theories of capital structure,	Real life understanding of capital structure of

	firms, Trade-offs between debt and equity, Criteria for deciding the optimal financing mix.	Designing the capital structure for companies, EBIT-EPS understanding, Types of Leverage.	companies, Practical exercises, Student presentations, Class discussions to encourage students to participate and think, annual report of companies, selected web sites.
IV.	How do managers decide how much to reinvest and how much to return to owners as dividends?	Factors determining dividend decisions of companies, Theories and forms of dividends	Getting information on dividend policy of companies across sectors, how companies decide the trade-off on dividend policy, Critical thinking exercises, Small group activities, Project work
V.	Understand the concept of working capital and the working capital policies to manage cash and account receivable.	Calculation of Operating Cycle, working capital policies of companies, cash management models, different accounts receivable policies of companies	Problem solving and concept questions, class room exercises, Case lets and project work

MBAEX 8107: Information Technology For Organizations

Course Objectives

The objective of this course is to develop micro-level individual competency amongst the participants with regard to contemporary Information Technology Tools and to develop an understanding of the data processing systems existing in organizations.

Course Learning Outcomes

1. Developing an appreciation of IT in General and Elements of IT Systems Setup for organizations and discussions on emerging information technology
2. Familiarizing the students with Indian IT Industry and latest developments in the same
3. Help students appreciate the nuances of Data Processing Systems for organizations.
4. Providing hands-on dexterity to the students with regard to an executive software suite
5. Understanding the basics of networking and integrated information systems

Course Contents

Unit I: Computers

An Introduction; Computers in Business Organizations; Generations of Computers and Computer Languages; Personal Computers in Business; Elements of Information Technology: Hardware, Software, Data, Telecommunications and People; Planning an Information Technology set up for an organization, Discussion on emerging technologies such as Cloud, Social Media, IoT, Robotics etc.,

Unit II: Indian Computing Environment

Growth of IT Sector in India; Trends in IT and ITeS sectors; Applications of information technology in business, government and service organizations, E-Commerce and E-Governance, Latest developments in IT applications, E-Governance as a social transformational tool

Unit III: Modes of Data Processing

Computer Software Systems; Software Development Process; Data Design & Report Design; Data Files-Types/Organizations; Master & Transaction Files; Relevance of Data Base; Software/Program Development Cycle; Flow Charting; Input-Process-Output Analysis; Report Generation; Programming Concepts; Use of Data Files in Programming, Management of Data Processing Systems in Organizations

Unit IV: PC-Software Packages

An Introduction - Operating System and Windows; Text Processing Software, Introduction to spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet, Introduction to a micro data base manager, Presentation Graphics - Creating a Presentation on a PC

Unit V: Management Systems and Integration of Applications, Application Portfolio Development, Internet: Intranets and Extranets; Application of Internet technology in organizations. Data Communications. Networking: LAN & WANs. Applications Service Providers and Internet Service Providers.

Suggested Readings

1. Bill, H., & Jaffe, B. D. (2012). *IT manager's handbook* (3rd Ed.). New York: Morgan Kauffman.
2. Efraim, T., & Wetherbe, J. (2014). *Information technology for management: Transforming organizations in the digital economy introduction to information technology* (7th Ed.). NY: John Wiley & Sons.
3. George, K. (2008). *Selected readings on information technology management: Contemporary issues*. New York: Information Science Reference.
4. Lambert, J. & Frye, C. (2015). *Microsoft Office 2016 Step by Step*. Washington: Microsoft Press.
5. Lucas, Henry C. Jr. (2017). *Information Technology for Management* (7th Ed). McGraw Hill Education.
6. Rogers, D. (2016). *The Digital Transformation Playbook – Rethink Your Business for the Digital Age* Columbia University Press
7. Westerman, George, et al. (2014). *Leading Digital: Turning Technology into Business Transformation*. Harvard Business Publishing.

8. Williams, B. K., & Sawyer, S. C. (2014). *Using information technology: A practical introduction to computers & communications* (11thed.). McGraw Hill Education.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Developing an appreciation of IT in General and Elements of IT Systems Setup for organizations and discussions on emerging information technology	Lectures thru small case lets and presentations	A Field Study to be attempted by a Group of Students
II.	Familiarizing the students with Indian IT Industry and latest developments in the same	Lectures and presentations from industry	Students participation in the class room discussions and a term paper
III.	Help students appreciate the nuances of Data Processing Systems for organizations.	Case Studies and discussions	Individual attempt for solving the case studies
IV.	Providing hands-on dexterity to the students with regard to an executive software suite	Hands-on practice on the latest release of an Office Suite	Hands-on quiz in the class for all the students on commands learned by the students
V.	Understanding the basics of networking and integrated information systems	Lecture and Discussions	Field Study by Group of Students in a chosen organization

*The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

Semester - 2: MBAEX-8201 to MBAEX-8207

MBAEX 8201: Human Resource Management

Course Objective

The objective of the course is to sensitize students to the systems and strategies in managing people professionally in view of the rapidly evolving aspirations of individuals, and changing business contexts. The course is designed to familiarize participants with human resource policies and practices that they need to know regardless of their field of managerial functions. The course highlights the need for well-designed human resource policies that promote employee

motivation and performance, and in achieving organizational objectives. The course will provide basic concepts, techniques, and practices of human resource management in diverse contexts.

Learning Outcome

1. Participants will be able to understand the importance of managing human resources professionally, in view of the constantly changing aspirations of individuals, the business context, and organizational dynamics in health sector;
2. Participants will be able to understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices;
3. Participants will be able to appreciate the need for well-designed HR policies that enhances employee motivation and performance;
4. Participants will be able to learn tools and techniques of human resource management systems;
5. The entire course is based on case studies and students will be able to understand the dynamics of managing people from real world examples.

Course Content

Module 1: Foundations and Principles of Managing People in Organizations: Concepts and Perspectives; Contemporary issues and challenges in managing human resources

Module 2: Job Analysis; Human Resource Planning: Demand and Supply Forecasting, Downsizing and Retention; Talent Acquisition: Recruitment, Selection and Induction; Performance Management: Systems and Strategies; Learning, Training and Development: Process and methods; Compensation and Rewards Management

Module 3: Industrial Relations: Dynamics of Employer, Employee and the State; Trade Unions: Past, present and the future; Industrial Harmony: Workers' Participation, Collective Bargaining, Grievance, Discipline; Dispute Resolution and Conflict Management; Employee Engagement; International Dimensions of HRM.

Suggested Readings

1. Armstrong, M., & S. Taylor. (2017). *Armstrong's Handbook of Human Resource Management Practice* (14thed.). London: Kogan Page.
2. Aswathappa, K. (2017) *Human Resource Management: Text and Cases*. (8thed.). New Delhi. McGraw Hill.
3. Bohlander, G.W., & Snell, S.A. (2016) *Principles of Human Resource Management* (16thed.). New Delhi: Cengage India.
4. Carbonara, S. (2013). *Manager's Guide to Employee Engagement*. New York: McGraw Hill.
5. Cascio, W. (2015). *Managing Human Resources: Productivity, Quality of Work Life, Profits* (10thed.). New York: McGraw Hill.
6. DeCenzo, D.A., Robbins, S.P., & Verhulst, S.L. (2016). *Human Resource Management* (12th Ed.) Wiley.

7. Dessler, G., & Varkkey, B. (2015). *Human Resource Management* (14th ed.). New Delhi: Pearson.
8. Espinoza, C., & Ukleja, M. (2016). *Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce* (2nd ed.). New Jersey: Wiley.
9. Gomez-Mejia, L.R., Balkin, D.B., & Cardy, R.L. (2016). *Managing Human Resources* (8th ed.). Essex: Pearson.
10. Ivancevich, J.M. (2017). *Human Resource Management* (11th ed.). New York: McGraw Hill.
11. Muller-Camen, M., Croucher, R. & Leigh, S. (2016). *Human Resource Management: A Case Study Approach*. CIPD. New Delhi: Viva Books.
12. Sharma, R.C. (2016). *Industrial Relations and Labor Legislation*. New Delhi. Prentice Hall.
13. Venkat Ratnam, C.S., & Dhal, M. (2017). *Industrial Relations* (2nd ed.). New Delhi: Oxford University Press.

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

Assessment of Learning Objectives and Evaluation Criteria:

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	a) Foundations of managing people in organizations b) Contemporary Challenges in Managing HR	Experiential exercise, Case study, simulation	Pre-class assignment Case study presentation, Term paper assignment
II.	Understanding a HR Policy/ System/ Practice	Video case, Case study, simulation	Class presentations, Quiz, Term assignment
III.	Understanding dynamics of Industrial Relations	Case studies, Role Play, Group exercise, video/movie	Quiz, Group discussion, In-class analysis of real-life IR issues, Field assignment

MBAEX 8202: Operations Management for Executives

Course Objectives

The course is designed to enable the students create and evaluate decision making alternatives in planning, scheduling, control and productivity improvement in production and operations function in both manufactories and service organizations. The course would emphasize on bringing about effectiveness and efficiency in operations by job and work design, process design, layout design. It will also focus on design, control and management of systems related to production resources planning, quality, scheduling, maintenance, inventory and environment and safety. Importance of supply chain management and operating in a lean environment is also to be highlighted.

Course Learning Outcomes

1. Understand the nature and scope of operations management in both manufacturing and services.
2. Appreciate the linkage of operations strategy with competitive strategy.
3. Appreciate the facility location decision and its long term impact on business.
4. Ability to take decision about choice of processing systems, processes and their flows.
5. Ability to analyse processing and work systems with respect to simplification and work standards.
6. Develop analytical skills to undertake operations planning, scheduling and control decisions.
7. Build knowledge and skills about quality management concept and tools and to develop the concept of TQM.
8. Analyse various inventory control models and applications and introduce supply chain management.
9. Appreciate role of integration of various Operations management systems particularly with respect to environment, safety, sustainability and social accountability.

Contents

Unit 1

Nature, Evolution and scope of Production and Operations management, Operations as a competitive strategy

Unit 2

Product and service design: Factors and issues; Techniques.

Unit 3

Facility location: planning and analysis

Unit 4

Product-Process matrix, Process flow design. Layout types, Work simplification, Cellular manufacturing

Unit 5

Aggregate production planning, Scheduling: Flow shop and job shop Scheduling

Unit 6

Management of quality, statistical process control, process capability and six sigma approach, Concept of TQM

Unit 7

Inventory Management: Models including determination of Lot size, associated costs and ROP and Applications. Introduction to Supply Chain Management

Unit 8

Integrated Management Systems in Operations; Environment, Safety, Sustainability and contemporary challenges and issues in Production and Operations Management.

Suggested Readings

1. Bozarth, C. C., & Handfield, R. B. (2007). Introduction to operation and supply chain management (2nd ed.). New Delhi: Pearson Education. Chase, R. B., Shankar, R. & Jacobs, R. F. (2014). Operations and Supply Chain Management (14th ed.). New Delhi: Tata McGraw Hill.
2. Gaither, N., & Frazier, G. (2005). Operations management (9th ed.). USA: Thomson South-Western.
3. Greasley, A. (2009). Operations management in business (2nd ed.). London: Sage.
4. Heizer, J., Render, B., & Rajashekhar, J. (2018). Operations Management (9th ed.). New Delhi: Pearson Education.
5. Kruger, D., Ramphal, R., & Leipzig, K. V. (2009). Operations Management (2nd ed.). USA: Oxford University Press.
6. Mahadevan, B. (2015). Operations Management (3rd ed.). New Delhi: Pearson Education.
7. Meredith, J. R., & Scott M. S. (2007). Operations management for MBAs (3rd ed.). UK: John Wiley & Sons.
8. Stevenson, W. J. (2008). Operations management (10th ed.). New Delhi: Tata McGraw Hill.
9. Schroeder, R. G. (2006). Operations management: Contemporary concepts and cases (3rd ed.). New Delhi: McGraw Hill
10. Wild, R. (2003). Operations management text and CD-ROM (6th ed.). UK: Thomson Learning.
11. Wild, R. (2003). Operations management text and CD-ROM (6th ed.). UK: Thomson Learning.

Teaching plan: A detailed teaching plan would be shared before the start of the semester.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understand nature and scope of Operations Management	Corporate snapshots Case study.	Quizzes to evaluate knowledge with concepts and terminologies.
II.	Appreciate the facility location decision and its long term impact on business.	Standard problems Use of Small cases	Individual assignments Assignment questions Assignments would evaluate communication and presentation skill
III.	Ability to take decision about choice of processing systems, processes and their flows.	Assignments that use conceptual analysis and tools.	Minor project works on real life managerial decision problems Mid-term test
IV.	Develop and analyse work systems with simplification and measurement		Group assignments
V.	Develop analytical skills to undertake operations planning, scheduling and control decisions.	Numerical exercises	Individual assignments
VI.	Build knowledge and skills about total quality management concept and tools.	Case lets	
VII.	Analyse various inventory control models and applications and introduce supply chain management	Problem solving	Problem solving in class
VIII.	Integrate operations with Environment and safety initiatives.	Small cases	Case discussion and analysis.

MBAEX 8203: Economic Environment of Business

Course Objectives

This course introduces students to the basics of Macroeconomic theory and International Economics. The objective of this course is to familiarize students with the fundamentals of macroeconomics and to emphasize the importance of assessing external macro environment by businesses in order to survive and prosper. The course introduces students to the basic macroeconomic variables, like GDP, inflation and unemployment and the basic frameworks to understand how policy choices affect these variables. Understanding the role of institutions, like the Reserve Bank of India, and understanding how international trade works are some of the other objectives of the course.

Course Learning Outcomes

1. Understanding the relevance of the basic macroeconomic variables and their measurement
2. Understanding the short-run and medium-run macro-frameworks
3. Analysing policies and role of institutions
4. Understanding the basics of international economics

Contents

Unit I: Introduction, Key Macroeconomic Variables and their Relevance to Business, National Accounts, Measuring the State of the Economy, Problems of GDP Measurements, Inflation, Inequality, and Unemployment – Measurement and Issues, Stylized facts on Economic Growth.

Unit II: The Short Run, Keynesian Framework, IS/LM Framework, Analysing Policy Effectiveness, Supply-Side Economics, AD/AS Framework, Developing the Framework, Analysing Policy Effectiveness.

Unit III: Phillips Curve, Expectation Augmented Phillips Curve, Fiscal Policy, Monetary Policy, Neutrality of Money. Crowding Out, Liquidity Trap, Role of the Central Bank, Inflation Targeting.

Unit IV: Open Economy, Theories of Trade, Nominal and Real Exchange Rates, Balance of Payment, Capital Account, Current Account, Exchange Rate Regimes, Capital Account Convertibility, Mundell Fleming Framework in difference Exchange Rate Regimes

Suggested Readings

1. Blanchard, O. (2017). *Macroeconomics* (6thed.). Pearson Education.
2. Dornbusch, R., S. Fischer & Startz, R. (2017). *Macroeconomics* (11thed.). McGraw Hill Education.
3. D'Souza E. (2012). *Macroeconomics* (2nd Ed.). Pearson Education.
4. Farnham, P. G. (2014). *Economics for Managers* (3rded.). Pearson Education.

5. Jones, C. (2017). *Macroeconomics*. W. W. Norton & Company.
6. Krugman, P. & Obstfeld, M. (2017). *International Economics: Theory and Policy* (10thed.). Pearson Education.
7. Mankiw, N. G. (2012). *Principles of Macroeconomics* (6thed.). Cengage India.
8. Moorthy, V. (2017). *Applied Macroeconomics: Employment, Growth and Inflation*. I K International Publishing House Pvt. Ltd.
9. Moss, D. A. (2015). *A Concise Guide to Macroeconomics: What Managers, Executives, and Students Need to Know* (2nd Ed.) Harvard Business School Press.
10. Roy, S. (2017). *Macroeconomic Policy Environment: An Analytical Guide for Managers* (2nded.). McGraw Hill Education.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understanding the relevance of the basic macroeconomic variables and their measurement	Lectures, discussion of data trends	Short Reports/Literature Survey
II.	Understanding the various medium-run and short-run macro-frameworks	Lectures, discussion of data trends and cases	Tests and quizzes containing analytical and conceptual problems.
III.	Analysing policies and role of institutions	Lectures, interactive discussions	Tests containing conceptual problems. Short Reports.
IV.	Understanding the basics of international economics	Lectures, discussion of cases and policies	Short notes/reports. Short quizzes.

MBAEX 8204: Strategic Financial Management

Course Objectives

The course is designed to provide an understanding of the essential elements of strategic framework of financial decision making in a large corporate organisation. This paper will help the finance managers of modern corporate firms in taking financial decisions of strategic importance.

Course Learning Outcomes

After successfully completing this course, the participants will be able to –

1. Evaluate the normative framework of financial decision making in a corporate organisation
2. Identify strategic financial decisions of such organisation
3. Evaluate capital budgeting, financing, pay out and restructuring decisions of such

organisation

Course Contents

Unit I: Introduction to Strategic Financial Management

Core Concepts & Laws of Finance, Value Creation – Measures & Dimensions, Role of Corporate Financial Management in Value Creation, Corporate Finance, Corporate Governance and Corporate Strategy, Agency Issues.

Unit II: Strategic Investment Decisions

Capital Investment Planning & Control, Complex Investment Decisions, Risk Adjustments in Capital Budgeting Decisions, Real Options, Capital Budgeting practices of finance managers, Estimation of Cost of Capital, Cost of Capital & Valuation.

Unit III: Strategic Financing Decisions

Separation Principle & its exceptions, Value Creation and Financing Decision, Theories for relevance of Financing Decision, Asset-based Financing, Alternative NPV methods with Financing Mix.

Unit IV: Pay out Policy

Pay out Policy & Financing, Theories of Dividend Policy, Dividend Payout policies in practice, Forms of Pay out, Determinants of Dividend Policy.

Unit V: Corporate Restructuring

Corporate Restructuring & Business Combination, Corporate Strategy and Acquisitions, Value Creation through Mergers & Acquisitions, Mergers & Acquisitions in India.

Suggested Readings:

1. Berk, J. & DeMarzo, P. (2017). Corporate Finance. England: Pearson Education.
2. Bhalla, V. K. (2014). Financial Management. Delhi: S Chand & Co.
3. Brealey, R. A., Myers, S. C. & Allen, F. (2017). Principles of Corporate Finance. New York: McGraw-Hill Education.
4. Brigham, E. F. & Daves, P. R. (2019). Intermediate Financial Management. Canada: Cengage Learning.
5. Copeland, T. E., Weston, J. F. & Shastri, K. (2013). Financial Theory and Corporate Policy. UK: Pearson Education.
6. Gitman, L. J. & Zutter, C. J. (2015). Principles of Managerial Finance. England: Pearson Education.
7. Holden, C. W. (2015). Excel Modeling in Corporate Finance. UK: Pearson Education.
8. McMenemy, J. (1999). Financial Management: An Introduction. UK: Routledge.
9. Pandey, I. M. (2018). Financial Management. Delhi: Vikas Publishing House Pvt. Ltd.
10. Van Horne, J. C. (2001). Financial Management and Policy. US: Prentice Hall

Teaching Plan

Keeping in view of the number of weeks available in a semester, detailed course instructions will be shared by the faculty at the time of launching the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Define core concepts in Finance	Lecturing, discussion and Brainstorming	Short quiz and class presentations.
II.	Analysing the strategic role of Investment decisions in value creation	Lecturing & Discussion, Problem Solving and Spread-sheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spread-sheet models
III.	Analysing the strategic role of Financing decisions in value creation	Lecturing & Discussion, Problem Solving and Spread-sheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spread-sheet models
IV.	Analysing the strategic role of Pay out policy in value creation	Lecturing & Discussion, Problem Solving and Spread-sheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spread-sheet models
V.	Analysing the strategic role of restructuring decisions in value creation	Lecturing & Discussion, Problem Solving and Spread-sheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spread-sheet models

MBA EX 8205: Marketing Research

Course Objectives:

To provide an understanding of fundamental concepts in the field of marketing research and to equip the students with research tools to conduct research and analysis for effective decision making.

Course Learning Outcomes

1. Understanding the nature and scope of marketing research
2. Develop an understanding of different types of research design and their applicability
3. Understanding different types of scales that can be used by a researcher
4. Understanding different methods of data collection, their advantages and limitations
5. Develop an understanding of sampling techniques
6. Learning about coding, editing and presentation of data
7. Understanding the process of hypotheses testing
8. Learning various univariate and multivariable data analysis techniques and their application in marketing research
9. Develop an understanding of how to write a report
10. Understanding various ethical issues in marketing research

Course Contents

Unit I: Introduction: Nature and scope of Marketing Research, Marketing Research Process, formulation of research problem; Research Design: Exploratory, Descriptive and Conclusive research

Unit II: Scaling techniques: Comparative and Non Comparative Scaling Techniques, Reliability and Validity of Scales

Unit III: Data Collection Methods: primary and Secondary Data, Sources of Secondary Data, Conducting review of literature; Qualitative Research Tools: Depth Interviews, focus groups and projective techniques, Observation method, Survey and Questionnaire Design: Form and layout, Pilot testing

Unit IV: Sample Design and Field Work: Probability and Non Probability Sampling Techniques, Sample Size determination, Data coding and data preparation, tabulation, Graphical presentation, sampling and non-sampling errors

Unit V: Hypothesis Testing and Data Analysis: Concepts, Parameter and Non parametric Testing, Use of Statistical Software; Univariate and Multivariate data analyses techniques

Unit VI: Report Writing: Types of report, Format of writing the report

Unit VII: Marketing Research Applications and Ethical Considerations: Consumer research, attitude measurement and scaling techniques; Product research; Advertising research; Marketing and sales forecasting; Sales analysis, Ethical issues in Marketing Research

Suggested Readings

1. Malhotra, N., & Dash, S. (2015). *Marketing Research: An Applied Orientation* (6thed.). New Delhi: Pearson.
2. Burns, A. C., Veeck, A.F. & Bush, R. F. (2017). *Marketing Research* (8thed.). New Delhi: Pearson.

3. Churchill, G., Iacobucci, D., & Israel, D. (2010). *Marketing Research: A South Asian Perspective*. Delhi: Cengage.
4. Zikmund, W. G., & Babin, B. J. (2016). *Exploring Marketing Research* (11thed.). USA: Cengage South-Western.
5. Aaker, A. D. (2014). *Marketing Research* (10thed.). New Delhi: Wiley.
6. Cooper, D. R., & Schindler, P.S. (2005). *Marketing Research*. Tata McGraw Hill-Education.
7. Bradley, N. (2013). *Marketing Research: Tools and Techniques* (3rded.). New Delhi: Oxford University Press.
8. Tull, D. S., & Hawkins, D. I. (1993). *Marketing Research: Measurement and Method* (6thed.). New York: Collier MacMillan.
9. Boyd, H., Westfall, R., & Stasch, S. (1989). *Marketing Research: Text and Cases*, Homewood, Ill. : R. D. Irwin

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Introduction to Marketing Research	Presentation and discussion on nature and scope of marketing research, marketing research process, research designs	Exercise on developing a marketing research proposal, mini cases on research design, quiz
II.	Scaling techniques	Presentation and discussion on various types of comparative and non-comparative scales	Exercise on developing small scales, MCQ's on scaling
III.	Data collection methods	Discussion on various primary and secondary data sources, videos on observation and interviewing methods	Group exercises, case, quiz
IV.	Sample design and field work	Presentation and discussion on probability and non-probability sampling methods, editing, coding and editing of data, practical SPSS session for data entry, coding and editing)	Mini case situations, numerical questions on sample size determination, SPSS session
V.	Hypotheses testing and data analysis	Presentation and discussion on hypotheses testing, discussion on various univariate and multivariate techniques of data analyses using SPSS	Questions on hypotheses testing in SPSS
VI.	Report writing	Presentation and discussion on various elements of report writing, discussion on the format of a report	Preparing project report as per the format and oral presentation
VII.	Marketing Research Applications and	Presentation and discussion on applications of marketing research,	Case study, exercise, quiz

	Ethical Considerations	discussion on ethical considerations in research	
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The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

MBAEX 8206: Business Communication

Course Objectives

The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through written, oral and social medium. This course will make students conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts. Sensitivity towards cross cultural communication will be developed with familiarity with global business etiquette and protocols. The pedagogical focus of the course will be lecture cum workshop- based format with emphasis on practice and skills development.

Course Learning Outcomes

1. Understanding the role of communication in the organizational and Global Context
2. Understanding the basics of effective written and verbal communication
3. Understanding the theoretical models of communication and development in communication research
4. Analysing one's own communication style in different contexts and mediums
5. Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

Course Contents

Unit I: Communication in Organizations

Introduction to Business Environment and Communication, Basics of Communication (7Cs), Corporate Communication, Listening Skills, Verbal and Non-Verbal Skills and Presentation Skills., Legal issues in Communication

Unit II: Written Communication

Planning and executing different types of messages, Writing reports, proposals and Business plans, improving personal writing skills

Unit III: Interpersonal Communication

Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication

Unit IV: Cross Cultural Communication

Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures

Unit V: Career management and communication

Resume writing and cover letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication

Suggested Readings:

1. Lehman, C. M., Dufrene D. D., & Sinha, M. (2016). *BCOM: The South Asian Perspective on Business Communication* (2nd Ed.). New Delhi: Cengage Learning.
2. Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P. (1997) *.Effective Business Communication* (7th Revised Ed.). Boston: McGraw-Hill Companies.
3. Bovee, C., & Thill, J.V., & Raina, R.L. (2016). *Business Communication Today* (11thed.). Pearson
4. Mukerjee, H. S. (2012). *Business Communication* (2nd Ed.). New-Delhi: Oxford University Press
5. Post Emily. (2005). *the Etiquette Advantage in Business* (2nd Ed.). New York: Collins.
6. Sandra, M. O. (2004). *Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied*. Routledge.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I. Communication in Organizations	Unit I will orient the students to the basics, models and theoretical frameworks of communication in the organization. This unit attempts to introduce the micro and macro aspects of communication to internal and external stakeholders and help students understand the implications of each. Students would be made aware of the legal issues in communication.	Apart from the core text recommended for the course, articles, Case lets and Podcast files would be shared Topics: 1.Introduction to Business Environment and Communication 2.Basics of Communication (7Cs) 3.Corporate Communication 4.Listening Skills	Written Exercises, Case Analysis

		5. Verbal and Non-verbal Skills and Presentation Skills. 6. Legal issues in Communication	
II. Written Communication	Unit II will orient the students to the basics of written communication. This unit would not only help them understand the aspects of technical writing (reports, memos, requests for proposals etc.) but also help them learn craft effective persuasive messages and effective negative messages. The student should be able to appreciate the psycho-social and cultural issues involved in the reception of written communication	Apart from the core text recommended for the course, related-articles, Case-Studies would be shared Topics 1. Planning and executing different types of messages 2. Writing reports, proposals and Business plans 3. Improving personal writing skills	Written Exercises and Report writing
III. Interpersonal Communication	Unit III will help the students appreciate the social aspects of communication in a dynamic organizational context. It helps students understand the role of communication in a leadership and mentoring position, during conflicts and in social media. The unit attempts to increase the self-awareness of each student regarding his own style of communication and motivates them to adopt more effective communication style in	: Apart from the core text recommended for the course, related-articles, Case-Studies would be shared Topics 1. Communicating in teams 2. Negotiation Skills 3. Communication skills during a conflict 4. Mentoring and Appraisals	Written Exercises, Case Analysis

	varied contexts taken up in this unit.	5.Communication in Social Media and Digital Communication	
IV. Cross Cultural Communication	Unit IV will befriend the students with cultural diversity in organizations and appropriate communication in different cultural contexts. It would introduce the organizational and social dos and don't's of different cultures through cross cultural research and theoretical frameworks. Etiquettes would be an important part of this unit, which would educate the students on the gaffes committed in their own social contexts and other cultural contexts.	Apart from the core text recommended for the course, related-articles, Case-Studies would be shared Topics 1.Theoretical Framework of Cross-Cultural Communication 2.Communication across cultures through different mediums 3.Business Etiquettes across cultures	Test, Quiz and Case Analysis
V. Career management and communication	Unit IV has a crucial contribution in the life stage of the student enrolled in the Full-Time MBA program as many of them would be without work experience. It will help students learn the important aspects of a well-constructed resume that would align with the prevailing style in the contemporary business context. They would be able to understand the strengths and weaknesses during Interviews and G.Ds. The session would also create awareness regarding the ethical issues involved in resume writing and interviews.	Apart from the core text recommended for the course, related-articles, Case-lets and Videos would be shared Topics 1.Resume writing and cover letters 2.Group Discussions and Interviews 3.Communication during Exit Interviews 4.Ethics and Communication	Class Exercises

MBA EX 8207: Delivering Information Services

Course Objectives

This course has been designed to develop a macro-level perspective of the information technology and its potential to help organizations create sustainable competitive advantage in respective industries. This should also help the participants appreciate the significance of IT investment decisions made by organizations.

Course Learning Outcomes

1. Developing a macro level understanding among the students with regard to the exploitation of information technology by organizations.
2. Discuss various types of Computer Based Information Systems and their relevance for organizations.
3. Develop an understanding of role of IT for competitive advantage.
4. Discuss the importance of system development and system life cycle.
5. Understand the role of IT Architecture in making IT investments.

Contents

Unit I: Emerging Technology Issues and Data Processing in Organizations; Introduction to Information Systems; Shift in information system thinking, Decision Making and MIS, Cost and Value of Information

Unit II: Computer Based Information Systems: Office Automation Systems; Transaction Processing Systems; Management Information Systems; Decision Support Systems; Group Decision Support Systems; Executive Information Systems, Artificial Intelligence Based Systems such as Expert Systems, End User Computing

Unit III: Discussion on using IT for competitive advantage; Role of Internet and emerging technologies; IT enabled services; Seamless organizations; Virtual corporations; Web enabled computing as a strategic tool; Outsourcing as a strategic alternative, International Information Systems, Inter-organizational Information Systems

Unit IV: Structured Systems Analysis; System Development; System Development Life Cycle, Discussion on ERP, CRM and SCM

Unit V: Planning and Building IT Architecture; Information Infrastructure; Legal Issues and National Information Infrastructure, IT Leadership & IS Strategic Planning; IS Strategy and Effects of IT on Competition, Re-engineering Work Processes for IT application, Cases on strategic use of IT in different industries

Suggested Readings

1. Davis, G., & Margrethe, O. (2017). *Management Information System: Conceptual Foundations - Structure and Development* (2nd Ed.). McGraw Hill Education.

2. Effy, OZ. (2013). *Management information systems* (6thed.). USA: Cengage Learning.
3. Efraim, T., & Wetherbe, J. (2014). *Information technology for management: Transforming organizations in the digital economy introduction to information technology* (7thed.). NY: John Wiley & Sons.
4. Kelley, G. (2008). *Selected readings on information technology management: Contemporary issues*. New York: Information Science Reference.
5. Rainer, R.K., & Prince, B. (2015). *Management Information Systems: Moving Business Forward*. John Wiley & Sons.
6. Joseph, P.T. (2013). *Management Information Systems in the Knowledge Economy* (2nded.). New Delhi: Prentice Hall of India.
7. Laudon, K. C., & Laudon, J. P. (2018). *Management information systems: managing the Digital Firm* (15thed.). New Delhi: Pearson Education.
8. O'Brien, J. A., & Marakas, G. (2017). *Management information systems* (10thed.). McGraw Hill Education.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Developing a macro level understanding among the students with regard to the exploitation of information technology by organizations.	Lectures thru cases and presentations	A Field Study to be attempted by a Group of Students
II.	Discuss various types of Computer Based Information Systems and their relevance for organizations.	Lectures and discussions	Students participation in the class room discussions thru a case study
III.	Understanding of role of IT for competitive edge.	Discussions on industry cases and guest lecture	Individual attempt for solving the case studies
IV.	Importance of system development and life cycle.	Lecture with the help of a caselet	Presentations by students as well as discussions
V.	The role of IT Architecture in making IT systems.	Lecture and Discussions	Field Study by Group of Students in a chosen organization

* The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

Semester - 3 (MBA EX 8301- MBA EX 8303)

MBA EX 8301: Business Ethics and Corporate Governance

Course Objectives

The course seeks to bridge the gap between ethical behaviour of the individual and ethical challenges posed by organized business activity in the global marketplace. It further seeks to educate students about the importance of Corporate Governance and its implications with legal, social and personal ethics in business. The course aims to sensitize participants towards consequences of their decisions involving ethics. Finally the course does not provide solutions to critical dilemmas, but encourages critical ethical thinking and decision-making that are aligned with law of the land and morality.

Course Learning Outcomes

1. The course seeks to develop an understanding of philosophical frameworks that shape sense of morality while doing business in a cross-cultural global business environment.
2. It sensitizes participants towards negative outcomes of unethical practices at the level of organization, community, environment and self.
3. Facilitates the development of critical thinking to solve ethical dilemmas in work life.
4. Understand how areas of business often engage in unethical practices while conducting business functions like marketing, finance, human resources and others.
5. Learning to build an ethical work culture in an organization through an ethical policy, and its implementation.
6. Understanding the role of Corporate Governance in creating ethical and sustainable organizations.

Contents

Unit I: Conceptual framework: Ethical considerations in business and the costs of being unethical. What is the purpose of business: profit maximization versus corporate social responsibility?

Unit II: Philosophical frameworks for ethical decisions: Western Teleological, Deontological and Modern theories; Islam and business ethics; Chinese and Confucian ethics of business and Indian ethics.

Unit III: Workplace ethics in human resources management: hiring, promotions, discipline, discharge; and discrimination related to gender, caste and class. Sexual harassment.

Unit IV: Mergers & Acquisitions: reorganization, rationalization & redundancy. Labor and unions tactics that are not ethical but practiced by organizations.

Unit V: Marketing ethics: price, packaging and labelling problems; issues related to ethical advertising and communication; consumer protection and product safety.

Unit VI: Financial issues: insider trading, integrity of financial statements and reporting and disclosure issues.

Unit VII: Ethical choices facing employees: obligation and loyalty to the firm; abuse of official position; bribes & kickbacks; gifts and entertainment. Whistle blowing.

Unit VIII: Corporate governance systems in Indian & multinational organizations. Institutionalizing ethics in organizations. Regulatory mechanisms and ethical audit and code for ethical conduct in organizations. International agencies like the United Nations Global Compact 10th principle on anti-corruption and Triple Bottom Line.

Suggested Readings

1. Fernando, A.C. (2012). *Business Ethics and Corporate Governance*. New Delhi: Pearson.
2. Mohapatra, S. (2012). *Case Studies in Business Ethics and Corporate Governance*. New Delhi: Pearson.
3. Griseri, P., & Seppala, N. (2010). *Business Ethics and Corporate Social Responsibility*. South-Western Cengage Learning.
4. Sims, R.R. (2003). *Ethics and Corporate Social Responsibility: Why Giants Fall*. Greenwood Publishing.
5. Sekhar, R. C. (2002). *Ethical Choices in Business*. New Delhi: Response.
6. Flynn, G. (2008). *Leadership and Business Ethics*. Springer.
7. Chakraborty, S. K. (2001). *The Management of Ethics Omnibus*. Oxford University Press.
8. Coomaraswamy, A. K. (1993). *Spiritual Authority and Temporal Power in the Indian Theory of Government*. New Delhi: Indira Gandhi Centre for Arts.
9. AIMA (2007). *Corporate Governance and Business Ethics*. New Delhi: Excel.
10. Valasquez, M. G. (2011). *Business Ethics: Concepts and Cases* (7th ed.). USA: Prentice Hall.

Facilitating the achievement of course learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Conceptual framework: Ethical considerations in business and the costs of being unethical. What is the purpose of business: profit maximization versus corporate social responsibility?	Activity to assess the role of business and the cost of being unethical Questionnaire to assess the ethical orientation of self	Case Analysis.
II.	Philosophical frameworks for ethical decisions: Western Teleological, Deontological and Modern theories; Islam and	Tracing the cultural and political history of developed and	Case Analysis using Western, Indian, Chinese and Islamic

	business ethics; Chinese and Confucian ethics of business; Indian ethics	developing economies through group work in the context of the development of ethical thought	ethical frames.
III.	Workplace ethics in human resources management: hiring, promotions, discipline, discharge; and discrimination related to gender, caste and class. Sexual harassment.	Film on unethical corporate practices	Writing personal experiences when one was unethical or faced an ethical dilemma
IV.	Mergers & Acquisitions: reorganization, rationalization & redundancy. Labour and unions tactics that are not ethical but practiced by organizations	Lecture and class discussion to explain concepts	Project report on analysis of a real-life merger and acquisition case.
V	Marketing ethics: price, packaging and labelling; issues related to ethical advertising and communication; consumer protection and product safety.	Debate on the ethics of questionable marketing practices	Cases Analysis
VI	Financial issues: insider trading, financial statements and reporting and disclosure issues.	Lecture to explain concepts taking the case of Satyam Computers	Project study on landmark financial scams in India
VII	Ethical choices facing employees: obligation and loyalty to the firm; abuse of official position; bribes & kickbacks; gifts and entertainment. Whistleblowing.	Dealing with ethical dilemmas – discussion through case lets	Essay on ‘Corruption ‘
VIII	Unit VIII: Corporate governance systems in Indian & multinational organizations.	Lecture to explain the concepts with class interaction	Creating an ethical policy for FMS and implementation plans

	Institutionalizing ethics in organizations. Regulatory mechanisms and ethical audit and code for ethical conduct in organizations. International agencies like the United Nations Global Compact 10 th principle on anti-corruption and Triple Bottom Line.		
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MBA EX-8302: Strategic Analysis

Course Objectives

The course is designed to cover the fundamentals of strategic analysis. It aims to provide a holistic perspective of an enterprise, critical from the point of determining the strategic direction and scope of an organisation.

Course Learning Outcomes

1. Understand the concept of strategy formulation in various organizational contexts
2. Be able to analyse the broad macro and industry-specific external environment
3. Gain the ability to analyse the internal resource and capability environment of the organisation
4. Understand how organizations can try to achieve sustainable competitive advantage
5. Comprehend the distinction between different kinds of generic strategies.

Contents

Unit I: Strategy as the science and art of creating value: Goals and means, Deliberate versus emergent strategies, Influence of stakeholders, Strategic choices, Levels of strategy, Vision and mission, Strategic fit, leverage and stretch, The Balanced Scorecard

Unit II: Analysis of the External Environment: Demand and competitor analysis, Macro models and industry models, Industry attractiveness, Defining industries, Segmentation Analysis, Strategic Groups

Unit III: Organisational resources and capabilities: Types and nature of resources and capabilities, Transforming resources into capabilities, Identifying and appraising resource and capabilities, Gap analysis

Unit IV: Competitive Advantage: The notion of core competence, Sustainability of competitive advantage, The role of innovation, Competencies as barriers to change, Value Chain analysis

Unit V: Generic Strategies: Cost-based versus differentiation-based strategies, Cost leadership and focus, Sources of cost advantage, Broad differentiation versus focus, Types of

differentiation, Blue ocean strategies, Product and market diversification strategies, Portfolio models, Industry versus product life cycle, Static versus Dynamic Competitive Advantage

Suggested Readings

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6thed.), John Wiley.
2. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases* (8th ed.), Wiley.
3. Porter, M. E. (2004). *Competitive strategy*. (2004). New York: Simon & Schuster
4. Porter, M. E. (1998). *Competitive advantage of nations*. London: Macmillan Press.
5. Prahalad C.K. (2013). *The fortune at the bottom of the pyramid*. India: Pearson.

The list of cases and other relevant references including the latest articles and papers will be announced by the teacher every year at the time of starting the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understand the concept of strategy formulation in various business contexts	Group based discussion, Lecture	Quiz
II.	Be able to analyse the broad macro and industry-specific external environment	Individual and team-based tasks, Lecture	Application to specific industries
III.	Gain the ability to analyse the internal resource and capability environment of the organisation	Lecture, Brainstorming session	Class test/assessment
IV.	Understand how organizations can try to achieve sustainable competitive advantage	Use of web-based audio-visual material, Lecture	Quiz
V.	Comprehend the distinction between cost-based and differentiation strategies	Lecture, Discussion in small groups	Class test/assessment

MBA EX-8303: Sustainable Business and Development

Course Objective

The objective of this course is to provide an overview of the concept of sustainability and sustainable businesses, debate the currently emerging discourse on sustainable development and discuss the changes, which are being or can be brought about in the present model of running businesses so that there comes about an alignment between the broader objectives of the market economy and the goals of sustainable development. Such an alignment is the need of the hour as the activities of companies as well as their product and services have significant environmental ramifications. The course aims to develop an understanding of the meaning of sustainability in terms of business, which provides both competitive advantage and fosters economic growth.

Course Learning Outcome

1. Understanding of the concept of sustainable development and the discourse associated with the same.
2. Understanding of the issues pertaining to sustainable businesses and the myriad perspectives pertaining to the role of business in sustainability.
3. Understanding of the business risks and opportunities created by the new global order and the need to adopt more sustainable practices along with understanding the challenges posed by sustainable development for companies and their associated responsibilities and the scope of their actions.
4. Understanding of the concepts of sustainability at the individual, organisational and societal level, with a special emphasis on the evolving role of business in society.
5. Understanding of the various sustainable business management practices.
6. Understanding of the international legal environment pertaining to sustainable business.

Course Content

1. **Unit 1:** Introduction to Climate Change and Sustainable Development; Millennium Development Goals; Historical and Emerging Themes in Sustainable Business; Business Case for Sustainability
2. **Unit 2:** Sustainable Firm – Corporate Social and Environmental Sustainability; Redefining the Traditional Business Models; Sustainability and New Product Development; Sustainable Retail; Supply Chain Restructuring
3. **Unit 3:** Sustainable Business Management –Sustainability Accounting and Reporting; Triple Bottom Line Accounting; Carbon Accounting and Auditing for Business; Socially Responsible Human Resource Management; Socially Responsible Investing and Finance
4. **Unit 4:** (Re)Transformation of Business – Sustainable Infrastructure; Re-working Transportation Networks; Energy Efficiency; Green Buildings
5. **Unit 5:** International Legal Environment of Sustainable Business – International Trade Laws; Climate Change Treaties and their Impact on Business

Suggested Readings

1. McDonough, W., Braungart, M. (2002). *Cradle to Cradle: Remaking the Way We Make Things*. North Point Press
2. Kaplan, R., Norton, D. *The Balanced Scoreboard*. Harvard Business Review.
3. York University-Research Report No. 32/2010: *Global Warming: A Tragedy of the Commons*-Maebh O'Gorman
4. Blackburn, W. R. (2007). *The Sustainability Handbook: The Complete Management Guide to Achieving Social, Economic and Environmental Responsibility*. Environmental Law Institute.
5. Hoffmann, A. J., Woody, J. G. (2008). *Climate Change: What's Your Business Strategy?* Boston, MA: Harvard Business School Publishing.
6. Laszlo, C. (2005). *The Sustainable Company: How to Create Lasting Value through Social and Environmental Performance*. Island Press.
7. Rainey, D. L. (2010). *Sustainable Business Development: Inventing the future through Strategy, Innovation, and Leadership*. Cambridge University Press.
8. Wirtenberg, J., & Russell, William. G., & Lipsky, D. (2009). *The sustainable enterprise field book: when it all comes together*. AMACOM Division American Management Association.
9. Willard, B. (2005). *The Next Sustainability Wave: Building Boardroom Buy-in*. New Society Publishers.
10. Willard, B., & Elkington, J. (2002). *The New Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line*. New Society Publishers.
11. Hardin, G (1968). *The Tragedy of the Commons*. Science 162, no. 3859: 1243-1248.

Facilitating the achievement of course learning outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Climate Change and Sustainable Development; Millennium Development Goals; Historical and Emerging Themes in Sustainable Business; Business Case for Sustainability	Lecture, Group Based Discussion	Term Paper
II.	Corporate Social and Environmental Sustainability; Redefining the Traditional Business Models; Sustainability and New Product Development; Sustainable	Lecture, Discussions	Term Paper and Case Study Analysis

	Retail; Supply Chain Restructuring		
III.	Sustainability Accounting and Reporting; Triple Bottom Line Accounting; Carbon Accounting and Auditing for Business; Socially Responsible Human Resource Management; Socially Responsible Investing and Finance	Lecture	Case Study Analysis/ Class Test
IV.	Sustainable Infrastructure; Re-working Transportation Networks; Energy Efficiency; Green Buildings	Lecture, Use of Audio-Visual material, Brain Storming Session	Case Study Analysis. The Approach would be to take cases from different industries
V.	International Trade Laws; Climate Change Treaties and their Impact on Business; Business Implication of Stern and Garnaut Reports	Lecture and Discussion	Term Paper

Note: The list of cases and other relevant references including the latest articles and papers will be announced by the teacher every year at the time of starting the course.

Semester - 4 (MBA EX 8401-MBA EX 8404)

MBA EX 8401: Global Business Management

Course Objectives

The course focuses on key global business environmental factors and introduces to the students the nature of international business and the internationalised firm. It will help the students to understand the factors contributing to the diverse and complex international business environment and the influence of global competitive forces and the resources needed to compete effectively in global markets.

Course Learning Outcomes

1. Understanding the Global Business Environment and the development of firms with international operations, including Multinational Enterprises (MNEs); multinational firms in a globalised world
2. Develop an understanding of Global Financial Institutions, Regional Trade Associations, and Institutions of the Multilateral Trading System
3. Understanding how international business is affected by the many different types of environments (i.e. economic, political, social, cultural, financial, technological) in which it operates; Cultural differences and their effects on international business
4. Strengthening the understanding of foreign exchange markets;
5. Understanding international trade policy and the World Trade Organisation (WTO); regional economic integration
6. Understanding financing international transactions and settlement of international disputes
7. Understanding innovation, technology diffusion and the digital divide
8. Studying Country Risk and Political risk

Contents

Unit 1: Introduction to Global Business

Globalization – Meaning, Implications, Globalization as a driver of International Business, International Business contrasted with domestic Business, Drivers of International Business, The Multinational Corporation – evolution, features and dynamics – from the Conglomerate to the Born Global Enterprise. Theories of International Business (Traditional theories for developed country incumbents vs Modern theories for Emerging Markets – Stage Model, Accelerated Internationalisation Models, LLL Theory, Leapfrogging and Spring-boarding theories, Modes of Entry into International Business – Trade, Contractual Entry and Investment related modes.

Unit II: Global Business Environment

Political Economy of International Business, Economic and Political Systems, Legal Environment, Cultural Environment, Ethics and CSR in International Business.

Unit III: Global Trading Environment

Theories of International Trade, Political Economy of International Trade – Tariff and Non-tariff Barriers, Global Regulation of International Trade – WTO, UNCTAD; Regional Economic Integration – theory, stages, working

Unit IV: Global Investment Environment

Theories of Foreign Direct Investment, Traditional and Modern theories of FDI, Modes of FDI - Greenfield, Mergers and Acquisitions and Brownfield Investment, Motives of FDI, FDI contrasted with FPI

Unit V: Strategy and Structure of Global Business

Modes of Foreign Market Entry, Country Evaluation and Selection, Entry and Expansion Strategies, Direct Investment versus Collaborative Arrangements, Organizational Structure in the global context, Global Competitiveness; Technology and Innovation.

Unit VI: Emerging Issues in Global Business

Production, outsourcing and Global Value chains, Environmental Issues in International Business, International Entrepreneurship.

Suggesting Readings

1. Adekola, A., & Sergi, B.S. (2007). Global Business Management: A Cross-Cultural Perspective (1st Ed.). Routledge.
2. Hill, C. W., & Arun, K. (2017) International Business: Competing in the Global Marketplace (10th ed). McGraw Hill Education
3. Daniels, John D, Lee H Radenbaugh, Daniel P Sullivan, Prashant Salwan (2010) International Business – Environments and Operations, (12th edition), Pearson Ltd.
4. Michael R. Czinkota, Ilka A. Ronkainen and Michael H. Moffett, International Business, John Wiley & Sons Inc., eighth edition, 2011.
5. Griffin, Ricky R and Michael W Pustay (2007) International Business: A Managerial Perspective, Prentice Hall.
6. Morrison, Janet (2012) International Business: Challenges in a Changing World, Palgrave Macmillan
7. Cherunilam, F. (2010). International Business: Text and Cases (5th Ed.). Prentice Hall India
8. Varma, S. (2012). International Business (1st Ed.). Pearson.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Workings of MNEs in a Globalised world	Discussion of cases and data	Short reports
II.	Global Business Environment	Lectures, discussion of stylized facts	Quizzes. Discussion based-assessment
III.	Global Trading Environment	Lectures, discussion of cases	Tests and quizzes. Presentation based assessment.
IV.	Global Investment Environment	Lectures, analysis of data	Reports. Tests.
V.	Strategy and Structure of Global Business	Discussion of stylized facts	Short notes/reports. Discussion-based assessment
VI.	Emerging Issues in Global Business	Discussion of cases	Short notes/reports. Presentation-based assessment

MBA EX 8402 Legal Environment of Business

Course Objectives

The objective of this course is to provide students with increased knowledge concerning important legal issues in business, so that they, as managers able to take decisions which are in accordance with the law of the land.

The course aims to bring jurisprudence to the forefront by engaging students in thoughtful and critical analysis of the law. This course resolves to provide the students with an understanding of the basic nature of law, how it works, how it is used to settle disputes and how it affects business decision making.

Greater knowledge of legal issues in business will enable the students to be an active partner in legal aspects of decision making. The students will be better equipped to avoid the legal issues before they occur and control and manage legal problems which do emerge more effectively.

Course Learning Outcomes

1. The course will help students recognize when one has a legal issue in various business settings and transactions.
2. The course will enhance student growth in critical thinking and problem solving regarding legal issues by reviewing factual situations and applying sound legal reasoning to reach a conclusion.
3. It will help students acquire a knowledge of basic legal terminology
4. The course will strengthen written and oral communication through several written assignments and classroom presentations.

Contents

Unit I: Business Management and Jurisprudence

Philosophical context of the law, general principles and application of jurisprudence.

Unit II: Commercial Laws

Essential elements of mercantile law

The Indian Contract Act, 1872; the Sale of Goods Act, 1930; the Negotiable Instruments Act, 1881; the Partnership Act, 1932; the Companies Act, 2013; the Competition Act, 2002; the Consumer Protection Act, 1986

Unit III: Banking & Insurance Law

Introduction, Control and Regulation of Banking and Insurance in India

The Banking Regulation Act, 1949; Insurance Act, 1938(Amendment Act 2015)

Foreign Exchange Management Act, 1999; Introduction, Definitions, Regulation and Management of Foreign Exchange

Unit IV: Intellectual Property Rights

Regulatory structure and compliance

The Copyright Act, 1957; the Patent Act, 1970; the Trade Mark Act, 1999

Suggested Readings

1. Kapoor, N.D. *Elements of Mercantile Law*. New Delhi: Sultan Chand & Sons.
2. Albuquerque, D. *Legal Aspects of Business – Texts, Jurisprudence and cases*, Oxford higher education.
3. Kuchchal, M.C. *Business law*. Vikas Publishing.
4. Kapoor, N.D. *Elements of company law*. New Delhi: Sultan Chand & Sons.
5. Pathak, A. *Legal Aspects of Business*. Tata McGraw Hill
6. Gulshan, S. S., *Business Law Including Company*. Excel Books
7. Tulsian, P.C. *Business Law*. Tata McGraw Hill.
8. Taxmann's Students Guide to Economics Laws, Taxman Allied Services Pvt. Ltd, New Delhi.
9. Kuchchal, M. C. *Corporate Laws*. New Delhi: Shri Mahaveer Book Depot.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Legal theory and nature of jurisprudence	Conduct discussions and set up a mock court	Classroom discussion
II.	Essential elements of Mercantile law	Case study	Classroom presentation
III.	Essential elements of banking and insurance; complex contemporary issues in national and international trade	Research Project	Written project report
iv.	Understanding the knowledge economy	Intellectual property identifier; cases	Classroom discussion and quizzes

MBA EX 8403 Leadership and Change Management

Course Objectives

The purpose of this course is to familiarize students with the basic concept of leadership and change to enable them to understand the dynamics of organizational life thereby leading to organizational effectiveness and change.

Course Learning Outcomes

1. Understanding the concept of organizational change and development with the help of

- different models of change
2. Familiarization with the concept of organizational climate and culture
 3. Understanding the process, theories and styles of leadership
 4. Develop an understanding of the relation between leadership and ethics
 5. Understanding how managers deal with conflict & handle negotiations in organizations
 6. Understanding the concept of power and politics in organizations and learn to manage it
 7. Understanding how managers can use the models to enhance creativity levels of employees both at the individual and the organizational level
 8. Understanding the basic concept of managing gender issues in organizations
 9. Develop an understanding of cross-cultural management
 10. Understand the evolution and the development learning organization

Contents

Unit I: Introduction to concepts of Organizational Change and Development: Forces, Resistance and Management of Change; Models of Change

Unit II: Organizational Climate and Culture; Introduction; Evolution; Determinants; and Dimensions

Unit III: Theories and Styles of leadership: Introduction; Trait Approach; Behaviour Approach; Contingency models of Leadership; Transactional and Transformational Leadership

Unit IV: Leadership and Ethics

Unit III: Management of Conflict & Negotiations: Sources, Reactions and Management of Conflict; Approaches to Negotiation

Unit V: Power and Politics in Organization: Introduction, Bases of Power, Power and Political tactics, Sources of Political Behaviour

Unit VI: Management of Creativity and Innovation: Individual and Organizational Creativity, Creative Blocks, Overcoming Blocks, Organizational Innovation

Unit VII: Understanding Gender Issues in management: Gender stereotypes, Women in Management, Individual and Organizational strategies to manage Gender Issues in Organizations

Unit VIII: Cross-Cultural Management; Learning Organizations

Suggested Readings

1. Luthans, F. (2015). *Organizational Behaviour: An Evidence-Based Approach* (13th Ed.). McGraw-Hill Irwin.
2. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016). *ORGB: A South Asian Perspective* (2nd Ed.). India: Cengage Learning India Pvt. Ltd.
3. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2013), *Organizational Behaviour: A South Asian Perspective* (7th Ed.). India: Cengage Learning India Pvt. Ltd.
4. Pareek, U. & Khanna, S. (2016). *Understanding Organizational Behaviour* (4th Ed.). New Delhi: Oxford University Press.

5. Robbins, S. P., Judge, T.A. & Vohra, N. (2015). *Organizational Behaviour* (16th Ed.). Pearson Education.
6. Singh, K. (2015). *Organizational Behaviour: Text and Cases* (3rd Ed.). New Delhi: Vikas Publication.
7. Singh, K. (2010). *Organization Change and Development* (2nd Ed.). New Delhi: Excel Publications.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Introduction to concepts of Organizational Change and Development; Models of Change	Presentation and discussion on different aspects of organizational change and development and different models of change with the help of case studies and situation analysis	Fieldwork on analysing the process of change in corporate and assessment of resistance to change, Case analysis and quiz
II.	Organizational Climate and Culture	Discussions and presentations on the understanding of organizational culture and climate with its measurement.	Field visit to assess the culture and climate of organizations, Case analysis and quiz
III.	Theories and Styles of leadership	Trait, behaviour and contingency models of leadership with the help of presentation and discussion of case and situation analysis	Assessment of Leadership style of managers in corporate, case analysis and quiz
IV.	Leadership and Ethics	Discussion on the importance of Ethics in practicing Leadership and presentation of ethical leadership	Exercise and Quiz
III.	Management of Conflict & Collaboration	Presentation and discussion on types, sources and management of conflict with a focus on collaborative behaviour.	Exercise and cases
IV.	Intergroup behaviour and Negotiation	Understanding the importance of intergroup behaviour in organizations through simulation and analysis of the role on negotiation.	Simulation cases and quiz
V.	Power and Politics in	Discussions and presentations on the	Assessment of

	Organization	role and importance of power and politics in business organization	power play in business organizations case analysis and quiz
VI.	Management of Creativity and Innovation	Measuring individual creativity and case analysis to understand the importance of creativity and innovation in organizational life.	Exercise, case analysis and quiz
VII.	Understanding Gender Issues in management	Exercise and situation analysis on identifying and managing gender issues in organizations.	Exercise, case analysis and quiz
VIII.	Cross-Cultural Management; Learning Organizations	Case on cross-cultural management and learning organization and discussion and presentation.	Exercise, case analysis and quiz

* The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

MBA EX 8404 Strategic Management

Course Objectives

The course is designed to cover fundamental issues with regard to corporate and business strategy, and the implementation and process aspects of strategic management.

Course Learning Outcomes

1. Understand the relationship between strategic analysis and strategic implementation
2. Comprehend the distinction between firms and markets
3. Apply strategy principles to understand the benefits and costs of diversification
4. Understand the international dimensions of strategic management
5. Study the major contemporary trends in strategic management

Contents

Unit I: From strategic analysis to strategic management: The strategic design of organizational structures, processes and management systems, the role of culture, Strategic performance management, Feedback loops

Unit II: Firms versus markets: The nature of firms, When are firms superior to markets? Vertical and horizontal integration, the scope of the firm

Unit III: Diversification strategy: Economies of scale and scope, Risk management, Related versus unrelated diversification, Costs and benefits of diversification, Mergers and acquisitions, Franchising, alliances, joint ventures and networks

Unit IV: Global strategy: Analyzing competitive advantage in an international context, Global value chains, Global integration versus national differentiation

Unit V: Current trends in strategic management: The rise of e-commerce, the networked organization, Artificial intelligence and strategic management

Suggested Readings

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6thed.), John Wiley.
2. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases*, (8th ed.). Wiley.
3. Porter, M. E. (2004). *Competitive strategy*. New York: Simon & Schuster.
4. Porter, M. E. (1998). *Competitive advantage of nations*. London: Macmillan Press
5. Prahalad, C. K., & Krishnan, M. S. (2008). *The New Age of Innovation: Driving co-created value through global networks*. New York: McGraw Hill.

* The list of cases and other relevant references including the latest articles and papers will be announced by the teacher every year at the time of starting the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understand the relationship between strategic analysis and strategic implementation	Brain-storming session, Lecture	Quiz
II.	Comprehend the distinction between firms and markets	Individual and team-based tasks, Lecture	Application to specific industries
III.	Apply strategy principles to understand the benefits and costs of diversification	Lecture, Group discussion	Class test/assessment
IV.	Understand the international dimensions of strategic management	Use of audio-visual material, Lecture	Quiz
V.	Study the major contemporary trends in strategic management	Lecture, Discussion in small groups	Class test/assessment

Elective Courses

Area: Culture, Philosophy and Management (MBAEX 9101-9103)

MBA EX 9101 Cultural Philosophical and Spiritual Foundations of Management

Course Objectives

The course is designed to persuade management students to study philosophy, and convincing them that a study of philosophy is relevant for them in a business environment underscored by uncertainty.

Course Learning Outcome

1. The students will be able to understand the cultural and philosophical foundations of management education.
2. The students will be exposed to the contributions made by major eastern and western philosophers.
3. The students will be exposed to an analysis of values such as trust, justice, honesty, integrity, fairness, prudence, respect, competition, professionalism.
4. The students will be exposed to Enlightened Management Practices through literature.
5. The students will understand the role of the cultural context of human understanding and its implications in organizations.

Contents

Unit – I: Introduction to Eastern and Western philosophies on education and understanding human nature, Philosophical foundations of management, Application of Trusteeship theory in management.

Unit – II: The psychological foundations of values and its impact on Behaviour, Morality and business, Consciousness and capitalism, Theory of Justice and management. The doctrine of karma and Kant's postulate of morality.

Unit – III: Analysis of the theories of trust, justice, honesty, integrity, fairness, prudence, respect, competition, professionalism and examining its contemporary relevance for organizational development and growth.

Unit – IV: Indian philosophy and its ontology and epistemology, Yoga and mental health, understanding bio-sphere and bio-energy, Sri Aurobindo's Integral Yoga and levels of being, Causation theories in Indian philosophy, Four principles of Mahatma Gandhi.

Unit – V: Insights from Indian and Western literature on Management, Insights from folklores and folktales, Insights on enlightened management practices from fictions, understanding enlightened management practices in cultural context, cultural intelligence and organizational performance.

Suggested Readings

1. Henry S.R.Kao, D. S. (1988). Social Values and Development: Asian Perspectives. New Delhi: SAGE Publications.
2. Hume, D. (2006). An enquiry concerning the principles of morals. Hard press.
3. Klafehn, J., Banerjee, P. M., & Chiu, C. (2008). navigating cultures: The role of metacognitive cultural intelligence. In L. V. Ramon S. Ang, Handbook of cultural intelligence: Theory, measurement and applications (pp. 318-331). Armonk New York: M.E. Sharpe.
4. Locke, J. (1995). An essay concerning the understanding of human nature. Amherst, New York: Prometheus Books.

5. Memmi, D. (2016). Comparative foundations of Eastern and Western thought. In D. Memi, AI and Society: Knowledge, Culture and Communication (pp. 359-368). Verlag London: Springer.
6. House, R. J., Javidan, M., Hanges, P. J., & Dorfman, P. W. (2002). Understanding cultures and implicit leadership theories across the globe: An introduction to project GLOBE. *Journal of World Business*, 3-10. [http://dx.doi.org/10.1016/S1090-9516\(01\)00069-4](http://dx.doi.org/10.1016/S1090-9516(01)00069-4).
7. Smith, A. (2000). *The Theory of Moral Sentiments*. New York: Prometheus Books.
8. Wilpert, H. S. (1999). *Management and Cultural Values: The indigenization of organizations in Asia*. New Delhi: Sage publications.

Facilitating the achievement of Course Learning Outcomes

Unit No1	Course Learning outcomes	Teaching and Learning Activity	Assessment Tasks
I.	The students will understand the cultural, philosophical and spiritual foundations of organizational development	Small Group Discussion	Analysis of Discussion Notes
II.	The students will be able to understand the psychological foundations of values and its application in managing people at work.	Cases and small group discussions	Case analysis
III.	The students will be exposed to the analyses of theories of trust, justice, fairness, honesty and integrity.	Cases and small group discussions	Case analysis and assignment
IV.	The students will understand the fundamentals of Indian philosophy, particularly, causation theories; in the context of management researches.	Seminar, discussions and cases	Case analysis and assignment
V.	The students will be able to draw management insights from literature, folk tales, folklores and fictions.	Seminar, discussions and cases	Case analysis and assignment

MBA EX 9102 Value Based Leadership: Learning to Create High Performing Organizations

Course Objectives

To provide inputs to the students to learn how to develop and maintain a value-based organization – an organizational culture that ensures high levels of performance and quality of life, both in the short and the long term, and in both good and difficult times.

Course Learning Outcomes

1. The students will be exposed to various theories of leadership in the context of growing organizational crisis of values.
2. The students will be exposed to different cases and models to create value-based organizational culture.
3. The students will be exposed to the five disciplines of learning organizations and various tools and techniques to create a learning organization.
4. The students will be exposed to different models of creating high performing organizations.
5. The students will be exposed to value-based stake-holder analyses.

Contents

Unit I: Leadership – Various theories, Transactional and transformational leadership styles, Charismatic leadership, authentic leadership, and Value-based leadership.

Unit II: Organizational culture – perspectives, models and challenges; Synergy between core competencies and organizational culture; Virtue based organizational culture, Miami's seven-step process for creating value framework, Creating a culture of value-based leadership.

Unit III: Learning Organization: Nature, concept and disciplines; Systems thinking; Mental models, Team learning, Personal mastery, Shared Vision, Application of five disciplines, Creating learning organizations.

Unit IV: High performing organizational models – key components, intellectual and psychological capital, employee involvement.

Unit V: Stakeholder theory and value creation, Value-based social engagement.

Suggested Reading List

1. Senge P.M. (1990). The Fifth Discipline: The Art & Practice of The Learning Organization
2. Senge, P.M. (1994) The Fifth Discipline Field book: Strategies and Tools for Building a Learning Organization
3. Collins, J. (2001). Good to Great: Why Some Companies Make the Leap...And Others Don't.

4. Bennis, W.G. and Thomas, R.J. (2002). *Geeks and Geezers: How Era, Values, and Defining Moments Shape Leaders*.
5. Kraemer, H.M. (2011). *From Values to Action: The Four Principles of Values–Based Leadership*.
6. George, B. *Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value*, Kindle edition.

Facilitating the achievement of Course Learning Outcomes

Unit No1	Course Learning outcomes	Teaching and Learning Activity	Assessment Tasks
I.	The students will learn the fundamentals of various leadership theories in its historical and current perspective	Discussions and cases	Case analysis
II.	The students will learn to do organizational analysis to understand the values, ethos and beliefs of the organizational culture.	Cases and small group discussions	Case analysis
III.	Students will understand concepts, tools and techniques of creating learning organizations	Cases and small group discussions	Case analysis and assignment
IV.	Students will learn the various organizational models of creating high performing organizations.	Discussions and cases	Case analysis and assignment
V.	Students will learn to do a stakeholder analysis for value creation.	Seminar, discussions and cases	Case analysis and assignment

MBA EX 9103 Personal power and leadership through Asian values

Course Objectives

The objective of the course is to develop a holistic perspective towards self and managerial actions, unleash personal power, and foster organizational excellence. It also aims to nurture value-based leadership that supports diversity and manages change effectively. The course contents are based on principles and values enshrined in the Asian psycho-spiritual philosophies, wisdom traditions, epic literature and folklore and draw from Indian Vedanta, Japanese Zen Buddhism and Chinese Taoism.

Course Learning Outcomes

1. Use Asian concepts to become self-aware of strengths and discover innate potential which is the source of personal power.
2. Learn methods and techniques to overcome weakness and foster holistic development that encompasses physical, mental, social and spiritual self.
3. Unleash creativity and attention through Zen – Buddhism methods
4. Understand and practice value-based leadership
5. Create sustainable and prosperous organizations through Asian concepts

Contents

Unit 1: Asian fountainhead of knowledge sources- philosophies of Vedanta, Zen – Buddhism and Taoism. Ontology and epistemology of existence and its functioning.

Unit II: Model and structure of human existence: PanchKosh model from Taittiriya Upanishad

Unit III: Exploring the self through Svabhava – Guna theory from Bhagavad Gita.

Understanding the self from Buddhist and Western viewpoint.

Unit IV: Developing personal power through Ashtang yoga (Patanjali Yoga Sutra).

Unit V: Managing constructive & destructive emotions – Rasa theory.

Unit VI: Enhancing the power of creative attention – an approach of Zen Buddhism.

Unit VII: Value-based leadership – dharma – danda model illustrated through heroes of Mahabharata.

Unit VIII: Aligning People Product and Processes (A3P) model for strategic change and development in organizations – Vedanta approach.

Suggested Readings

1. Shri Aurobindo, (1993). Essays on Gita. Pondicherry, Shri Aurobindo Ashram.
2. Fritjof Capra, (2003). The Hidden Connections. Harper Collins.
3. Bede Griffiths, (1995). Universal Wisdom. Indus.
4. Nikam, R. K. (1973). Some Concepts of Indian Culture. Indian Institute of Advanced Studies, Shimla.
5. B.K.S. Iyengar (2005). Light on Life. Rodale.
6. ThichNahtHanh, (2007). Understanding our mind. Harper Collins.
7. Alan W. Watt. (1957). The Way of Zen. Penguin Books.
8. Eva Wong, (2000). The Shambala Guide to Taoism. Shambala, South Asian editions.
9. Kao, H.S.R., & Sinha D., (1997). Asian Perspectives on Psychology. New Delhi SAGE
10. Roy, R. (1960). Beyond Egos Domain. New Delhi Shipra Publications.
11. Ross, N W (1960) The World of Zen, New York, Random House.
12. Vinoba, Bhava (2003). Talks on Gita. Gram Sewa Mandal,

Facilitating the achievement of course learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Asian fountainhead of knowledge sources- philosophies of Vedanta, Zen – Buddhism and Taoism. Ontology and epistemology of existence and its functioning.	Activity to discover the model of man: East-West Perspective	Essay on “Who am I”
II.	Unit II: Model and structure of human existence: PanchKosh model from Taittiriya Upanishad	How natured or denatured is your Panch kosha – exercise	Develop a plan for nurturing the Panch Kosha
III.	Unit III: Exploring the self through Svabhava – Guna theory from Bhagavad Gita. Understanding the self from Buddhist and Western viewpoint.	Questionnaire to assess the svabhava and guna of the self	Case analysis of historical characters to assess the svabhava-guna
IV.	Developing personal power through Ashtang yoga (Patanjali Yoga Sutra).	Outdoor Activity	Developing a log-book for holistic development
V	Managing constructive & destructive emotions – Rasa theory.	Debate on ePower of Emotions	Role-play to practice the control of destructive emotions
VI	Enhancing the power of creative attention – an approach of Zen Buddhism.	Use Zen stories, Hiaku writing and Koans to explore creative self-expression and concentration	Demonstrate creative attention through problem-solving.

VII	Value-based leadership – Dharma – Danda model illustrated through heroes of Mahabharata.	Dealing with leadership dilemmas – discussion through case lets	Character sketch of heroes of Mahabharata to demonstrate their leadership style based on Asian values
VIII	Aligning People Product and Processes (A3P) model for strategic change and development in organizations – Vedanta approach.	Case-based lecture	Diagnose the A3P alignment of a chosen organization

Area: Economics and Public Policy (MBAEX 9201-9202)

MBA EX 9201 Economic Growth and Development

Course Objectives

This course introduces students to the main issues concerning economic growth and development. There are two distinct but interconnected broad themes here. The first half of the course focusses on economic growth, where macro theories of growth and the associated data are discussed. In the second half, the most prominent issues related to economic development are introduced. The emphasis is on understanding the data and how to draw conclusions. Although the bulk of the course is based on “macro-perspective”, the newer “micro-perspective” based research developments and results are discussed too,

Course Learning Outcomes

1. Understanding the state of nations in terms of economic growth: history and trends
2. Understanding the growth model and test their validities
3. Analyzing the role of technology in economic growth
4. Analyzing development in terms of commonly measured macro-variables
5. Understanding and analyzing the recent developments in research methodology

Contents

Unit I: Introduction: A Global Perspective. Comparing Economies. Stylized Facts.

Unit II: Neoclassical Growth Theory. The Basic Solow Model. Properties of Steady State. Growth Accounting. Convergence. The Solow Model with Technology. The Solow Model with Human Capital, Endogenous Growth Theory

Unit III: Technology. Intellectual Property. Economics of Ideas,

Unit IV: Poverty & Inequality – Concepts, Data & Measurement, Population Growth and Economic Development, Education and Health in Economic Development, Rural Development. Agricultural Markets

Unit V: “Micro-perspective”, New Empirical Research Directions. Randomized Control Trials.

Suggested Readings

This course requires the students to read a number of academic articles, both old and recent. A list of articles corresponding to each topic will be given by the instructor during the course.

1. Barro, R. J., & Sala-i-Martin, X. (2004). *Economic Growth* (2nd ed.). Prentice Hall.
2. Banerjee, A. & Duflo, E. (2012). *Poor Economics: A Radical Rethinking of the Way to Fight Global Poverty*. Public Affairs.
3. Banerjee, A., Benabou, R., & Mookherjee, D. (2006) *Understanding Poverty* (6thed.). Oxford University Press.
4. Jones, C. (2013). *Introduction to Economic Growth* (2nd Ed.). Viva Books
5. Perkins, D.H., Radelet, S., & Lindauer. D. L. (2013). *Economics of Development* (7th Ed.). W. W. Norton & Company.
6. Ray, D. (1998). *Development Economics*. Princeton University Press.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understanding the state of nations in terms of economic growth	Lectures, discussion of stylized facts and case lets	Problem sets to perform data analysis.
II.	Understanding the growth model and test their validities	Lectures, discussion of academic papers, empirical estimations	Tests and quizzes containing analytical and qualitative problems.
III.	Analysing the role of technology in economic growth	Lectures, interactive discussions	Country-specific reports
IV.	Understanding the main variables in the development of literature	Lectures, discussion of cases	In-class discussion-based assessment. Short reports.
V.	Familiarizing with the new empirical techniques	Data analysis, interactive discussions	Quizzes. In-class discussion-based assessment.

MBA EX 9202: Economics of Innovation

Course Objectives

This course has two broad themes: understanding the economic determinants of innovation and technological change, and management of innovation. For the first part, the focus will be on understanding technological changes and its impact, from the economics perspective. The history of innovation and technological change will also be covered to give the background for modern systems of innovation, as well as to understand the evolution of industries and intellectual property rights systems. In the second part, the management of innovation and innovative activities inside businesses will be discussed. The focus of this part is to understand how firms formulate technological innovation strategy and how they appropriate the gains. The course will also address the topic of technological leap-frogging and issues related to developing countries.

Course Learning Outcomes

1. Knowing the history of innovation and its connection to the present
2. Understanding the models of innovation
3. Analyzing the role of Intellectual Property Rights and the role of Institutions
4. Understanding the theories and practices of management of innovation
5. Analyzing innovation in the context of developing countries

Contents

Unit I: Economics of Innovation. History. Industrial Revolutions.

Unit II: Types of Innovation. Sources of Innovation. Path Dependency, Theories of Innovation, Firm Characteristics and Innovation. Industry Characteristics and Innovation,

Unit III: IPRs. Theories of IPR. Spillover and Appropriability

Unit IV: Formulating Technological Innovation. Organizing for innovation. New Product Development, Protecting Innovation. Timing of Entry. Standard Setting and Design Dominance.

Unit V: Innovation in Developing Countries: China, India. Role of the Government.

Suggested Readings

This course requires the students to read several academic articles as well as technology and company reports. The list of articles and reports corresponding to each topic will be given by the instructor during the course.

1. Afuah, A. (2009). *Innovation Management: Strategies, Implementation, and Profit*. Oxford University Press.
2. Burgelman, R., & Christensen, C. (2017). *Strategic Management of Technology & Innovation*. McGraw Hill Education.
3. Dodgson, M., Gann, D., M. & Phillips, N. (2015). *The Oxford Handbook of Innovation Management*. Oxford University Press.
4. Hall, B., & Rosenberg, N. (Eds.). (2010). *Handbook of the Economics of Innovation*. North Holland.
5. Schilling, M. A. (2010). *Strategic Management of Technological Innovation*. McGraw Hill.

6. Schumpeter, J. A. (1942). *Capitalism, Socialism and Democracy*. Adarsh Books.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Knowing the history of innovation and its connection to the present	Discussion of cases, discussing academic papers	Short Reports.
II.	Understanding models of innovation	Lectures, discussion of cases	Case-based tests
III.	Analysing the role of IPR	Lectures, discussion of cases, empirical analysis	Country-specific/sector-specific reports. Tests containing conceptual problems
IV.	Understanding the management of technology	Lectures, interactive discussions, discussion of cases	In-class discussion-based assessment. Case-based tests.
V.	Analysing innovation in developing countries	Lectures, data analysis	Data reporting and analysis-based assessment

Area: Entrepreneurship (MBAEX 9301-9302)

MBA EX-9301: Entrepreneurship, creativity and innovation

Course Objectives

The objective of this course is to help the students to develop an entrepreneurial mindset and gain an understanding of the entire entrepreneurial process through analysis of various situations. Additionally, the purpose of the course is also to gain insights about the critical role of creativity and innovation to the development of new products and services in entrepreneurial start-ups.

Course Learning Outcomes

1. Explain the meaning and significance of entrepreneurship and understand the process of entrepreneurial action.
2. Understand the entrepreneurial mindset and personality.
3. Understand the importance of idea generation, identifying opportunities and the value of a business plan.
4. Understand the role of creativity and innovation in entrepreneurship

5. Examine strategies for growth and identify the human resource challenges for managing growth.
6. Understand the concept of social entrepreneurship and appreciate how social entrepreneurs mobilize scarce resources to affect social change.
7. Understand how established firms can develop an entrepreneurial culture and the challenges of doing so.

Contents

Unit I: Entrepreneurship and the Entrepreneurial process

Unit II: The Entrepreneurial mindset and personality.

Unit III: Idea generation, identifying opportunities and evaluation.

Unit IV: Creativity and Innovation.

Unit V: Managing Growth

Unit VI: Social entrepreneurship and Innovation

Unit VII: Corporate Entrepreneurship

Suggested Readings

1. Barringer, B. R & Ireland, R.D. (2013). *Entrepreneurship Successfully Launching New Ventures*. Pearson.
2. Drucker, P. F. (2006). *Innovation and Entrepreneurship: Practice and Principles*. Elsevier.
3. Fagerberg, J., Mowery, D. C., & Nelson, R. R. (Ed.). (2006). *The Oxford Handbook of Innovation*. Oxford University Press.
4. Hisrich, R., Manimala, M.J., Peters, M.P., & Shepherd, D.A. (2015). *Entrepreneurship* (9th ed). McGraw Hill.
5. Kaplan, J. M. (2012). *Patterns of Entrepreneurship* (4 Ed.). John Wiley & Sons.
6. Khandwalla, P. (2003). *Corporate creativity*. New Delhi: Tata McGraw Hill
7. Kuratko, D.F., & Rao, T.V. (2014). *Entrepreneurship: A South-Asian Perspective*. Cengage Learning.
8. Mullins, W. J. (2004). *New business road test*. Prentice Hall.
9. Mullins, W. J. & Komisar, R. (2009). *Getting to Plan B: Breaking Through to a Better Business Model*. Harvard Business Press.
10. Roy, R. (2011). *Entrepreneurship* (2ed.). New Delhi: Oxford University Press.

* The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Explain the meaning and significance of entrepreneurship and	Group activity, presentation and discussion on the nature, importance, impact and approaches to entrepreneurship and a	Participation in group activities, quiz, case analysis

	understand the process of entrepreneurial action.	perspective on Indian entrepreneurs with cases based on real-world situations. Videos about entrepreneurs.	
II.	Understand the entrepreneurial mind-set and personality.	Experiential exercises and case discussion on common characteristics associated with entrepreneurs. Videos about entrepreneurs and their journey.	Case analysis, group activity and quiz.
III.	To understand the importance of Idea generation, Identifying opportunities and the value of a business plan.	Experiential exercises on idea generation, identifying opportunities and case discussion. Videos about entrepreneurs.	Group activity on idea generation and business plan preparation and evaluation. Participation in case analysis and quiz.
IV.	To understand the role of creativity and innovation in entrepreneurship	Presentation and case discussion to examine the role of creativity and innovation in entrepreneurship; Experiential small group activities, exercises and videos.	Case analysis, group activity and quiz.
V.	To examine strategies for growth and understand the human resource challenges for managing growth.	Presentation with case illustration and discussion on the stages of a typical venture life cycle, transition from an entrepreneurial style to a managerial approach, key factors that play a role during growth stage with videos on entrepreneurs.	Entrepreneur interview, case analysis, and quiz.
VI.	Understand the concept of social entrepreneurship and appreciate how social entrepreneurs mobilize scarce resources to affect social change.	Presentation and discussion on the concept and relevance of social entrepreneurship with cases and videos based on real situations.	Case analysis and quiz.
VII.	Understand how established firms can develop an entrepreneurial culture and the challenges of doing so.	Discussion on the concept and challenges of corporate entrepreneurship and methods of developing managers for corporate entrepreneurship with case illustrations, experiential exercises and videos.	Case analysis and quiz.

MBA EX9302: Managing Human Resources for SMEs and Start-Ups

Course Objectives

The legitimization of Human Resource (HR) is generally undermined among Small & Medium Enterprises (SMEs)/ start-ups. The objective of this course is to help the students appreciate the significance of formalizing HRM in SMEs/start-ups. The course is designed to promote an understanding of the key issues that apply to the sector. The syllabus is intended for both, HR specialists as well as entrepreneurs.

Course Learning Outcomes

1. Understanding the significance of HRM among SMEs/ start-ups
2. Learning to design and apply HRM practices in SMEs
3. Developing an understanding of the role of CEOs/ Leadership and culture in implementing HR practices
4. Learning to measure HR practices in SMEs/Start-ups

Contents

Unit I: Business Environment and SMEs/Start-ups: Growth and current status; Difference between HRM for SMEs/ Start-ups and large corporations; Stages of growth in SMEs and HR implications; HR models in SMEs.

Unit II: HRM practices in SMEs/Start-ups: recruitment, retention, training, rewarding, and performance management.

Unit III: Determinants of best HR practices in SMEs: role of CEO/leadership; SME culture.

Unit IV: Problems with implementing HR practices in SMEs: balancing formal practices with flexibility

Unit V: Measuring HR practices in SMEs/ Start-ups

Suggested Readings

1. Bacon, N., & Hoque, K. (2005). *HRM in the SME Sector: Valuable Employees and Coercive Networks*. *International Journal of Human Resource Management*, 16(11): 1976–1999.
2. Barrett, R., & Mayson, S. (eds). (2008). *International Handbook of Entrepreneurship and HRM*. London: Edward Elgar.
3. Cardon, M., & Stevens, C. (2004). *Managing Human Resources in Small Organisations: What Do We Know?* *Human Resource Management Review*, 14 (3): 295–323.
4. Cassell, C., Nadin, S., Gray, M., & Clegg, C. (2002). *Exploring Human Resource Management Practices in Small and Medium-Sized Enterprises*. *Personnel Review*, 31:671-693.
5. Heneman, R.L., Tansky, J.W., & Michael Camp, S. (2000). *Human Resource Management Practices in Small and Medium-Sized Enterprises: Unanswered Questions and Future Research Perspectives*. *Entrepreneurship: Theory & Practice*, 25: 11-26.
6. Lewis, V. L., & Churchill, N. C. (1983). *The Five Stages of Small Business Growth*. *Harvard Business Review*, 61 (3), 30-50 1983.

Available at SSRN: <https://ssrn.com/abstract=1504517>

7. Sels, L., De Winne, S., Delmotte, J. et al. (2006). *Linking HRM and Small Business Performance: An Examination of the Impact of HRM Intensity on the Productivity and Financial Performance of Small Businesses*. *Small Business Economics* 26: 83–101.
8. Sheehan, M. (2013). *Human Resource Management and Performance: Evidence from Small and Medium-Sized Firms*. *International Small Business Journal*, 32 (5), 545-570.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	a) Business Environment and SMEs/Start-ups: Growth and current status; Difference between HRM for SMEs/ Start-ups and large corporations b) Stages of growth in SMEs and HR implications; HR models in SMEs.	Case study, Experiential exercise, Video cases	Pre-class assignment and class presentations
II.	HRM practices in SMEs/Start-ups	Case study, simulation, newspaper report analyses	Class discussion, Quiz, folder analysis
III.	Determinants of best HR practices in SMEs	Case studies and class discussion	In-class analysis of real-life cases; field assignment
IV.	Implementation issues related to HR practices in SMEs	Small group discussions; in-class interaction with entrepreneurs	Literature review assignment
V.	Measuring HR practices in SMEs/ Start-ups	Case study	Fieldwork and class presentation

* List of cases/ exercises will be announced by the instructor in the class

Area: Finance (MBAEX 9401-9414)

MBA EX 9401: Quantitative Analysis of Financial Decisions

Course Objectives

This course develops concepts and techniques that are applied to financial modelling and financial decisions such as working capital management, capital budgeting, capital structure, dividend policy, cost of capital and mergers and acquisitions. It stresses the application of theory and techniques and extensive use of case studies.

Learning Outcome

It is expected that after this course the students should build spreadsheet financial models for complex Financial Decisions in the area of Investment Banking, Equity Research, and Business valuation, Project Finance, Portfolio Construction, Investment Banking, Market and Credit Risk Analysis and make sound Financial Decisions. Based on their financial models, they will submit a report on the overview of different sectors such as IT, Oil & Gas, Telecom, Retail, etc.

Pedagogy

Lectures and spreadsheets, Use of software- Microsoft Excel, EViews and @Risk. Classes will be held in the computer Lab.

Contents

Unit No.	Topic
Unit 1 Techniques of Financial Data Analysis and Forecasting	Multiple Regression models for financial data, Exponential Smoothing and ARIMA models for analysis and forecasting of financial data, ARCH, GARCH and EGARCH models for estimating asset price volatility and volatility forecasting. (Using MS-Excel, @Risk and E-views).
Unit 2 Risk analysis in Capital Budgeting	Advanced Financial Functions, Simulation Functions, sensitivity and scenario analysis tools available in MS-Excel, @Risk and E-views. Simulating and Forecasting cash flows, WACC, growth rate, Finding probability P ($NPV < 0$). NPV for dependent cash flows, Decision tree.
Unit 3 Equity Research and Portfolio	Measuring the systematic and non-systematic risk of assets using regression and simulation, spreadsheet models for the construction of a portfolio of equity, options and futures. Portfolio performance, Equity and Bond Valuation.
Unit 4 Financial Statement Modelling:	Spreadsheet for the construction of Balance Sheet, Income and Cash flow Statements using forecasting and simulation techniques.
Unit 5 Capital Structure Decisions	Theories of capital structure – Relevance of Debt capital in the capital structure, EBIT-EPS analysis, Corporate Debt Capacity Management Decisions, Cost-volume-profit analysis under conditions of uncertainty.

Unit 6 Working Capital Decision	Estimation and Projection of working capital decisions, Estimation of Working capital requirements, Valuation of in Inventories Inventory Strategies techniques of Inventory Management, Variables of credit policy credit-granting decisions
Unit 7 Valuation Decisions	Valuation models using valuation toolset-Comparable Companies Analysis, discounted cash flow analysis, precedent transaction analysis, Valuation using Black-Sholes- Merton option pricing model. Leasing Vs Borrowing decisions
Unit 8 Business Failure and Reorganization	Application of Multiple Discriminant Analysis; Decision Tree Analysis
Unit 9 Merger and Acquisition models	Merger consequences Analysis, Buy-side M&A, sell-side, M&A, Target Valuation, Synergy valuation, Adjusted Present value valuation for changing capital structure after a merger, LBO Analysis.
Unit 10 Financial Risk Models	Spreadsheets for Measuring Market risk, Value at Risk (VaR) calculation using Historical and Monte-Carlo simulation. Stress-testing, Back-testing. Altman Z score model, calculation of the probability of default using equity prices.

Suggested Readings

1. Benninga, S. (2014). *Financial Modeling*. MIT Press.
2. Koop, G. (2006). *Analysis of Financial Data*. John Wiley.
3. Damodaran, A. (2012). *Investment Valuation*: John Wiley.
4. Brooks, C. *Introductory Econometrics for Finance*. Cambridge.
5. Lee, A.C, Lee, J.C & Lee, C.F. *Financial Analysis, Planning & Forecasting*. World Scientific.
6. Fabozzi, F.J, Focardi, S.M & Kolm, P.N. (2006). *Financial Modeling of the Equity Market*. John Wiley.
7. Ho, T.S.Y & Lee, S.B. *The Oxford Guide to Financial Modeling*. Oxford.
8. Bhalla, V.K. *Investment Management*. New Delhi: Sultan Chand.
9. Pindyck, R. S. & Rubinfeld, D.L. *Econometric Models and Econometric Forecasts*. McGraw-Hill.
10. Gujarati, D. *Basic Econometrics*. Tata McGraw-Hill.
11. Brooks, C. *Introductory Econometrics for Finance*. Cambridge.
12. Clark, J.J, Hindelang, T.J & Pritchard, R.E. *Capital Budgeting: Planning and Control of Capital Expenditures*. Prentice-Hall.
13. Levy, H & Sarnat, M. *Capital Investment and Financial Decisions*. Prentice Hall.
14. Hampton, J.J. *Financial Decision Making*. Prentice Hall.
15. Wooldridge, J.M. *Introductory econometrics*. Thomson South-Western.

MBA EX 9402: Security Analysis and Portfolio Management

Course Objectives

The basic purpose of this course is to develop a strategic and policy perspective by developing a robust understanding of the principles of Financial Investment decisions of an investor with respect to the various avenues of investment and their management strategies.

Course Learning Outcomes

After successfully completing this course, the participants will be able to –

1. Evaluate the investment environment for Indian investor for various avenues of investment
2. Formulate strategies for investment in equities, bonds and other instruments
3. Construct, revise and evaluate portfolios of different securities

Course Contents

Unit I: Introduction to Financial Investments

Concept of Investment. Investment Process. Avenues of Investments. Investment Environment. Approaches to make Investment. Investment Philosophies and Wisdom.

Unit II: Equity Investment

Economy-Industry-Company Analysis. Valuation & Equity Pricing. Active and Passive strategies of equity investment. Technical Analysis. Market Efficiency & Anomalies.

Unit III: Fixed-Income and Other Investment Alternatives

Pricing, yields and risks of investments in Fixed-Income Securities. Active and Passive strategies of fixed-income investments. Real Estate, Commodities, Derivatives and other Alternative Investments. Strategies for investments in various Investment alternatives.

Unit IV: Modern Portfolio Theories

Investor Preferences. Portfolio Formulation. Portfolio Optimization. Leveraged Portfolios and Separation Theorem. Simple Portfolio Formulation using Index model.

Unit V: Asset Pricing

Standard Capital Asset Pricing Model. Extensions of Capital Asset Pricing Model. Arbitrage Pricing Theory. Active Portfolio Management.

Unit VI: Evaluation of Investment Performances

Measures of Portfolio Performance. Return Decomposition and Attribution. Portfolio Revision. Performance Evaluation of Public investment funds.

Suggested Readings

1. Bodie, Z., Kane, A. & Marcus, A. J. (2017). *Investments*. New York: McGraw-Hill Education.
2. Chandra, P. (2017). *Investment Analysis and Portfolio Management*. Delhi: McGraw-Hill Education.
3. Elton, E. J., Gruber, M. J., Brown, S. J. & Goetzmann, W. N. (2014). *Modern Portfolio Theory and Investment Analysis*. USA: John Wiley & Sons.

4. Fischer, D. E. & Jordan, R. J. (1995). *Security Analysis and Portfolio Management*. New Delhi: Pearson Education.
5. Holden, C. W. (2014). *Excel Modeling in Investments*. England: Pearson Education.
6. Ranganathan, M. & Madhumathi, R. (2012). *Investment Analysis and Portfolio Management*. Delhi: Pearson Education.
7. Reilly, F. K., Brown, K. C. & Leeds, S. J. (2018). *Investment Analysis & Portfolio Management*. Delhi: Cengage Learning.
8. Sehgal, S. (2005). *Asset Pricing in Indian Stock Market*. Delhi: New Century Publications.

Teaching Plan

Keeping in view the number of weeks available in a particular semester, detailed course instructions will be shared by the faculty at the time of launching the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
1.	Understanding the Investment Process and Approaches to Investment.	Lecturing, discussion and Brainstorming	Short quiz and in-class problem-solving.
2.	Analysing the Equity investment scenario	Lecturing & Discussion, Problem-Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem-solving. Preparation of Spreadsheet Models and Simulations.
3.	Analysing the Investment scenario of other investment avenues	Lecturing & Discussion, Problem-Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem-solving. Preparation of Spreadsheet models
4.	Analysing the problem of portfolio formulation and optimisation	Lecturing & Discussion, Problem-Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem-solving. Preparation of Spreadsheet models
5.	Analysing the equilibrium price of the capital asset market	Lecturing & Discussion, Problem-Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem-solving. Preparation of Spreadsheet models

6.	Analysing the performance of the portfolios and making revision	Lecturing & Discussion, Problem-Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem-solving. Preparation of Spreadsheet models
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MBA EX 9403: Financial Markets and Institutions

Course Objectives

The basic purpose of this course is to develop a broad understanding of the various markets comprising the Indian Financial System in a global context and the roles played by various institutions in the functioning of this system.

Course Learning Outcomes

After successfully completing this course, the participants will be able to –

1. Analyze the role of various markets in financial intermediation
2. Analyze the roles of various market regulators in the Indian Financial System
3. Identify the principles of operations of financial institutions and the issues faced by them.

Course Contents

Unit I: Introduction to Financial Intermediation

Concept of Intermediation and Disintermediation. Kinds of Intermediation. Flow-of-Funds in Indian Economy. Taxonomy of Financial Markets and Institutions. Regulatory Framework and Super-regulation. Financial Sector Reforms and Contemporary issues.

Unit II: Depository Institution of Banking

Overview of Banking. Principles of Banking and Credit-creation. Banking regulations and the role of market regulator. Banking products and services. Key market players. Evaluation of the banking sector.

Unit III: Capital Market

Overview of Capital Market. Primary and Secondary market. Security market regulations and the role of market regulator. Capital market instruments and services. Key market players. Evaluation of Capital Market.

Unit IV: Debt Market

Overview of the Money market. Wholesale and Retail Debt market. Debt market regulation and regulators. Debt market products and services. Key market players. Evaluation of Debt Market in India.

Unit V: Other Markets

Overview of the markets for various Fee-based and Fund-based services. Regulatory issues and roles of market regulators. Alternative financial instruments and services. Key market players. Evaluation of each of such financial markets.

Unit VI: External Market

Overview of External Financial market. International capital flows. Capital Account convertibility and other regulations. International financial instruments. International financial centers. Evaluation of external financial market.

Suggested Readings

1. Bhole, L. M., & Mahakud, J. (2017). *Financial Institutions and Markets*. Delhi: McGraw-Hill Education.
2. Fabozzi, F. J., Modigliani, F. P., & Jones, F. J. (2010). *Capital Markets – Institutions and Instruments*. Delhi: PHI Learning.
3. Khan, M. Y. (2018). *Indian Financial System*. Chennai: McGraw-Hill Education.
4. Madura, J. (2016). *Financial Markets and Institutions*. USA: Cengage Learning
5. Mankiw, N. G., & Ball, L. M. (2010). *Macroeconomics and the Financial Systems*. USA: Worth Publishers.
6. Ministry of Finance. (Latest). *Economic Survey*. Available Online.
7. Reserve Bank of India. (Latest). *Report on Trend and Progress of Banking in India*. Available Online.
8. Securities and Exchange Board of India. (Latest). *Annual Report*. Available Online.
9. Vij, M., & Dhawan, S. (2017). *Merchant Banking and Financial Services*. Delhi: McGraw-Hill Education.

Teaching Plan

Keeping in view the number of weeks available in a particular semester, detailed course instructions will be shared by the faculty at the time of launching the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understanding the Process of Intermediation and its kinds	Lecturing, discussion and Brainstorming	Short quiz and class presentations.
II.	Analysing the role of the Banking industry in India	Lecturing, discussion and Brainstorming	Short quiz and class presentations.
III.	Analysing the role of Stock market in India	Lecturing, discussion and Brainstorming	Short quiz and class presentations.
IV.	Analysing the role of the Bond market in India	Lecturing, discussion and Brainstorming	Short quiz and class presentations.
V.	Analysing the role of Insurance and other financial markets in India	Lecturing, discussion and Brainstorming	Short quiz and class presentations.
VI.	Analysing the role of the external financial market in India	Lecturing, discussion and Brainstorming	Short quiz and class presentations.

MBA EX9404: International Financial Management

Course Objectives

The course has been designed to acquaint the students with the conceptual framework of the key decision areas in multinational business finance. The objective of the course is to provide an overview of the financial environment in which multinational firms operate.

Course Learning Outcomes

1. A comprehensive understanding of Globalization and its importance for the Multinational Financial Manager. Conceptual understanding of the International Monetary System.
2. Functions and how Foreign Exchange Markets work, Theories of Foreign Exchange Rate Movements and International Parity Conditions.
3. Understanding the Foreign Exchange Risks faced by MNCs.
4. Determine the Cost of Capital and Capital Structure for a Multinational Firm, Problems and Issues in Foreign Investment Analysis, Calculating NPV, IRR and APV for Foreign Investment Decisions
5. Understanding the Management of Cash for a Multinational Firm, Techniques of Country Risk Assessment.
6. Significance of the Euro currency Market for Financial Market Intermediation, Raising Funds in International Markets, Structuring a Swap Deal- Interest Rate Swaps and Currency Swaps.

Contents

Unit I: Multinational Business Finance

An overview, Agency Problem, Objectives of the Firm and Risk Management, International Financial Management and Domestic Financial Management, Motivations for International Finance. International Monetary System- The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, The European Monetary System, International Financial Institutions.

Unit II: The Foreign Exchange markets

Functions of the Foreign Exchange Market, The Foreign Exchange Rates- Direct and Indirect Quotations, Spot Market and Forward Market, Bid-Ask Spread, Interest Arbitrage- Covered Interest Arbitrage and Interest Parity Theory, Practical Examples, Theories of Foreign Exchange Rate Movement and International Parity Conditions- Purchasing Power Parity, International Fisher Effect.

Unit III: Management of Foreign Exchange Risk

Translation Exposure, Comparison of Four Translation Methods, Transaction Exposure- Measurement and Management of Transaction Exposure, Economic Exposure- Transaction Exposure versus Economic Exposure.

Unit IV: Financial Management of the Multinational Firm

Cost of Capital and Capital Structure of the Multinational Firm, Cost of Capital for MNCs v/s Domestic firms, International experiences on Cost of Capital, Multinational Capital Budgeting: Problems and issues in Foreign Investment Analysis, Techniques of Multinational Capital Budgeting- NPV, IRR, APV.

Unit V: Multinational Cash management

Centralized perspective of Cash Flow Analysis, Techniques to Optimize Cash Flow- Leading and Lagging, Netting, Matching. Country Risk Analysis- Nature of Country Risk Assessment, Techniques to assess Country Risk, Raters of Country Risk.

Unit VI: Managing Foreign Operations

Eurocurrency markets- Eurocurrency Interest Rates, Domestic Issues v/s Euro Issues, International Bonds Markets, External Commercial Borrowings, Performance of Indian Euro Issues, GDRs and ADRs; Growth of the Swap market, Interest Rate and Currency Swaps- Forms, Interest Rate Swaps: Examples from Indian and Global scenario.

Suggested Readings

1. Buckley, A. (2009). *Multinational Finance*. (5thed.). Pearson Education.
2. Shapiro, A.C. (2013). *Multinational Financial Management*. (10thed.). John, Inc.
3. Brigham, E.F., & Daves, P.R. (2016). *Intermediate Financial Management*. (12thed.). South-Western.
4. Resnick, B.G., & Eun, C.S. (2014). *International Financial Management*. (7thed.). McGraw Hill International.
5. Hull, J.C., & Basu, S. (2018). *Options futures and other derivatives*. (10thed.). Prentice Hall of India.
6. Madura, J. (2018). *International Financial Management*. (13thed.). Cengage Learning India Pvt Ltd.
7. Butler, K.C. (2012). *Multinational Finance: Evaluating Opportunities, Costs, Risks of Operations*. (5thed.). Thomson South-Western.
8. Kim, S & Kim, S.H. (2006). *Global Corporate Finance: Text & Cases*. (6th ed.). Blackwell Publications.
9. Levi, M.D. (2018). *International Finance*. (6th ed.). Routledge Publications
10. Vij, M. (2018). *International Financial Management* (3rd ed.). Excel Books

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	A comprehensive understanding of globalization and its importance for the multinational financial manager. Conceptual understanding of the International monetary system.	The objective of MNCs, Motivation for International business, Exchange rate systems, International Financial Institutions and their significance.	Reading the annual report of MNCs, Project work.
II.	Functions and how foreign exchange markets work. Theories of foreign exchange	CIA and Parity conditions, Calculation	Practical questions. Case studies, Group learning exercise.

	rate movements and International parity conditions.	of Arbitrage possibilities.	
III.	Understanding the Foreign exchange risks faced by MNCs.	Translation, Transaction and Economic exposure.	Project work and Questionnaire assignment to understand the risks faced by MNCs, Numerical Problems and exercises, Problem-based learning and scenario analysis, learning from selected web sites.
IV.	Determine the cost of capital and capital structure for a multinational firm, Calculating NPV, IRR and APV for foreign investment decisions	Problems and issues in foreign investment analysis	Case studies on multinational capital budgeting, Small group presentations. Scenario analysis, project work
V.	Understanding the Management of cash for a multinational firm, Techniques of country risk assessment.	Techniques to optimize cash flow movements- Netting, matching, Leading and lagging, Indicators to assess country risk and country credit-worthiness.	Student presentations, Case lets and problem-based learning.
VI.	Significance of the Eurocurrency market for financial market intermediation, Raising funds in international markets, Swaps –interest rate and currency swaps	ADRs and GDRs, How swaps work, Structuring a swap deal - interest rate swaps and currency swaps.	Practical exercises on swaps and scenario analysis, Examples from Indian and global scenario, Referring selected web sites.

MBA EX 9405: Merchant Banking and Financial Services

Course Objectives

To enable particulars to understand the intricacies of financial services in order to equip them with working knowledge applicable to the industry. This course will emphasize an understanding of the economic forces that influence the pricing of financial assets.

Course Learning Outcomes

To acquire the skills necessary to manage a financial firm. To understand the process of issue management.

Contents

Unit I: The Business of Investment Banking-

Nature of Contemporary Investment Banking, Full Service Investment Banking, Core Investment Banking Allied Businesses, Interdependence between Different Verticals in Investment Banking, Regulatory Framework for Investment Banking Business in India, Careers in Investment Banking, Conflict of Interest in Investment Banking, Full Service Investment Banks and Financial Conglomerates of the Future, regulatory Challenges for Investment Banking , Business Challenges for Investment Banking

Unit II: Issue Management

Overview of Issue Management, Appointment, Agreement and Inter-SE Allocation of Responsibility, Issue Structuring and Pricing, Due Diligence, Pricing of IPOs, IPO Pricing Discussion Summary, Pricing of FPO, Pricing of Rights Offer, Green Shoe Option, Preparation and Filing of Offer Document, Underwriting and Pre-issue Compliance, Liaison with SEBI and Stock Exchange, Coordination with Other Functionaries, Issue Marketing, Functions during the Issue, Post-Issue Compliance

Unit III: Securitization / Mortgages

Meaning, nature and scope of securitization, securitization as a Funding Mechanism, securitization of Residential Real Estate - whole Loans - Mortgages -Graduated-payment, Custodian Services, the Stock Holding Corporation of India Limited, New Products Introduced by SHCIL

Unit VI: Depository System in India

Need for setting –up a Depository in India, Difference between a De mat Share and a Physical Share, Benefits of Depository System, Cost Comparison for Trading in Physical and Demat Segments, The Move on to a Depository System in India, The Depository Process, Trading/Settlement of Demat Securities

Unit V: Private Placements

Concept and Background, Definition and Legal Connotations, Categories of Private Placement, Private Placement within the purview of Investment Banking , Assessment of Private Placement, Market Segments for Privately Placed Debt , PSU Bonds, Municipal Bonds, Institutional Bonds, Corporate Bonds, Securitized Debt Instruments, Case Study: Private Placement Template for Debt Securities, Market Segments for Privately Placement of Equity, Structuring Options, Private Investment in Public Equity, Domain of Private Equity , Venture Capital and Private Equity , PIPE, Buyout and Distressed Assets Funds, Investment Banking Services in Private Equity , Venture Capital, Venture Capital Attributes, Valuation in Venture Capital Transactions, Valuation Versus Pricing ,Valuation in Private Equity Transactions, Valuation Approaches

Unit VI: Buyback and De-Listing

Introduction to Share Repurchase or Share Buyback, Conceptual Justification for Share Repurchase, The Free Cash Flow Conundrum and Share Buyback, Implications of Share Repurchase, Buyback in the US Context, Equity Repurchase in India, Regulatory Framework for Equity Repurchase, General Conditions, Buyback by Listed Companies, Investment Banking Perspective in Share Buybacks, Pricing a Buyback Offer, Fixing the Quantum of Buyback, Offer Strategy

Unit VII: Venture Capital and Factoring

Concept of venture capital, Origin and types, Stages of investment financing, Factors affecting investment decisions, Selection of venture capitalists, National and International scenario of venture capital financing, SEBI regulations, Corporate venturing, Theoretical Framework of Factoring, Factoring as a function of banking business, Participants in the process of factoring, Operational work in the case of using factoring, Effects and risks of using factoring, Risks of using factoring, Types of factoring, Factoring in India

Unit VIII: Financial Scams

Financial scams related to 2001-2008, Developments after the Financial Crisis in 2008, Indian Scenario, and The Dark Side of Investment Banking

Case study: J.P. Morgan, Will the Mistakes be repeated?

Suggested Readings

1. Harrington, S. E. (2004). *Risk management and insurance: Instructor manual* (2nd Ed.). New York: McGraw-Hill Publishing Company.
2. Madura, J. (2009). *Financial markets and institutions* (9th Ed.). USA: South Western College.
3. McDonald, S. S., & Koch, T. W. (2009). *Management of banking* (7th Ed.). USA: Cengage Learning.
4. Mishkin, F. S., & Eakins, F. S. (2009). *Financial markets and institutions* (6th Ed.). New Delhi: Pearson Education.
5. Rose, P. S. (2008). *Bank management and financial services* (8th Ed.). USA: McGraw-Hill Higher Education.
6. Saunders, A., & Cornett, M. M. (2007). *Financial institutions management: A risk management approach* (6th Ed.). New Delhi: McGraw-Hill.
7. Saunders, A. (2007). *Management of financial markets and institutions* (6th Ed.). Tata McGraw Hill.
8. Whyte, I., Croft, L., & Norton, A. (2004). *Management in the financial services industry*. UK: Financial World Publishing.
9. Khan, M.Y. (2008). *Financial Services* (4th Ed.). New Delhi: Tata McGraw-Hill.
10. Pathak, B.V. *Indian Financial System* (2nd Ed.). Pearson Education.
11. Bhole, L.M. (2004). *Financial Institutions & Markets: Structure, Growth & Innovations*. Tata McGraw Hill.
12. Vij, M., & Dhawan, S. (2018). *Merchant Banking and Financial Services* (2nd Ed.). India: McGraw Hill Education (India) Private Limited.
13. Vij, M. (2018). *International Financial Management* (3rd Ed.). Excel Books.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	This course will emphasize on the understanding of the economic forces that influence the pricing of financial assets. Understanding of investment theory will be stressed and tied in with the discussion of applicable techniques such as portfolio selection.	Problems are raised and solved, and class participation by the students is strengthened through group and cooperative learning.	Assessment in this class will consist of a small test related to the topics taught.
II.	To acquire the skills necessary to manage a financial firm, to describe and apply financial concepts, theories, and tools, and to evaluate the role of technology and the legal, ethical and economic environment as it relates to financial institutions	Student learning in this course consists of lectures supported by problem-solving tutorials developing material covered in lectures	Group-led sharing and assignments
III.	The student will be able to understand the process of issue management	Case Study: Tata Consultancy Services Case Study: Sampling Analysis of IPO Pricing in Indian Primary Market Case Study: MCX IPO Case Study: Tata Steel FPO	Participants will work in groups of four or five. Assignments include group investigation and presentations
IV.	To Know the conditions that must be fulfilled if an Offer of Securities is to be regarded as a private placement	Case Study: ONGC IPP Case Study: Warburg Pincus	Term Project
V.	The student will understand the impact of a financial crisis on the Indian market and how they	Case study: J.P. Morgan	Small assignment for analysing the impact of past crisis.

	can overcome this situation		
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MBA EX 9406: Management Control System

Course Objectives

The course is designed to allow the student to gain knowledge, insights and analytical skills related to how the finance managers go about designing, implementing and using planning and control systems to implement corporate strategies.

Course Learning Outcomes

1. Strengthening the foundations of the analytical approach to Management Control System
2. Understanding the conceptual framework of management control
3. Understanding the techniques of management control process and Variation in managerial control system
4. Understanding Strategic Cost Control.
5. Understanding the inter-firm strategies and behaviour

Contents

Unit I: Conceptual framework of management control: Nature of Management Control Systems, Understanding Strategies, Behaviour in Organizations, Responsibility Centers, Revenue and Expense Centers, Profit Centers, Responsibility Accounting, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation - Qualitative and Quantitative, Investment Centre and Measuring and Controlling Assets Employed

Unit II: Techniques of management control process: Strategic Planning, Steps in management control process Budget Preparation, Planning and Procedures, Budgetary Control, Analysis of Variance, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value for Money, Analysis and Reporting, Variance Reporting, Analyzing Financial Performance Reports, Performance Measurement, Management Compensation, Behaviour aspects of management control such as motivation and morale, Goal Congruency, Participative and Responsive Management.

Unit III: Variation in the managerial control system: Controls for Differentiated Strategies, Service Organizations, Multinational Organizations and Management Control of Projects

Unit IV: Strategic Cost Control: Pricing decision including pricing strategies, Pareto Analysis, Just-in-time Approach, Material Requirement Planning, Enterprise Resource Planning, Total Quality Management, Balance Score Card, Bench

Unit V: Marking, Theory of Constraint, Uniform Costing and Inter-firm comparison, Profitability analysis - Product wise / segment-wise / customer wise.

Suggested Readings

1. Allen, B.R., Brownlee, E.R., Haskins, M.E. & Lynch, L.J. *Cases in management accounting and control system* (4th Ed.). Pearson.
2. Anthony, R. N., & Govindrajana, V. *Management control systems* (12th Ed.). New Delhi: Tata McGraw-Hill.
3. Cooper, R., & Kaplan, R. S. *The Design of cost management systems* (1st Ed.).
4. Kaplan, R. S., & Norton, D. P. (2008). *Execution premium: Linking strategy to operations for competitive advantage*. USA: Harvard Business School Press.
5. Shank, J. K. *Cases in cost management: A strategic emphasis* (3rd Ed.). USA: Cengage Learning.
6. Shank, J. K., & Govindarajan, V. (2008). *Strategic cost management: The new tool for competitive advantage*. New York: Free Press.

* The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Strengthening the foundations of the analytical approach to Management Control System	Lectures, discussion and Case Studies	Short quiz. In-class problem solving; case studies
II.	Understanding the conceptual framework of management control	Lectures, discussion and Case Studies	Case studies
III.	Understanding the techniques of management control process and Variation in managerial control system	Lectures, discussion and Case Studies	Case studies
IV.	Understanding the Strategic Cost Control	Lectures, discussion and Case Studies	Solving strategic cost control problems; case studies
V.	Understanding the inter-firm strategies and behaviour	Lectures, discussion and Case Studies	Problem solving & quizzes; case studies

MBA EX 9407: Corporate Taxation

Course Objectives

The aim of this course is to familiarize the student with latest provisions of the Indian Corporate tax laws and related judicial pronouncements having implications for various aspects of corporate planning with a view to derive legitimate tax benefits permissible under the law. The

knowledge acquired may find a useful application in taking different financial/managerial decisions after taking into consideration the impact of corporate tax laws.

Course Learning Outcomes

1. Strengthening the foundations of the analytical approach to Indian tax laws
2. Understanding preparation of return of income manually as well as through software
3. Understanding corporate tax planning in diverse managerial situations
4. Understanding computation of taxable income and tax liability of companies.
5. Understanding the implications of tax benefits and incentives for corporate decisions in various situations
6. Understanding International Taxation

Contents

Unit I: Income Tax Law: Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status, scope of total income on the basis of residential status, Computation of income under different heads Salaries Profits and gains of business or profession Capital gains Total income and tax computation - and set-off and carry forward of losses Deductions from gross total income.

Unit II: Preparation of return of income manually as well as through software Advance payment of tax, Tax deduction at source, e-TDS return/return of TDS and assessment.

Unit III: Corporate Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management.

Unit IV: Computation of taxable income and tax liability of companies: Concept and application of Minimum Alternate Tax; Carry forward and set off of losses in the case of certain companies; Tax on distributed profits of domestic companies and on income distributed to unit-holders.

Unit V: Implications of Tax benefits and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business. Tax planning with reference to financial management decisions; Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace Tax planning with reference to employees' remuneration; Tax planning with reference to the distribution of assets at the time of liquidation. Tax Planning in respect of amalgamation or demerger of companies; Slump sale; conversion of a firm into a company.

Unit VI: International Taxation; Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like USA, UK, Mauritius, Singapore, etc. The problems of international double taxation – The assignment rules: source versus residence – methods to alleviate international tax duplication: Tax credit relief; Double tax treaties: OECD Models; International tax avoidance and evasion; transfer pricing; Tax havens – Anti-avoidance measures.

Suggested Readings

1. Ahuja, G., & Gupta, R. (2015). *Simplified Approach to Corporate Tax Planning and Management*. Delhi: Bharat Law House.
2. Mehrotra, H. C. & Goyal, S. P. (2018). *Direct Taxes including Planning & Management*. Agra: Sahitya Bhawan.
3. Kanga, P., & Vyas, D. (2013). *The Law and practice of income tax* (10th Ed.). Lexis Nexis.
4. Musgrave, R., & Musgrave, P. (2004). *Public finance in theory and practice* (5th Ed.). New York: McGraw Hill.
5. Pagare, D. (2009). *Direct tax planning and management*. New Delhi: Sultan Chand & Sons.
6. Singhania, V. K. (2018). *Direct taxes: Law and practice*. New Delhi: Taxmann.
7. Singhania, V. K., & Singhania. M. (2018). *Direct taxes planning and management*. Delhi: Taxmann Publications.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Strengthening the foundations of the analytical approach to Indian tax laws	Lectures, discussion and Case Studies	Short quiz consisting of numerical problems. In-class problem solving; case studies
II.	Understanding preparation of return of income manually as well as through software	Lectures, discussion and Case Studies	Preparing Income Tax Returns; case studies
III.	Understanding corporate tax planning in diverse managerial situations	Lectures, discussion and Case Studies	Solving corporate tax planning problems; case studies
IV.	Understanding computation of taxable income and tax liability of companies	Lectures, discussion and Case Studies	Short notes/reports; case studies
V.	Understanding the implications of tax benefits and incentives for corporate decisions in various situations	Lectures, discussion and Case Studies	Short quiz consisting of numerical problems. In-class problem solving; case studies

VI.	Understanding International Taxation	Lectures, discussion and Case Studies	Short quiz consisting of numerical problems. In-class problem solving; case studies
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MBA EX 9408: Financial Derivatives

Course Objective

This course sets up a study in the field of investments and Risk Management related to derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments, and the uses of these instruments in risk management.

Learning Outcome

Students will acquire the necessary skills to value and to employ options, futures, and related financial contracts and to study some important applications. In order to provide a useful treatment of these topics in an environment that is changing rather rapidly, students should individually select various futures or options and watch the behaviour of these futures and options to see how futures, options, and other Derivatives might help mitigate the risks of investors.

Contents

The topical coverage will follow the pattern given below:

Unit No.	Topical Coverage
Unit 1 Introduction to financial markets	Introduction to Derivatives, their uses, applications, markets, trades, common terms, Forwards and Futures, options, bonds, swaps, and other derivative instruments
Unit 2 Determination of forward and future prices	Pricing of futures and forwards on investment assets, commodities, currencies and interest rate, basis risk, cost of carry, arbitrage, convergence
Unit 3 Hedging strategies using futures	Short hedge and long hedge and using futures, Optimal Hedge Ratio, cross hedging of portfolio and commodities using futures

Unit 4 Introduction to Options	European options, American options, forward-spot parity, put-call parity, , exercising American calls early, exercising American puts early
Unit 5 Basic Option Pricing	The binomial option-pricing model
Unit 6 Asset price random walks	Stochastic Finance, diffusion processes, Ito's lemma, lognormal distribution, modeling option prices
Unit 7 Valuation of derivatives in Continuous Time	Introduction to Black-Scholes pricing, volatility, Extensions of Black and Scholes formula, options on stock indices, currency and futures. Sensitivity analysis (the "greeks") and hedging of options, Delta, gamma and vega hedging using options and futures variables, implied volatility
Unit 8 Financial Engineering	Construction of options strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase. Exotic options: Compound, binary, barrier and Asian options, options involving several assets
Unit 9 Swaps Transactions	Interest rate swaps, currency swaps, commodity swaps, and equity swaps; Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps
Unit 10 Value at risk	Normal linear VaR, Historical simulation, value at risk for option Portfolios, Quadratic model, Monte Carlo simulation, stress testing and back testing
Unit 11 Credit risk	Bond prices and the probability of default, Historical default experience, Reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation.

Suggested Readings

1. Hull, J.C. *Options Futures and other Derivatives*. Prentice Hall of India.
2. Neftci, S.N. *An introduction to the Mathematics of Financial Derivatives*. Academic Press.
3. V.K. *Investment Management*. New Delhi: Sultan Chand.
4. Wimott, P. *Quantitative Finance*. Wiley & Sons.
5. Jarrow, R., & Stuart, T. *Derivative Securities*. South Western.

6. Chance, D.M., & Brooks, R. *Derivatives and Risk Management Basics*. India: Cengage Learning India.
7. Piliska, S. *Introduction to Mathematical Finance*. Blackwell Publishing.
8. www.ncdex.com for details on commodity derivatives in India
9. www.nse-india.com for stock-based derivatives
10. <http://www.theponytail.net/DOL/DOL.htm> for derivatives-based notes

MBAEX 9409: Project Planning, Analysis, And Management

Course Objectives

The aim is to provide a suitable framework for gaining insight into the process of preparation, appraisal, monitoring, and control of a project. The role of project management techniques and how to mobilize finance for domestic and international projects shall be highlighted.

Course Learning Outcomes

1. Strengthening the foundations of the analytical approach to Project Planning & Management
2. Understanding project preparation
3. Understanding the history, approaches, framework, and processes of projects
4. Understanding the project appraisal techniques
5. Understanding the project financing and implementation

Contents

Unit I

Project Preparation: Meaning and importance of Project; Types of projects; Project life cycle; Project planning & implementation; Management action; Investment returns; Corporate strategy; Objectives of Project Planning, monitoring, and control of investment projects. Identification of investment opportunities; Pre-feasibility Studies; Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements; Planning Overview Strategy and Resource Allocation Generation and Screening of Project Ideas; financial planning; Estimation of fund requirements, sources of funds; Loan syndication for the projects. Tax considerations in project preparation and legal aspects. Project management tools, process, and plans and project planning tips; balanced scorecard, design project management; Project Management Templates

Unit II

History of project management; Project management approaches: Traditional Approach, Critical Chain Project Management, Extreme Project Management, Event Chain Methodology; Process-based management; Project development stages; Project control systems; Project Management Framework; International Project Management Standards; Project Planning Strategies and Tools;

Project Management Frameworks; Project Phases and Milestones; Project Goals; Project Processes.

Unit III

Project Appraisal: Business criterion of growth, liquidity and profitability, social cost-benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index; Time Value of Money; Investment Criteria; Project Cash Flows; Cost of Capital; Project Risk Analysis; Project Rate of Return; Special Decisions Situations. Mathematically modeling for multiple projects: Mathematical techniques for project evaluation; Network technique for project management; multiple projects and constraints; Project Appraisal for a financial institution; Preparation of project report.

Unit IV

Project Financing and Implementation: Judgmental, Behaviour, Strategic and Organizational Considerations; Financing of Project: Raising finance in the domestic market and international market; Infrastructure financing; Tax planning while financing for projects; Implementation. Project Management: Network Techniques for Project Management; Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in the non-profit sector; mergers and acquisitions; Project management principles by project management institute USA; Project management software.

Suggested Readings:

1. Shenhar, A. J., & Dvir, D. (2007). *Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation*. Harvard Business School Publishing
2. Chandra, P. (2014). *Projects: Planning analysis, selection, financing, implementation and review* (8thed.). McGraw Hill.
3. Clifford, F. G., & Larson, E. W. (2018). *Project management the managerial process*. (7th Ed.). McGraw-Hill.
4. Clifford, F. G., & Larson, E. W. *Project management the managerial process with MS Project* (6th Ed.). McGraw-Hill.
5. Mantel, S. J., Meredith, J. R., Shafer, S. M., & Sutton, M. M. (2011). *Project management* (4th Ed.). John Wiley & Sons.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Strengthening the foundations of the analytical approach to Project Planning & Management	Lectures, discussions and Case Studies	Short quiz; In-class problem solving; case studies
II.	Understanding project preparation	Lectures, discussion and Case Studies	Solving problems; case studies

III.	Understanding the history, approaches, framework and processes of projects	Lectures, discussion and Case Studies	Solving different dimensions of project related problems; case studies
IV.	Understanding the project appraisal techniques	Lectures, discussion and Case Studies	Problem solving & quizzes; case studies
V.	Understanding the project financing and implementation	Lectures, discussion and Case Studies	Short notes/reports; case studies

MBA EX 9410: Financial Risk Management

Course Objectives

The basic purpose of this course is to acquaint the participants with the principles and practices of financial risk management to deal with financial risks faced by large institutions.

Course Learning Outcomes

After successfully completing this course, the participants will be able to –

1. Analyze the nature and sources of various risk exposure of the institutions
2. Formulate strategies to deal with Market Risks, Credit Risks and other Risks faced by the institutions
3. Evaluate the integrated risk environment of the organization.

Course Contents

Unit I: Introduction to Financial Risk

Value Creation and Risk Management. Types of risks faced by modern organizations. Nature, sources, and measures of financial risks.

Unit II: Management of Market Risks

Concept of Market Risk. Sources of market risks. Measures of market risk. Value at Risk. Risk Metrics Approach. Historic Simulations. Monte Carlo Simulations. Portfolio Risk Measure. Portfolio Risk Budgeting. Stress Testing and Back Testing. Capital Charges.

Unit III: Management of Credit Risks

Concept of Credit Risk. Individual Loan Risks. Measurement of Credit Risk. Default Risk Models. Loan Portfolio and Concentration Risk. Credit Ratings. Credit Derivatives. Capital Charges.

Unit IV: Management of Other Institutional Risks

Other types of financial risks faced by the institutions. Measures and handling of Off-Balance-sheet risks, foreign exchange risks, sovereign risk, liquidity risk, technology, and other operational risks. Risk hedging and management. Capital charges.

Unit V: Enterprise Risk Management

Concept of Enterprise Risk Management (ERM). Principal terms in Enterprise Risk Management. Integrated Approach to Risk Management. Framework for risk management and control. Risk frameworks under regulatory environments.

Suggested Readings:

1. Bhalla, V. K. (2012). *Investment Management*. Delhi: S. Chand.
2. Christoffersen, P. F. (2016). *Elements of Financial Risk Management*. London: Academic Press.
3. Crouhy, M., Galai, D., & Mark, R. (2014). *The Essentials of Risk Management*. USA: McGraw-Hill Education.
4. Hull, J. C. (2018). *Risk Management and Financial Institutions*. New Jersey: John Wiley & Sons.
5. Jorion, P. (2011). *Financial Risk Manager Handbook*. New Jersey: John Wiley & Sons.
6. Professional Risk Managers' International Association. (2015). *PRM Handbook Volume III: Book 1-3*. USA: PRMIA Publications.
7. Resti, A., & Sironi, A. (2007). *Risk Management and Shareholders' Value in Banking*. England: John Wiley & Sons.
8. Saunders, A., & Cornett, M. M. (2017). *Financial Institutions Management*. New York: McGraw-Hill Education.

Teaching Plan

Keeping in view the number of weeks available in a particular semester, detailed course instructions will be shared by the faculty at the time of launching the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understanding the nature and type of financial risks	Lecturing, discussion and Brainstorming	Short quiz and in-class problem solving.
II.	Devising strategies to deal with market risk	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models and Simulations

III.	Devising strategies to deal with credit risk	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models
IV.	Devising strategies to deal with other risks	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models
V.	Understanding the role of Enterprise Risk Management	Lecturing, discussion and Brainstorming	Short quiz and in-class problem solving.

MBA EX9411: Fixed Income Securities

Course Objectives

The basic purpose of this course is to acquaint the participants with the principles and practices of investing in the instruments of fixed income securities.

Course Learning Outcomes

After successfully completing this course, the participants will be able to –

1. Evaluate the role of bond market in India and contemporary issues pertaining thereto
2. Assess the returns and risks of fixed income investments
3. Formulate strategies to invest in fixed income securities
4. Evaluate the markets for structured products in India

Course Contents

Unit I: Introduction to Fixed Income Market

Fixed Income Securities market in India. Money market instruments and Debt market instruments. Market Regulation and the Role of regulator. Sectoral Reforms and contemporary issues. Interest Rate determination.

Unit II: Bond Pricing and Returns

Pricing of Bonds and Bond Price Theorems. Bond Yield. Spot rates and Forward rates. Yield Curve – Par yield curve and Zero-coupon yield curve. Theories of Term Structure of Interest rates. Fitting of yield curve.

Unit III: Risks involved in fixed income investments

Bond Price Volatility. Interest Rate Risk and its measures. Purchasing Power Risk. Call Risk. Default risk of Bond investment.

Unit IV: Strategies for Fixed Income Investments

Passive Bond Investment Strategies. Bond Index. Active Bond Investment Strategies. Bond Portfolio Performance measures and evaluation. Portfolio management by pension's funds and other institutions.

Unit V: Structured Products

Introduction to Structured Finance products. Securitization. Mortgage Backed and Asset Backed Securities. Collateralized Debt Obligations. Bond and Credit Derivatives.

Suggested Readings:

1. Alexander, C. (2008). *Market Risk Analysis Vol. I – Quantitative Methods in Finance*. England: John Wiley & Sons.
2. Choudhry, M. (2010). *An Introduction to Bond Markets*. UK: John Wiley & Sons.
3. Fabozzi, F. J. (2016). *Bond Markets, Analysis, and Strategies*. USA: Pearson Education.
4. Fabozzi, F. J. (2007). *Fixed Income Analysis*. New Jersey: John Wiley & Sons.
5. Hull, J. C. (2018). *Risk Management and Financial Institutions*. New Jersey: John Wiley & Sons.
6. Jorion, P. (2011): *Financial Risk Manager Handbook*. New Jersey: John Wiley & Sons.
7. Martellini, L., Priaulet, P., & Priaulet, S. (2003). *Fixed-Income Securities: Valuation, Risk Management and Portfolio Strategies*. England: John Wiley & Sons.
8. National Stock Exchange of India. (2009). *FIMMDA-NSE Debt Market (Basic) Module*. Mumbai: NSE.
9. Sen, J. & Apte, A. (2013). *Fixed Income Markets in India: Investment Opportunities for You*. India: Shroff Publishers & Distributors.
10. Veronesi, P. (2010). *Fixed Income Securities: Valuation, Risk, and Risk Management*. New Jersey: John Wiley & Sons.

Teaching Plan

Keeping in view the number of weeks available in a particular semester, detailed course instructions will be shared by the faculty at the time of launching the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understanding the Fixed Income market in India	Lecturing, discussion and Brainstorming	Short quiz and in-class problem solving.
II.	Analysing the pricing of and returns from fixed income investments.	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models

III.	Analysing the risks involved in fixed income investments.	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models
IV.	Devising strategies to invest in fixed income securities	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models
V.	Analysing the structured financial products	Lecturing & Discussion, Problem Solving	Short quiz and in-class problem solving. Preparation of Spreadsheet models

MBAEX 9412: Financial Analytics

Course Objectives

Many problems in quantitative finance involve the study of financial data. Such data most often comes in the form of ‘time series’, which is a sequence of random variables that are ordered through time. The objective of this course is to provide knowledge of advanced quantitative and simulation tools to analyze financial data available on the performance of company, industry, and economy, for forecasting future financial performance and to present suitable valuations. It is expected that after this course the students should be able to build spreadsheet financial models using software packages such as Microsoft Excel, EViews and @Risk for the analysis of business management problems in the area of Equity Research, Portfolio Construction, Investment Banking, Business Valuation, Project Finance, Market and Credit Risk Analysis and make sound Financial Decisions

Learning Outcome

This course introduces a set of modern analytical tools to solve practical problems in finance and bridge the gap between finance theories and practice by building operational models. Students should build spreadsheet financial models for complex Financial Decisions in the area of Investment Banking, Equity Research, Business valuation, Project Finance, and Financial Risk Management. Based on their financial models, they will submit a report on the overview of different sectors such as IT, Oil & Gas, Telecom, Retail, etc.

Contents

Unit I: Introduction of Software @ Risk and EViews, Introduction to financial data Analysis Using EViews and @Risk, Simulation, Decision making, Uncertainty

Unit II: Techniques of Financial Data Analysis and Forecasting-I, Types of Data, Cross-section Data, Panel Data, Time series analysis, Exponential Smoothing, Classical Linear Regression Model

Unit III: Techniques of Financial Data Analysis and Forecasting-II, ACF, PACF, correlogram, Stationary and Nonstationary Time series, Test of Stationarity, Auto-Regressive, Moving Average, ARMA models of Stationary Time Series

Unit IV: Techniques of Financial Data Analysis and Forecasting-III, ARIMA (p, d, q) models for analysis and forecasting of financial data

Unit V: Techniques of Financial Data Analysis and Forecasting-IV, Diagnostic checking, Q and LB Statistic, Box Jenkins Methodology for ARIMA models. Practical Applications using financial data, Evaluation of Forecasts, Root Mean Square Error, Thiel Statistics

Unit VI: Multiple Regression models for financial data, Multiple Regression models for financial data, Co-integration, Vector Auto regression, Vector Error Correction Model, Logit and Probit models

Unit VII: Modelling asset return volatility, ARCH, GARCH and EGARCH models for estimating asset price volatility and volatility forecasting. (Using MS-Excel, @Risk and EViews).

Unit VIII: Equity Research and Portfolio Models-I, Measuring systematic and non-systematic risk of assets using regression and Simulation, spread sheet models for the construction of a portfolio of equity, Portfolio performance

Unit IX: Equity Research and Portfolio Models-II, Equity and Bond Valuation. Valuation using Black-Scholes- Merton option pricing model

Unit X: Financial Risk Models-I, Spread sheets for Measuring Market risk, Value at Risk (VaR)

Unit XI: Financial Risk Models-II, Calculation of Market risk using Historical and Monte-Carlo simulation

Unit XII: Financial Risk Models-III, Stress-testing, Back-testing. Altman Z score model, calculation of the probability of default using equity prices, Discriminant Analysis

Suggested Readings

1. Brooks Chris, *Introductory Econometrics for Finance*, Cambridge Brooks, C. *Introductory Econometrics for Finance*. Cambridge.
2. Cambell, J.Y, Andrew, W. L.O & Mackinlay, A.C. *The Econometrics of Financial Markets*. Princeton, NJ: Princeton University Press.
3. Cochrane, J.H. *Asset Pricing*. (Revised Ed ed.). Princeton, NJ: Princeton University Press.
4. Murphy, K.P. *Machine Learning, A Probabilistic Perspective*. MIT Press.
5. Tsay, R.S. *Analysis of Financial Time Series*. (3rded.). New York, NY: John Wiley.
6. Enders, W. *Applied Econometric Time Series*. John Wiley.
7. Koop, G. *Analysis of Financial Data*. John Wiley.
8. Damodaran, A. *Investment Valuation*. John Wiley.
9. Albright, S.C, Zappe, C.J & Winston, W.L. *Data analysis, Optimization, and Simulation modelling*. South-Western: Cengage Learning.
10. Dowd Kevin, *Measuring Market Risk*, John Wiley Dowd, K. *Measuring Market Risk*. John Wiley.
11. Hull, J.C. *Risk Management and Financial Institution*. John Wiley.
12. Fabozzi, F.J. *Quantitative Financial risk Management*. John Wiley.
13. Elton, E.J, Gruber, M.J & Brown, S.J. *Modern Portfolio Theory and Investment Analysis*. John Wiley.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I-II	Introduction to financial data Analysis Using EViews and @Risk, Simulation, Decision making, Uncertainty	Lectures, Cases and Practical in Finance Lab	Hands on Bloomberg terminal. Analyzing Financial data using MS-Excel, @Risk and Eviews).
III- IV	Explain the fundamental concepts and techniques of Financial Data Analysis and Forecasting-I and Forecasting -II	Lectures, Cases and Practical in Finance Lab	Student's participation in the class room discussions and a term paper. using MS-Excel, @Risk and Eviews
V - X	Help students appreciate the nuances of Techniques of Financial Data Analysis and Forecasting-III	Lectures, Cases and Practical in Finance Lab	Individual attempt for solving the case studies by retrieving Data from Bloomberg Terminal
XI - XII	Providing hands-on dexterity to the students with regard to Multiple Regression models for financial data.	Lectures, Cases and Practical in Finance Lab	Hands-on quiz and Practical Assignment on fundamentals learned by the students. Data from Bloomberg Terminal
XIII - XIV	Understanding of ARCH, GARCH and EGARCH models for estimating asset price volatility and volatility forecasting	Lecture and Discussions	Hands-on quiz and assignment in the class on fundamentals learned by the students. Data from Bloomberg Terminal, Using MS-Excel, @Risk and EViews
XV - XVIII	Explain the concept of Equity Research and Portfolio Models-I	Lecture and Discussion Cases and Practical in Finance Lab	Analyzing Financial data on Business Valuation using Bloomberg Terminal
XIX - XXIV	Explain the concept of Financial Risk Models	Lecture and Discussions and Cases and Practical in Finance Lab	Analyzing financial data on Business valuation using Bloomberg Terminal

* The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

MBAEX 9413: Mergers and Corporate Restructuring

Course Objectives

The objective of this course is to provide an in-depth understanding of financial, accounting, regulatory and valuation aspects relating to corporate restructuring. Understanding the linkages between corporate restructuring and financial markets and the impact of the same of share price and on the business.

Course Learning Outcomes

After successfully completing this course, the participants will be able to –

1. Able to understand the various methods available for corporate restructuring as a mode of consolidation.
2. Able to do valuation of various tangible and intangible assets.
3. Able to understand various tax aspects associated with the corporate restructuring.

Contents

Unit I:

Meaning of corporate restructuring- Needs, scope, modes of restructuring, Indian and global scenario, Strategies Mergers-Acquisitions-Takeovers, Disinvestments, Strategic alliances, Demerger and hive offs, Slump sale, Asset sale, Reserve demerger, Concepts, modes, regulatory, tax, accounting aspects.

Unit II:

Merger and Amalgamation- Meaning, AS 14, pooling of interest method, purchase method, treatment of goodwill and capital reserve, Purchase consideration , inter companies holdings accounting and tax aspects, legal aspects, stamp duty, financial aspects, swap ratio, impact on EPS ,MPS and P/E ratio, gains and synergy of merger, Cost of merger. Books of selling and purchasing companies, Realization Account.

Unit III:

Takeovers- Meaning, types of takeovers, legal aspects, SEBI regulations, financial accounting and tax aspects, stamp duty, payment of consideration, bailout takeovers, takeover of sick units.

Unit VI:

Financial restructuring-Reorganization of share capital, Internal Reconstruction, - accounting, financial and tax aspects.

Unit V:

Approaches to Valuation- Valuation of Shares, Valuation of Business, Valuation of Intangibles, Valuing Private Companies, Valuing firms with Negative Earnings, Valuing start-up firms, Value enhancement: A discounted cash flow Valuation framework, EVA, CFROI and other tools.

Teaching Plan

Keeping in view the number of weeks available in a particular semester, detailed course instructions will be shared by the faculty at the time of launching the course.

Suggested Readings

1. Arzac, E.R. (2008). *Valuation for Mergers, Buyouts and Restructuring* (2nd Ed.). John Wiley and Sons, Inc.
2. Brealey, Myers & Allen. (2018) *Principles of Corporate Finance*. (12th Ed.). McGraw Hill.
3. Chandra P. (2015). *Corporate Creation*. New Delhi Tata Mc-Graw Hill.
4. Damodaran, A. (2012). *Damodaran on Valuation: Security Analysis for Investment and Corporate Finance*. (2nded.). John Wiley and Sons, Inc.
5. Damodaran, A. (2017). *The Dark Side of Valuation*. (2nd ed.): Financial Times Press.
6. De Pamphilis, D.M. (2008). *Mergers, Acquisitions, and Other Restructuring Activities*. (4th ed.): Academic Press, Elsevier Inc.
7. ICWAI. *Financial Analysis & Business Valuation* (Final study material). (Latest Editions)
8. Gaughan, P.A. (2007) *Mergers, Acquisitions and Corporate Restructurings* (4thed.): John Wileys & Sons.
9. Hayward, R. (2015). *Valuation: Principles into Practice* (6th Ed.). Routledge
10. Hunt, P.A. (2007). *Structuring Mergers & Acquisitions: A Guide to Creating Shareholder Value*. (3rd ed.): Wolters Kluwer, Law &Business, Aspen Publishers.
11. Reed, S.F. Alexander, L. & Nesvold, H.P. (2007). *The Art of M&A: A Merger Acquisition Buyout*. (4thed.). McGraw-Hill.
12. Rosenbaum, J. & Pearl, J. (2009) *Investment Banking: Valuation, Leverages Buyouts, and Mergers & Acquisitions*. John Wiley and Sons, Inc.
13. Shapiro, E. Mackmin, D & Sams, G. (2018) *Modern Methods of Valuation*, 12th Editions: Routledge

Reading the Financial Newspapers is highly recommended. Current financial news should be helpful for the valuation projects.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Modes of corporate restructuring	Interactive lectures with power-point slides.	Cases
II	Merger and Amalgamation	Lectures, discussion and Case Studies	Report Writing, small case-let
III	Takeovers	Leading class discussion on legal problems and policy issues.	Research Project, Group Discussion
IV	Financial restructuring	Lectures, discussion and Case Studies	Written Test and Group Discussion
V	Approaches to Valuation	Various case studies to analyze valuation strategies.	Presentation, Problem solving,

		Excel	Excel assignment
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MBAEX 9414: Financial Reporting

Course Objectives

To gain the ability to analyze financial statements including consolidated financial statements of group companies and financial reports of various types of entities, to gain the ability to apply valuation principles, to familiarize with recent developments in the area of financial reporting, to gain the ability to solve financial reporting and valuation cases.

Course Learning Outcomes

After successfully completing this course, the participants will be able to –

1. Analyse the financial statements along-with consolidated statements.
2. Evaluate the intangibles assets and how they are reported in the financial statements.
3. Able to analysis the annual reports of various financial services companies.

Contents

Unit I:

Corporate Financial Reporting - Issues and problems with special reference to published financial statements. Consolidated Financial Statements of Group Companies Concept of a Group, purposes of consolidated financial statements minority interest, Goodwill, Consolidation procedures – Minority interests, Goodwill, Treatment of pre- acquisition and post-acquisition profit. Consolidated profit and loss account, balance sheet and cash flow statement. Treatment of investment in associates in consolidated financial statements. Chain holding.

Unit II:

Earnings per Share, Treatment of Bonus Issues and Right Issues and Treatment of convertibles on EPS

Unit III:

Lease accounting and analysis—pricing a lease deal and Structuring a lease transaction accounting and legal aspects for lease.

Unit VI:

Accounting for Investments—issues relating to accounting for investment by companies others than banks and financial instruments, issues relating to accounting for investment in JV, issues relating to accounting for investment in banking companies

Unit V:

Developments in Financial Reporting

Value Added Statement, GVA, NVA

Economic Value Added, Market Value Added, Shareholders' Value Added

Hedge Accounting.

Accounting of derivatives.

Human Resource Accounting

Unit VI:

Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers, Stock and commodity market intermediaries.

Teaching Plan

Keeping in view the number of weeks available in a particular semester, detailed course instructions will be shared by the faculty at the time of launching the course.

Suggested Readings

1. Banerjee Ashok (2009). *Financial Accounting a Managerial Perspective* (3rded.). Excel Books.
2. Brigham, E.F& Houston, J.F. (2007). *Fundamental of Financial Management*. Thomson.
3. Chandra P. (2015). *Corporate Creation*. New Delhi Tata Mc-Graw Hill.
4. ICWA. *Corporate Financial Reporting* (Final study material). (Latest Editions)
5. Damodaran, A. (2006). *Damodaran on Valuation*. New York. Wiley and Sons.
6. ICWAI. *Financial Analysis & Business Valuation* (Final study material). (Latest Editions)
7. ICAI-*Final Course Study Material of Financial Reporting* Volume I& II. (Latest Editions)
8. ICSI –Study Material for professional program. (2011). *Corporate Restructuring and Solvency*. (Module II Paper 4)

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Consolidated Financial Statements of Group Companies	Lectures, discussion and Case Studies	Problem solving and concept questions, class room exercises, Case lets and project work
II	Earnings Per Share,	Interactive lectures with power-point slides. Excel	Report Writing, Problem solving and concept questions, class room exercises, Case lets and project work
III	Pricing a lease deal and Structuring a lease transaction	Lectures, discussion and Case Studies, Excel	Problem solving and concept questions, class room exercises, Case lets and project work
IV	Accounting for Investments	Lectures, discussion and Case Studies	Group Case, Problem solving and concept questions, class room exercises, Case lets and project

			work
V	Developments in Financial Reporting	Interactive lecture and Case Analysis	Presentation, Case lets and project work
VI	Financial Reporting by financial services firms	Lectures, discussion and Case Studies, excel	Problem solving and concept questions, and project work

Area: Information Technology Management (MBAEX 9501-9503)

MBAEX 9501: Business Process Re-Engineering

Course Objectives

This course is aimed at developing an appreciation of the process view of organizations among the participants. The participants are expected to work on IT-enabled process redesign and process re-engineering as a part of this course.

Course Learning Outcomes

1. Developing an understanding of BPR as an improvement tool for businesses and societies.
2. Familiarizing the students with tools for BPR such as Benchmarking, Mapping etc.
3. Help students understand the nuances of implementing BPR.
4. Developing understanding about the standard BPR methodology and various models of BPR.
5. Understanding the reasons for success and failure of BPR.

Course Contents

Unit I: Business Process Re-engineering – Definitions and Concepts. Process Improvement and Process Redesign. BPR Experiences in Indian Industry. Organizational Transformation thru BPR. Evolving technologies to support BPR initiatives.

Unit II: Process Identification and Process Mapping Tools; Role/Activity Diagrams. Best Practices and Benchmarking. Scope of BPR in Service and Manufacturing Organizations.

Unit III: Business Process Improvement. Business Process Redesign. Man Management for BPR Implementation. Re-organizing People and Managing Change. BPR in Public Systems.

Unit IV: BPR Methodology. Models of BPR; Business Process Management and BPR, Critical Success Factors for successful implementation of BPR.

Unit V: Successes and Failures of BPR-Indian Cases.

Suggested Readings

1. Goldratt, E. M., & Cox, J. *The Goal* (2nded.). Hampshire: Gower.
2. Goldratt, E. M. (2000). *It's not luck*. Hampshire: Gower.
3. Grover, V., & Kettinger, W. J. (1998). *Business process change: Re-engineering concepts, methods and technologies*. London: Idea Group Publishing.
4. Hammer, M., & Champy, J. (2003). *Reengineering the corporation: A manifesto for business revolution*. UK: HarperCollins Publishers.
5. Jacka, J. M., & Keller, P. L. (2002). *Business process mapping*. New York: John Wiley & Sons.
6. Johansson, H., Johansson, H. J., & Pendlebury, A. J. (2009). *Business process reengineering: Breakpoint strategies for market dominance*. New York: John Wiley & Sons.
7. McKnight, Lee W., Paul M. Valler, & Raul L. Katz (Eds). (2001). *Creative destruction: Business survival strategies in the global internet economy*. London: The MIT Press.
8. Mentor, Pocket. (2010). *Improving Business Processes*. Harvard Business Review Press.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Developing an understanding of BPR as an improvement tool for businesses and societies	Lectures through small case lets and Reading a Book	Presentations by Students as well as submission of a book review
II.	Familiarizing the students with tools for BPR such as Benchmarking, Mapping etc.	Lectures and discussions on small case lets	Students are required to complete a benchmarking workbook
III.	Help students understand the nuances of implementing BPR	Video based Case Studies and discussions	Individual and group attempt for solving the case studies
IV.	Developing understanding about the standard BPR methodology and various models of BPR	Lectures and discussions	Review of the BPR methodologies of various agencies
V.	Understanding the reasons for success and failure of BPR	Field Study and Case Discussions	Field Study by a Group of Students and presentation

* The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

MBAEX 9502: Strategic Management of Information Technology

Course Objectives

This course is designed to inculcate an understanding for leveraging Information Technology as a Strategic Tool for organizations and industries through concepts and cases. The course focuses on the development of Information Technology Leadership.

Course Learning Outcomes

1. Developing an understanding of IT as a Strategic Tool for Organizations to gain Competitive Advantage.
2. Familiarizing the students with the concepts for designing and developing a winning IT Architecture.
3. Introduce the students to the concept of SISP and Learning Organizations.
4. Discuss the relevance of emerging paradigms such as BI and BA as well as their relevance to businesses.
5. Discuss reasons for success and failure of IT projects.

Course Contents

Unit I: Technology trends and models for the management of information technology; Information Systems Strategy Formulation; CSF/KPI Theory; Information Systems Management Issues.

Unit II: IT Architecture Planning; Open Source Architecture; Leadership in Information Technology; National Information Infrastructure; Digital Signatures and Certifications.

Unit III: Strategic Information Systems Planning; Learning Organizations; Outsourcing IT Function; IT for Strategic Alliances.

Unit IV: Organizational Transformation through IT; CRM/SCM; Industry 4.0; Data Warehousing, Knowledge Management; Business Intelligence and Data Analytics.

Unit V: Learning from Indian Successes and Failures.

Suggested Readings

1. Chew, Eng K., & Gottschalk, P. (2009). *Information technology strategy and management: Best practices*. New York: Information Science Reference.
2. Frank, Malcolm et al. (2017). *What to Do When Machines Do Everything: How to Get Ahead in a World of AI, Algorithms, Bots, and Big Data*. John Wiley & Sons.
3. Gupta, Sunil (2018). *Driving Digital Strategy: A Guide to Reimagining Your Business*. Boston: Harvard Business School Press.
4. HBS. (1999). *Business value of IT*. Boston: Harvard Business School Press.
5. HBS (2014). *Leading Digital: Turning Technology into Business Transformation*. Boston: Harvard Business School Press.
6. Rahman, H. (2009). *Selected readings on global information technology: contemporary applications*. New York: Information Science Reference.

7. Rogers, David (2016). *The Digital Transformation Playbook – Rethink Your Business for the Digital Age*. Columbia University Press.
8. Sarv, D., & Kohli, R. (2002). *The IT payoff: Measuring the business value of information technology investments*. New York: Prentice Hall.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Developing an understanding of IT as a Strategic Tool for Organizations to gain Competitive Advantage.	Lectures thru small case lets and Reading a Book	Presentations by students as well as submission of a book review
II.	Familiarizing the students with the concepts for designing and developing a winning IT Architecture.	Lectures and discussions on small case lets	Students are required to undertake a live project for the topic
III.	Introduce the students to the concept of SISP and Learning Organizations.	Discussions with the help of industry examples	Individual attempt for studying SISP and Learning Organizations
IV.	Discuss the relevance of emerging paradigms such as BI and BA as well as their relevance to businesses.	Lectures and discussions through a guest lecture from industry	Term paper on the relevance of BI and BA
V.	Discuss reasons for success and failure of IT projects.	Field Study and Case Discussions	Field Study by a Group of Students and presentation

* The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

MBAEX 9503: Managing E-Business

Course Objectives

This course is aimed at developing an understanding of emerging e-business paradigms, with special reference to various issues and concerns imperative to implementation of e-business strategies. The course will focus on analysis of factors responsible for successes and failures of e-business initiatives.

Course Learning Outcomes

1. Developing an understanding of transacting electronically and emerging technology for the same.
2. Familiarizing the students with the concepts of EDI and Knowledge Management for e-Commerce.
3. Introduce the students to the government initiatives for e-business.
4. Discuss the significance of electronic payments.
5. Develop an appreciation of strategies for e-Business.

Course Contents

Unit I: Managing businesses electronically. E-Business and E-Commerce. Role of transactions on the electronic media. Growth of E-Business in an organization. Impact of E-Business on industries; Components of E-Business technology; Role of websites and Internet in E-Business. Emerging technologies for E-Business solutions.

Unit II: Introduction to e-Commerce; Role of EDI in e-Commerce; emerging paradigms of e-commerce; Knowledge management in the e-Commerce Era.

Unit III: Indian e-Commerce Scenario; IT Act; Indian Convergence Bill; Cyber Appellate and PKI. Success stories of e-Commerce in India; Cashless Economy. Integrators and Key Players.

Unit IV: Electronic Payment Systems. Electronic Wallets; Payment Gateways; Payment and Content Management; Security and Privacy Issues related to E-Commerce. On-line, Prepaid and Postpaid Electronic Payment Systems. Architectural Framework for E-Business.

Unit V: Implementing B-2-B E-Commerce. Supply-Chain Integration; Enterprise Application Integration. E-Commerce Value Chain. Internet Business Models; Internet Business Strategy; Implementation Strategies. Search Engines and Internet Advertising. Building Virtual Communities. Building e-Alliances; Business Exchanges and Intermediaries. E-Business Strategies and Economies of E-Business.

Suggested Readings

1. Bhanver, J., & Bhanver, K. (2017). *Click! The Amazing Story of India's E-commerce Boom and where it's headed*. Hachette.
2. Bhaskar, B. (2009). *Electronic commerce: Framework, technologies and applications* (3rd Ed.). New Delhi: Tata McGraw Hill Education.
3. Chaffey, D. (2007). *E-Business and e-commerce management* (3rd Ed.). Pearson Education.
4. Erisman, P. (2017). *Six Billion Shoppers: The Companies Winning the Global E-Commerce Boom*. Macmillan.
5. Kalakota R. & Whinston, A. B. (2009). *Electronic commerce: A manager's guide*. New Delhi: Pearson Education.
6. Vaitheeswaran, K. (2017). *Failing to Succeed: The Story of India's First E-Commerce Company*. India:Rupa Publications.
7. Vince, C., & Cripe, B. (2008). *Reshaping your business with web 2.0*. New Delhi: McGraw Hill Computing.

8. Whiteley, D. (2017). *E - Commerce: Strategy, Technologies and Applications*: McGraw Hill Education.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Developing an understanding of transacting electronically and emerging technology for the same	Lectures thru small case lets and Reading a Book	Presentations by Students as well as submission of a book review
II.	Familiarizing the students with the concepts of EDI and Knowledge Management for e-Commerce	Lectures and discussions on small case lets	Students to appear for a quiz for the topics
III.	Introduce the students to the government initiatives for e-business	Discussions with the help of various acts and government documents	Study of documentation related to the government initiatives
IV.	Discuss the significance of electronic payments	Case studies of payment gateways and electronic wallets	Term paper on demonetization and cashless economy
V.	Develop an appreciation of strategies for e-Business	Field Survey Discussions	Field Study by a Group of Students and presentation

* The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

Area: Marketing (MBAEX 9601-9614)

MBAEX 9601: Consumer Behaviour

Course Objectives

Marketing involves decision making in areas like product, pricing, branding, distribution, and promotion. Consumers and customers subjected to these decisions with an aim to extract desired response. Marketing effectiveness can be significantly improved if these decisions based on consumer insights. Marketing success depends on a thorough understanding of why consumers behave the way they do to marketing stimuli? This course is designed to provide insight into consumer psychology with special focus on how consumers think, feel and respond to marketing

stimuli. The course aims to equip the participants to view marketing phenomena from customer's perspective.

Course Learning Outcomes

1. Develop an understanding of factors that influence consumer buying behaviour.
2. Appreciate mental processes that precede the act of purchase.
3. Learn models that map and explain consumer buying processes.
4. Learn to how to base marketing decisions on consumer insights.
5. Understand the influence of socio-cultural factors on consumer behaviour.

Contents

Unit 1: Marketing success and failure and consumer behaviour: manager and consumer perspectives, strategy consistency and inconsistency.

Consumer behaviour models: Mapping consumer's mind, deterministic and probabilistic approaches, Howard and Sheth, Nicosia and Engle and Blackwell model.

Unit II: Consumer involvement: perceived risk, antecedents and consequences Consumer decision making: psychology of simplification, elaborate to routine buying Habit: loyalty, inertia and strategic implications for incumbent and entrant.

Unit III: Consumer perception and knowledge: categorization process and discrimination, Types of thresholds, consumer memory network. Consumer learning: connectionist and non -connectionist approaches.

Unit IV: Motivation and drive: theories, means and end chain, Hierarchical value mapping. Personality and self-concept influence: Personality theories, Freud, Jung and Trait theories, consistency hypothesis, personality and image, measurement of personality and self-image, creating aspiration brand.

Unit V: Demographic and psychographic segmentation: lifestyle and psychographics Reference group influence: categories and types of influence Consumer culture: values and orientation, subculture, social class Family decision making: decision making unit, roles and influence, types of decisions Organizational consumer behaviour: differences, models and strategies.

Suggested Readings

1. Assael, H. (2009). *Consumer behaviour and marketing action*. New Delhi: Cengage Learning.
2. Blackwell, R. D., Miniard, P. D., & Engle, J. F. (2009). *Consumer behaviour*. USA: Thomson-South Western.
3. Evans, M., Jamal, A., & Foxall, G. (2009). *Consumer behaviour* (2nd Ed.). New Jersey: John Wiley & Sons.
4. Hawkins, D. I., Mothersbaugh, D. L. & Mookerjee, A. (2014). *Consumer behaviour: building marketing strategy*. New Delhi: McGrawHill.
5. Lindquist, J. D., & Sirgy, J. M. (2010). *Consumer behaviour*. New Delhi: Cengage Learning.

6. Lindstrom M. (2010) *Buyology: Truth and Lies about Why We Buy and the New Science of Desire*. New York: Business Books.
7. Peter, J. P. & Olson, J. C. (2010). *Consumer behaviour and marketing strategy*. New Delhi: McGraw Hill.
8. Schiffman, L. G., & Kanuk, L. L. (2010). *Consumer behaviour*. New Delhi: Prentice Hall.
9. Sheth, J. N., & Mittal, B. (2004). *Consumer behaviour: A managerial perspective*. Ohio: Thomson-South Western.

Facilitating the achievement of course learning outcomes

Unit No	Course learning outcomes	Teaching and learning activity	Assessment tasks
I.	Learning from market failures; and appreciation and mapping of consumer mental processes	Discussion on real life cases of product failures	Case analysis
II.	Understanding consumer cognitive processes and their relationship with buying tasks	Cognitive model of consumer buying and effect of consumer learning	Case analysis and role play
III	Exploring how consumer deal with information and develop learning about products and brands	Theory of perception, Learning theories: conditioning and cognitive learning	Case analysis and advertisement analysis
IV	Appreciation of internal constructs or variables that have influence on consumer choice and their effect on brand building	Motivation theories, Personality and Self-concept theories	Case analysis and personality mapping exercise
V	Understanding the effects of external influences that impact consumer choices	Social and cultural context of consumer decision, culture theory, family decision making	Case analysis and socio-cultural value mapping

MBAEX 9602: Advertising Management

Course Objectives

The purpose of this course is to familiarize the students with the role of advertising in the context of promoting products and services. Advertising is one of the most ubiquitous promotional tools on which big money is spent. It is important to understand the advertising process and key decision areas for effective management of this function.

Course Learning Outcomes

1. Understanding the marketing communication model and role of integrated marketing communication
2. Understanding various types of advertising
3. Understanding change in advertising over the years- new age advertising
4. Strengthening the concepts related to the main decision areas in advertising- mission, money, message, media and measurement
5. Understanding the role of advertising agencies
6. Develop an understanding of social, ethical and legal aspects governing advertising in India

Contents

Unit I: Understanding Marketing Communication- Objective of Marketing Communication, Communication Model, Integrated Marketing Communications, Advertising in the evolving marketing environment.

Unit II: Introduction to Advertising- Meaning and Importance of Advertising, Role of Advertising in the Marketing Mix, Stimulation of Demand, Effects of Advertising.

Unit III: Determining Advertising Goals- Defining Advertising Objectives, DAGMAR Approach, and Hierarchy-of-Effects Model.

Unit IV: Building Advertising Programmes- Determination of Target Audience, Message Decisions-Content, Structure, Source and Format, Appeals in Advertising, Message tactics: copywriting.

Unit V: Media Planning and Budgeting- Determining Media Plan, Media decisions- Analyzing various Types of Media; Reach, Frequency and Impact, Factors influencing the choice of media, Methods of setting Advertising Budget.

Unit VI: Evaluating Advertising Effectiveness- Need and Importance of Measuring Advertising Effectiveness, Communication and Sales Effect; Opinion and Attitude Tests, Recognition and Recall Tests, Controlled Experiments.

Unit VII: Advertising Organization and Regulation- Advertising Agency and its Functions, Choosing the Agency, Agency Compensation, Legal, Ethical and Social Aspects of Advertising in India.

Suggested Readings

1. Aaker, D.A., Batra, R., and Myers, J.G. (2006). *Advertising Management*. New Delhi: Pearson Education.

2. Belch, G.E. and Belch, M.A. (2018). *Advertising and Promotion: An Integrated Marketing Communication Perspective* (11th Ed.). New York: McGraw Hill.
3. Guinn O', T.C., Allen, C.T., and Semenik, R.J. (2009). *Advertising Management with Integrated Brand Promotion*. New Delhi: Cengage.
4. Sharma, Kavita (2011). *Advertising Planning and Decision Making*. New Delhi: Taxmann Publications.
5. Shimp, T.A. (2013). *Advertising and Promotion: An IMC Approach* (9th Ed). New Delhi: Cengage.
6. Wells, W., Moriarty, S., and Burnett J. (2009). *Advertising: Principles and Practice* (8th Ed.). Pearson.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understanding Marketing Communication	Presentation and discussion on various elements of marketing communication model, Role and importance of IMC, Exercise related to IMC practiced by Indian companies	Exercise and quiz
II.	Introduction to Advertising	Understanding the importance and impact of advertising with the help of videos, videos on different types of advertising	Exercise and quiz, Active learning and application with the help of small group exercises and mini cases.
III.	Determining Advertising Goals	Discussion of various stages of hierarchy-of-effects, difference across product categories, challenges in practicing DAGMAR	Exercise, case study and quiz
IV.	Building Advertising Programmes	Presentation and discussion on various types of appeals (rational, emotional and moral), message structure and format , videos on various ad appeals	Case study on message strategy and ad analysing use of different appeals
V.	Media Planning and Budgeting	Presentation and discussion on media planning, differences in offline and online media planning, understanding budgeting decisions using case studies	Numerical questions on calculation of reach, frequency, GRP. Case study on media planning, Case study on budgeting
VI.	Evaluating Advertising Effectiveness	Presentation and discussion of various methods that can be used to measure advertising effectiveness, pre-tests and post tests	Critical thinking exercises and ad analysis

VII.	Advertising Organization and Regulation	Presentation and discussion on the role and functions of an advertising agency, full service and limited service agencies, ethical, social and legal aspects of advertising in India using case studies	Case study on ad agency Case study on advertising ethics
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* The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

MBAEX 9603: Competitive Marketing

Course Objectives

The markets in contemporary times are intensely contested spaces. This course is designed to impart knowledge and skills essential to developing effective marketplaces responses in competitive situations. Specifically, the course is aimed to cultivate skills for analyzing market competition and design competitive marketing strategies to outmaneuver competition.

Course Learning Outcomes

1. To develop an understanding of competitive nuances of market and players.
2. Learn to apply theoretical models and models in mapping competitive behaviour.
3. Learn to evolve strategies to outwit competition.
4. Analyze strategies that firms in a competitive situations employ.
5. Learn to create competitive advantage over rivals.

Contents

Unit I: Introduction to competition: price and non-price competition; direct and indirect competition; Different types of markets: commodity, business, and service; Nature of competition; Forces model

Unit II: Competitive marketing strategies: Understanding the competitor, Outwitting, outmaneuvering and outsmarting the competition; Competitor learning; Competitor analysis: Marketplace strategy – Scope, posture and goals; Competitive strategic analysis: Activity/value chain, Alliances, Networks, Capabilities and competencies, Assets and Assumptions

Unit III: Tools for strategic analysis: GE and BCG matrix; Portfolio Matrix, Porter’s Strategies Framework; Ansoff matrix; Balance score card; Warfare framework

Unit IV: Growth Strategies: Competitive market strategies for emerging industries, strategies for mature and declining brands and fragmented industries; projecting the Competitor’s Future Marketplace strategies; Marketing warfare strategies: Market leader strategies, market challenger strategies, market niches strategies

Unit V: Tactical and operational decisions in managing and outmaneuvering competition: designing and managing value networks; marketing channels and channel dynamics; managing communication; sales promotion, public relations and direct marketing

Suggested Readings

1. Aaker, D. A. (2013). *Strategic market management* (10th Ed.). New York: John Wiley & Sons.
2. Craven, D. W., & Nigel, F. P. (2012). *Strategic marketing* (10th Ed.). McGraw-Hill Higher Education.
3. Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). *Marketing* (14th Ed.). New Delhi: Tata McGraw Hill.
4. Fahey, L. (1999). *Competitors: outwitting, outmaneuvering, and outperforming*. New York: John Wiley & Sons.
5. Kotler, P., Keller, K., Koshy, A., & Jha, M. (2009). *Marketing Management: A South Asian perspective* (13thed.). New Delhi: Pearson Education.
6. Porter, M (1998). *Market Signals, Competitive Strategy: Techniques for Analyzing Industries and Competitors*. NY: The Free Press.
7. Rao, V. R., & Steckel, J. H. (2006). *Analysis for strategic marketing*. New Delhi: Pearson Education.

Facilitating the achievement of course learning outcomes

Unit No	Course learning outcomes	Teaching and learning activity	Assessment tasks
I	Develop understanding of functioning of markets, participants in market and their behaviour	Market structures as per economics framework; forms of competition	Case analysis and in class exercise
II	Understanding strategies that participants in competition situation employ	Techniques to identify competitors and their strategies; strategic group analysis	Case analysis and in class assignment
III	Understanding strategic frameworks that guide decisions at business level	Application of specific portfolio management tools in real situation	Case analysis and industrial group level analysis
IV	Learning strategies applicable in different stages of life cycle like mature markets	Value creation and modification by altering different mix elements	Case analysis and assignment on successful brands in mature markets

V	Understanding how competitive strategies are implemented at the marketing mix level	Price, promotion, channel and promotion changes in response to competitive maneuvers	Case analysis and assignment
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MBAEX 9604: Business Marketing

Course Objectives

To develop an understanding of the complex dimensions of the business markets and designing of marketing strategies in a business-to-business context.

Course Learning Outcomes

1. Understanding of business marketing perspective
2. Managing relationships in business marketing
3. Formulating business marketing strategy
4. Evaluating business marketing strategy and performance

Contents

Unit I: Introduction to Business Marketing: Nature and scope of Business Marketing (B2B), Differences between B2B and B2C marketing, underlying factors influencing the demand, types of customers, classification of products in business markets and strategic perspectives of business marketing.

Unit II: Organizational Buying Behaviour: organizational buying process, different buying situations, strategic implications for business marketer, factors influencing organizational buying behaviour.

Unit III: Customer Relationship Management: Patterns of buyer-seller relationships and strategy guidelines, customer profitability and managing strategies, managing customer relationships, drivers of relationship marketing effectiveness, crafting the right value proposition.

Unit IV: Segmenting the business markets: Requirements and benefits of segmentation, bases for segmenting business markets, selecting market segments and isolating market segment profitability.

Unit V: Managing products and services for business markets: defining the product market, planning product strategy, technology adoption life-cycle, customer value proposition, building strong B2B brand, understanding and managing full customer experience and customer benefit concept of service package.

Unit VI: Managing Business Marketing Channels: Direct, indirect and multi-channel models, industrial distributors, manufacturer's representatives, developing and modifying channels, channel administration, B2B e-marketplaces and supply chain management.

Unit VII: Pricing Strategies for business Markets: Central elements of pricing process, establishing prices for new products and modifying price f/or existing products.

Unit VIII: Business Marketing Communications: Organizing sales efforts, managing personal selling efforts of sales force along the dimensions of selection, training, compensation, motivation, sales quotas and sales territories, role of trade shows and advertising for B2B firms.

Suggested Readings

1. Anderson, J. C., Narus, J. A., Narayandas, D. & D.V.R. Sheshadri (2016). *Business market management: understanding creating and delivering value* (3rded.). Pearson Education.
2. Dwyer, R. F., & Tanner, J. F. (2015). *Business marketing: Connecting strategy, relationships and learning* (3rd.ed.).New Delhi: Tata Mc Graw Hill Education.
3. Ellis, N. & Sarkar, S. (2015). *Business to Business Marketing: Relationships, Networks and Strategies* (1st Ed.). Oxford University Press.
4. Hutt, M. D., Sharma, D. &Speh, W. T. (2015). *B2B Marketing* (11th Ed.). Cengage Learning.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understanding key characteristics of business marketing Strengthening the foundations of the analytical approach to Managerial decision-making	Lecture, case study to explain: Distinguishing characteristics between consumer marketing and business marketing, classification of customers and products in business markets	Case discussions, experiential exercises, practical exercise, internet-based exercise
II.	Understanding organizational decision-making process and factors influencing purchase decisions	Lecture, case study to explain: Major stages of the buying process, different buying situations and strategy guidelines, influence of different factors on buying behaviour Teaching and Learning Activity	Case discussions, experiential exercises, practical exercise, internet-based exercise Assessment Tasks
III.	Understanding and managing relationships with business customers	Lecture, case study to explain: Types of buyer seller relationships, designing relationship strategies, evaluating and managing customers' profitability, customer value proposition	Case discussions, experiential exercises, practical exercises, internet-based exercises and mid-term exam

IV	Understanding and applying bases to segment markets, choosing customers	Lecture, case study to explain: Identifying and applying macro and micro bases for segmenting business markets, selecting target markets	Case discussions, experiential exercises, practical exercises, internet-based exercises, mid-term exam
V	Understanding aspects related to managing products and services in business markets	Lecture, case study to explain: Various types of product lines, product positioning process, brand building, value to customers, technology adoption life-cycle	Case discussions, experiential exercises, practical exercises, internet-based exercises, end-term exam
VI	Understanding the designing and managing of marketing channels in business markets	Lecture, case study to explain: Alternative paths to business market customers, role of industrial distributors and manufacturers' representatives, components of channel design and requirements of successful channel strategy	Case discussions, experiential exercises, practical exercises, internet-based exercises, end-term exam
VII	Understanding significance of value perceptions in B2B marketing, price setting in organizational markets	Lecture, case study, group project to explain: Defining value, central elements of pricing process, establishing prices for new products and modifying for existing products	Case discussions, experiential exercises, practical exercises, internet-based exercises, end-term exam
VIII	Understanding marketing communication strategies in business markets, management of personal selling in business organizations	Lecture, case study, role play to explain: Defining the role of personal selling, designing of programs related management of sales force, organizing the sales force, the role of advertising and trade shows	Case discussions, experiential exercises, practical exercises, internet-based exercises, group project

MBAEX 9605: Sales Force Management

Course Objectives

The purpose of the course is to develop an understanding of concepts, which are helpful in designing sound programs for organizing and managing the sales force.

Course Learning Outcomes

1. Understanding the role, importance and various aspects related to sales management, personal selling and salesmanship.
2. Understanding the issues related to organizing, selecting and developing of sales force.
3. Understanding about designing and implementation of various aspects related to operating sales force market structure and how supply is determined in each.
4. Understanding the techniques of controlling and evaluating sales efforts.

Contents

Unit I: Personal Selling and Marketing Strategy: Sales Management and the business Enterprise, sales management, personal selling process and salesmanship, setting personal selling objectives, determining sales related marketing policies, formulating personal selling strategy.

Unit II: Organizing, Staffing and Training salesforce: Sales organization structures, recruiting and selecting salespeople, planning, executing and evaluating sales training programs.

Unit III: Directing Sales Force Operations: motivating sales personnel, compensating sales people, sales meetings and contests, sales quotas and sales territories.

Unit IV: Evaluating and Controlling the Sales Effort: The sales budget, analysis of sales volume and profitability and evaluating salesperson's performance.

Suggested Readings

1. Jobber, D., Lancaster, G. (2015). *Selling and Sales Management* (10th Ed.) Pearson Education.
2. Johnston, M. W., Marshal, G. W. (2013). *Sales Force Management* (11th Ed.). New Delhi: Tata McGraw-Hill Education.
3. Spiro, R., Rich, G., & Stanton, W. (2015). *Management of a Sales Force* (12th Ed.). New Delhi: Tata McGraw-Hill Education.
4. Still, R.R., Cundiff, E. W., & Govoni, N. A. P. (2011). *Sales Management: Decision, Strategy and cases* (5th Ed.). Pearson Education.
5. Tanner Jr., J.F., Honeycutt Jr., E.D., Erffmeyer, R. C. (2013). *Sales Management*, (1st Ed.). Pearson education.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
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I.	Understanding the role of personal selling efforts	Lectures, case studies, role play to explain: Diversity of Personal selling situations, setting objectives and designing strategies	Case discussions, experiential exercises, practical exercises, role-play, internet-based exercises and mid-term exam
II.	Understanding about organizing sales effort, selection and training programs for sales force	Lectures, case studies, role play, group project to explain: Various organizational structures, designing of recruitment and selection program, planning, executing and evaluating training programs	Case discussions, experiential exercises, practical exercises, role-play, internet-based exercise, project and mid-term exam
III	Understanding designing and implementation of programs for directing a sales force	Lectures, case studies, role play, group project to explain: Motivation theories and their implications for sales manager, concepts related to designing and implementing programs related to compensation, sales meetings and contests, sales quota, sales territories	Case discussions, experiential exercises, practical exercises, role-play, internet-based exercise, project and end-term exam
IV	Understanding of sales budget and its procedure, concept of sales volume analysis and profitability analysis	Lecture, case study to explain: Purpose of sales budget and budgetary procedure, sales audit, sales analysis and profitability analysis	Case discussions, experiential exercises, practical exercises, role-play, internet-based exercise and end-term exam

MBAEX 9606: Service Marketing

Course Objectives

Most of the developed economies of the world have become service dominate about two decades ago and now developing economies are making a transition. Unique to Indian economy is the transformation from agricultural dominance to service dominance. The business space is inhabited by service companies and good companies who augment their offering with services. In this context good oriented marketing thinking and skills can be limiting. The purpose of this course is

to acquaint the participants with the unique challenges faced by service marketers and augment skills and thinking to effectively marketing of services.

Course Learning Outcomes

1. Appreciation of differences between goods and services marketing
2. Understanding the process by which value is created in service businesses
3. Learning and mapping of consumer response to service buying situations
4. Understanding quality concept, measurement and implementation processes in services
5. Appreciation of differences in marketing issues like demand management and advertising

Contents

Unit I: The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation: agricultural, industrial and service economy, Service as marketing entity: characteristics and strategy implications, service dominant logic. Types of services: insurance, banking, air transportation, courier, education etc.

Unit II: Marketing mix: concept of value and value drivers, extended framework. Relationship building: relationship marketing, bonding and lifetime value. Service encounter: moment of truth, service types and service encounter, service encounter classification. Service innovation: through encounter and system modification.

Unit III: Service marketing system: servuction system, consumer and prosumer, service system mapping, front line, line of internal interactions and line of visibility, service blueprinting. Service system and functional orientations: service management trinity, interaction between production, marketing, human resources, inter-functional conflict and harmonization.

Unit IV: Service buying behaviour; difference in perspective, risk analysis, decision process Service marketing strategy; segmentation, targeting and positioning, market innovation. Competitive differentiation; competitive advantage and value chain analysis.

Unit V: Service quality: concept, technical and functional quality, service quality models and measurement and implementation. Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment, service culture.

Suggested Readings

1. Fisk, R. P., Grove, S. J., & John, J. (2013). *Services Marketing: An interactive approach* (4th Ed.). USA: Cengage Learning.
2. Glynn, W. J., & Barnes, J. G. (2006). *Understanding services management: Integrating marketing, organizational behaviour, operations and human resources management*. New Delhi: Prentice Hall.
3. Gronroos, C. (2007). *Service management and marketing: Customer Management in service competition* (3rd Ed.). New Delhi: Wiley India.
4. Gronroos, C. (2015). *Service management and marketing: Managing the service profit logic*. New York: John Wiley.
5. Hoffman, K. D., & Bateson, J. E. G. (2016). *Marketing of services: Concepts strategies and cases*. USA: Cengage Learning.
6. Lovelock, C., Wirtz, J. & Chatterjee, J. (2011). *Service marketing: people technology*

- and strategy* (7th Ed.). New Delhi: Pearson Education.
7. Mudie, P., & Pirrie, A. (2006). *Services marketing management*. New Delhi: Butterworth Heinemann.
 8. Shanker, R. (2002). *Services marketing: The Indian perspective*. New Delhi: Excel Books
 9. Verma, H. V. (2012). *Services marketing: text and cases* (2nd Ed.) New Delhi: Pearson Education.
 10. Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2013). *Services marketing: integrating customer focus across the firm* (6th Ed.). New Delhi: McGraw Hill.

Facilitating the achievement of course learning outcomes

Unit No.	Course learning outcomes	Teaching and learning activity	Assessment tasks
I	Appreciation of reasons of emergence of services and fundamental difference between goods and services	Explore changes in consumption basket and economic transformation through GDP analysis	Case analysis and consumption basket assignment
II	Understanding why mix is extended and how value is created in services	Service system mapping, deep analysis of service encounters	Case analysis and service blue printing assignment
III	Understanding of servuction system and convergence of HR, Marketing and Production departments at encounter level	Consumer co-creation role, production-quality marketing sequence. Orientation conflicts	Case analysis and service innovation activity
IV	Understanding and mapping service consumer behaviour; Service vision and competitive advantage; blue ocean strategy	Dissonance reduction model, Strategic service vision analysis and SCA	Case analysis and deep analysis of service disruptors
V	Appreciation of quality models and implementation process; demand supply imbalances	Technical and functional quality, SERVQUAL, GAPS model; Alignment strategies, Empowerment model	Case analysis and quality dimensions assignment

MBAEX 9607: Sales Promotion Management

Course Objectives

The purpose of this course is to develop an understanding of concepts, methods and strategies of sales promotion.

Course Learning Outcomes

1. Understanding the nature and importance of sales promotion
2. Develop an understanding of the impact of sales promotions
3. Understanding various consumer oriented and trade oriented sales promotion
4. Deciding on sales promotion design, understanding deal sensitive consumer segment
5. Develop an understanding of how sales promotion work in b2c, b2b and service settings
6. Understanding manufacturer and retailer promotion planning process
7. Understanding the methods of budget allocation
8. Learning about metrics that can be used to assess sales promotion results

Contents

Unit I: Introduction and Overview- Meaning and Importance of Sales Promotion, Nature and Scope of Sales Promotion, Advantages and Limitations.

Unit II: Objective and Impact- Sales Promotion and Marketing Mix, Relationship between Advertising and Sales Promotion Strategy, Target Audience, Setting Objectives and Impact of Sales Promotion.

Unit III: Consumer Behaviour and Sales Promotion- Theories of Consumer Behaviour, Deal Prone Consumer, Brand Equity and Sales Promotion.

Unit IV: Sales Promotion Budget- Determining Budget for Promotion, Methods of Sales Promotion Budgeting, Allocating funds between Sales Promotion and Advertising.

Unit V: Tools and Techniques- Designing Sales Promotion Strategies, Consumer-Oriented Tools and Techniques of Sales Promotion, Trade Dealings and Retail Promotions, Analysis of various Schemes, sales promotion in b2c, b2b and service settings.

Unit VI: Planning, Implementation and Evaluation- Manufacturer Promotion Planning Process, Retail Promotion Planning Process, Strategic Issues in Designing Promotional Strategies, Testing the Programme, Review and Evaluation of Sales Promotion Strategies.

Suggested Readings

1. Blattberg, R.C. and Neslin, S.A. (2002). *Sales Promotion: Concepts, Methods and Strategies*. NJ: Prentice Hall.
2. Cummins, J., and Mullin, R. (2010). *Sales Promotion: How to Create and Implement Campaigns that Really Work*. Kogan Page.
3. Kazmi, S.H., and Batra, S.K. (2008). *Advertising and Sales Promotion*. New Delhi: Excel Books.
4. Schultz, D.E. and Robinson, W.A. (2001). *Sales Promotion Management*. Chicago: Crain Books.
5. Shah, K. and D'Souza, A. (2010). *Advertising and Promotion: An IMC Perspective* (5th Ed.). New Delhi: McGraw-Hill.
6. Shimp, T.A. (2013). *Advertising and Promotion: An IMC Approach* (9th Ed). New Delhi: Cengage.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Introduction and Overview	Presentation and discussion on the nature of sales promotion, Advantages and Limitations	Exercise on real life examples of successful and unsuccessful sales promotion
II.	Objective and Impact	Outlining various objectives for which sales promotion can be used, discussion on individual and market level impact of Sales Promotion	Exercise on understanding impact, MCQ's
III.	Consumer behaviour and Sales Promotion	Theories of Consumer behaviour, Deal Prone Consumer, Brand Equity and Sales Promotion with the help of exercise and case study	Mini case studies on consumer behaviour theories and Exercises on brand equity
IV.	Sales Promotion Budget	Determining Budget for Promotion, Methods of Sales Promotion Budgeting, understanding allocation of funds with the help of a case study	Case study on budgeting, Preparing a sales promotion budget
V.	Tools and Techniques	Designing Sales Promotion Strategies, Consumer-Oriented Tools and Techniques of Sales Promotion, Trade Dealings and Retail Promotions, Analysis of various Schemes using exercise and case	Group exercises on analyzing various schemes and Case studies on consumer promotion
VI.	Planning, implementation and evaluation	Manufacturer Promotion Planning Process, Retail Promotion Planning Process, Strategic Issues in Designing Promotional Strategies, Testing the Programme, Review and Evaluation of Sales Promotion Strategies	Exercise on designing sales promotion strategy, case on retail promotions and quiz

* The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

MBAEX 9608: Brand Management

Course Objectives

This course seeks to impart understanding of the role brands play in contemporary businesses. Brands have come to acquire center stage in marketing and they are often labeled as ‘the’ asset of value creation. This course is designed to provide an understanding of how brands are created and managed overtime.

Course Learning Outcomes

1. To build an appreciation of the role of brand and branding in winning competitive battles
2. Developing understanding of the key issues in creating and managing brands
3. To develop a grasp of theoretical concepts and frameworks of branding
4. To provide with skills and knowledge to develop and execute strategies in managing brand
5. Learn strategies to create powerful brand in specific areas like commodity, technology and services

Contents

Unit 1: Brand and marketing success: corporate and country perspective; Firm, balance sheet, assets and ‘the’ asset; brand outcomes: customer and company; Anatomy of brand, brand meaning ;Brand types and consumer value spaces- functional, emotional and experiential brands.

Unit II: Creating a brand- brand visioning; Brand identity and image, brand identity frameworks; Product and brand position, brand relevance and differentiation; Brand positioning strategies, positioning statement, choice of category and interest positioning.

Unit III: Growth strategies and options; Leveraging internal assets; line extension strategy ; Brand equity- Keller and Aaker Framework ; Brand and customer response; External leveraging – locating external assets ; Brand stretch; Brand extensions.

Unit IV: Brand strategies- tradeoff between efficiency and effectiveness; Brand architecture and portfolio; Product life cycle, brand life cycle- challenges and strategies; Managing brand overtime.

Unit V: Brand and consumer insights: consumer behaviour analysis and insight mining; Branding in different industries- political, industrial, technology, service ; Brand outcomes and value; valuation methods.

Suggested Readings

1. Aaker, D. and Joachimsthaler E. (2000). *Brand Leadership: The Next Level of the Brand Revolution*. NY: The Free Press.
2. Kapferer JN (2008). *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*. London: Kogan Page.
3. Kevin Lane Keller (2012), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. NJ: Prentice Hall.
4. Kumar R (2002). *Managing Indian Brands*. New Delhi: Vikas Publishing.
5. Travis, D (2000). *Emotional Branding*. California: Random House.
6. Verma H V (2013). *Brand Management: Text and Cases*. New Delhi: Excel Books.

7. Verma HV (2010). *Branding Demystified: From Plans to Payoffs*. New Delhi: Response Books.
8. Verma HV (2010). *Branding Demystified: From Plans to Payoffs*. New Delhi: Sage Publications.

Facilitating the achievement of course learning outcomes

Unit No	Course learning outcomes	Teaching and learning activity	Assessment tasks
I.	Appreciation of the concept of 'asset' and value creation; effect of Branding on consumer response	Analysis of book value and market value; elasticity and consumer relationships	Case analysis and in-class exercise
II.	Understanding the process of creating new brands and role of out of box visioning	Analysis of successful brands and their creators; brand resonance and difference ; point of parity and points of differences	Case analysis and development of positioning statement
III.	Understanding strategies for achieving growth by building response based on leveraging internal and external assets	Theory of perception, Learning theories: conditioning and cognitive learning	Case analysis and advertisement analysis
IV.	Appreciation of internal constructs or variables that have influence on consumer choice and their effect on brand building	Line extension, brand extension, process of finding right extension candidates ; brand equity frameworks	Case analysis and compatibility exercise
V.	Appreciating the role of marketplace changes and challenges of managing brand over time; brand valuation	Brand concept management in introduction, elaboration and fortification stages; valuation methods	Case analysis and assignment

MBAEX 9609: Digital Marketing

Course Objectives

This course is designed to impart the participants with the knowledge, concepts and skills needed in marketing through digital channels. Participation in digital space is an imperative for both business and social organizations. The theories and models applicable require a revisit as digital marketing is not the same as offline marketing. The course seeks to familiarize the participants with the concepts and techniques applicable in digital marketing.

Course Learning Outcomes

1. Appreciation of differences and similarities between non-digital and digital marketing
2. Understanding consumer behaviour on digital media
3. Learning to develop digital strategy
4. Understanding social media marketing
5. Understanding social media, web analytics

Contents

Unit I: Internet penetration and digital commerce; Characteristics of Internet: Web 1.0, Web 2.0 and Web 3.0; Social media; Similarities and differences between online and offline marketing; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology.

Unit II: Digital marketing strategy; Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization.

Unit III: Online consumer behaviour: decision making process; problem recognition, information search, evaluation, choice and post purchase behaviour; online consumer segmentation; online marketing mix; consumer segments and targeting; User experience.

Unit IV: Social Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis; Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Internet of things.

Unit V: Mobile Marketing, E-marketing; Internet marketing strategy: content marketing.

Suggested Readings

1. Aslam K (2017). *The 7 Critical Principles of Effective Digital Marketing*. Arizona: Scottsdale, the Stone Soup Hustler Publication.
2. Bly R.W. (2018). *The Digital Marketing Handbook*. Entrepreneur Press.
3. Giovannoni, E (2018). *The Digital Marketing Planning*. Brisbane: Chasefive.com.

4. Maity, M (2017). *Internet Marketing*. New Delhi: Oxford University Press.
5. Rayan D and Russ, H (2017). *Digital Marketing for Dummies*. NJ: John Wiley.

Facilitating the Achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Task
I.	Appreciation of digital marketing space, its characteristics and basic understanding of digital technology	Building knowledge of marketing process on Internet and digital media platforms	Assignment and quiz
II.	Understanding that digital marketing is highly active throughout the entire conversion process	Consumer conversion funnel	Case and assignment
III.	Appreciation of differences between offline and online consumer behaviour	Consumer decision process	Case and assignment
IV.	Understanding the need for achieving online marketing efficiency and different through data and data analysis	Types of data and analysis; use of data for marketing purposes	Case and assignment
V.	Understanding other forms of offline marketing platforms and their uniqueness	Mobile, social and email marketing characteristics and strategy	Case and assignment

MBAEX 9610: Retailing Management

Course Objectives

To introduce the student to the field of retailing management and enable them to understand the problems and issues faced by retailers and develop winning strategies for retailing business.

Course Learning Outcomes

1. Understanding the nature and importance of retail management
2. Understanding various kinds of retail formats
3. Learning the role of marketing, finance, IT, supply chain in formulation of retail strategies
4. Develop an understanding of merchandise management
5. Learning about retail store operation, design and management
6. Developing marketing competencies in retailing and retail consulting

Contents

Unit I: Introduction to the World of Retailing – Concept, Nature and Scope, Functions, Economic Significance of Retailing, Retail Mix, The Retailing environment in India, Types of Retailers – Retail Formats, Theories of Retail Development and The Retail Life Cycle.

Unit II: The Retail Strategy: Retail Market Strategy, Financial Strategy, Retail Locations, Human Resource Management, inventory management, Information Systems and Supply Chain Management.

Unit III: Retail Management: Situation analysis, Retail organization structure, Identifying and understanding the customer, Customer Service, store positioning, CRM-Building and sustaining relationships.

Unit IV: Merchandise Management: Managing Merchandise Assortments, Merchandise Planning Systems, Buying Merchandise, National brands or Private labels and Retail Pricing.

Unit V: Store Management: Managing retail services Store Layout and Design, Visual Merchandising, Retail Communication Mix, store maintenance and store security and Retail Promotions.

Unit VI: Future of Retailing: Retailing through Internet, Career opportunities in Retail and Road ahead in India.

Suggested Readings

1. Bajaj, C., Tuli, R. & Srivastava, N. (2016). *Retail Management (3rd Ed)* New Delhi: Oxford University Publication.
2. Berman, B., & Evans, Jr. (2013). *Retail management- A Strategic Approach (10th Ed.)*. New Delhi: Pearson Education.
3. Dunne, P., Lusch, R. & Carver, J. (2014). *Retailing (8th Ed.)*. Cengage.
4. Michael, L. M., Weitz, B. W. & Grewal, D. (2013). *Retailing Management*. New Delhi: McGraw Hill.
5. Newman, A. J. & Cullen, P. (2002). *Retailing Environment & Operations*. London: Cengage Learning.
6. Pradhan, S. (2017). *Retailing Management: Text and Cases*. New Delhi: McGraw-Hill.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Introduction to the World of Retailing	Presentation and discussion on Nature, Scope and Functions of Retailing, Types of Retail Formats, The Retail Life Cycle	Exercise, case and quiz
II.	The Retail Strategy	Presentation and discussion on Retail Market Strategy, Financial Strategy, Retail Locations, Human Resource Management, inventory	Case development on a

		management, Information Systems and Supply Chain with the help of case studies	retail sector and MCQ's
III.	Retail Management	Retail organization structure, Identifying and understanding the customer, customer Service, store positioning, CRM-Building and sustaining relationships	Mini case studies and group exercises
IV.	Merchandise Management	Merchandise Management: Managing Merchandise Assortments, Merchandise Planning Systems, Buying Merchandise, National brands or Private labels, Retail Pricing	Case study and quiz
V.	Store Management	Store Management: Managing retail services Store Layout and Design, Visual Merchandising, Retail Communication Mix, store maintenance and store security, Retail Promotions with the help of case studies	Case study and quiz
VI.	Future of Retailing	Retailing through Internet, Career opportunities in Retail, Road ahead in India	Exercise and MCQ's

* The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

MBAEX 9611: Marketing Channels

Course Objectives

The objective of this course is to provide an understanding about the company's route to the market. The course would enable the students to understand and manage downstream part of value chain.

Course Learning Outcomes

1. Understanding structure of marketing channels and flows associated
2. Demonstration procedure of designing distribution channels
3. Understanding of behaviour issues in marketing channels
4. Understanding of other marketing mix elements on channels and evaluation of performance of channel members
5. Demonstration of international channel perspective

Contents

Unit 1: Marketing Channel: Structure and Function, Need for intermediaries, Types of Intermediaries, flows associated in marketing channels and Distribution strategies.

Unit II: Design of marketing channel. Selecting the marketing channel. Issues in designing distribution channels.

Unit III: Behaviour process in marketing channel. Power and Conflict management, motivating the channel members.

Unit IV: Product issues in Channel management. Pricing Issues in Channel management. Promotion through Channel management. Logistics and Channel management. Evaluating Channel member performance.

Unit V: Marketing Channel for service. International Channel perspective. Strategic Alliances in marketing channel. Legal constraints on marketing channel policies.

Suggested Readings

1. Anderson, E., Stern, L.W., El-Ansary, A., Natarajan R.C., Coughlan, A. (2009). *Marketing channel* (8th Ed.). Pearson.
2. Rosenbloom, B. (2012). *Marketing channel: A management view* (8th ed.), Cengage Learning.
3. Venugopal, P. (2001). *Marketing channel management: A customer centric approach*. (1sted.). New Delhi: Sage Publications.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understanding structure of marketing channels and flows associated with it	Lectures, Role play and cases	Short quiz and End Term examination.
II.	Understanding the procedure of designing distribution channels	Lectures, Role play, Group project and cases	Short quiz, Viva Voce of project and End Term examination
III.	Understanding of behaviour issues in marketing channels	Lectures, Role play, Group project and cases	Short quiz, Viva Voce of project and End Term examination
IV	Understanding of other marketing mix elements on channels and evaluation of performance of channel members	Lectures, Role play, Group project and cases	Viva Voce of project and End Term examination
V	Demonstration of international channel perspective	Lectures and cases	End term examination

MBAEX 9612: Marketing Analytics

Course Objectives

The course will introduce marketing analytics and its commonly used tools. It would focus on developing an understanding of the data available to marketing managers and the tools for generating insights from data and how such insights are used in marketing decision making. Students would get hands-on opportunity for learning these skills.

Course Learning Outcomes

1. Understand the importance of data and analytics in marketing decisions
2. Ability to apply key marketing analytics tools and techniques
3. Understand the marketing decision-making process and the role of marketing analytics in better decisions
4. Ability to apply marketing analytics procedures to business problem solving
5. Ability to analyze complex issues, think critically and communicate effectively
6. Awareness of ethical issues related to marketing data collection and use of analytics

Contents

Unit I: Introduction to Marketing Analytics: Meaning and scope of marketing analytics, Sources of marketing data, Marketing metrics and measurements, Offline and digital marketing measures and Marketing analytics in the age of big data.

Unit II: Product analytics: Pricing and revenue management; Segmentation, targeting and positioning; Marketing mix analytics; Assortment optimization; New product and service design.

Unit III: Customer Analytics: Customer lifetime value, Customer choice, Market basket analysis and Cross-selling and optimization.

Unit IV: Emerging issues in marketing Analytics: Data collection and Protection laws; Ethical use of data and analytics; Future of marketing analytics.

Suggested Readings

1. Blattberg, R. C., Do- Kim, B., & Neslin, S. A. (2008) *Database marketing: analyzing and managing customers*. New York: Springer.
2. Jeffery, M. (2010). *Data Driven Marketing*. Wiley.
3. Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). *Principles of Marketing Engineering and Analytics*. DecisionPro.
4. Stephan, S. (2013). *Marketing Analytics: Strategic models and Metrics* (1st Ed.). Create space Independent Publishing.
5. Venkatesan, R., Farris, P., & Wilcox, R. T. (2014). *Cutting-edge marketing analytics: real world cases and data sets for hands on learning*. Pearson Education.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Understand the importance of data and analytics in marketing decisions	Theory and concepts would be explained through lectures.	Short quizzes
II	Ability to apply key marketing analytics tools and techniques	Case studies Laboratory and practical sessions	Assignments Practical exercises on software tools Mid-term test
III	Understand the marketing decision-making process and the role of marketing analytics in better decisions.	Mini-projects	Mini-project End-term test
IV	Ability to apply marketing analytics procedures to business problem solving		
V	Ability to analyse complex issues, think critically and communicate effectively		
VI	Awareness of ethical issues related to marketing data collection and use of analytics.		

MBAEX 9613: Advanced Marketing Research

Course Objectives

The objective of this course is to familiarize the students with higher order research tools and techniques. The key to achieving marketing effectiveness lies in the ability to take decisions based on insights. In this regard knowledge and skills are essential to be able to conduct research in marketing areas like advertising, pricing and consumer behaviour and make decisions based on evidence.

Course Learning Outcomes

1. Understanding of the essence of decision making in the context of marketing
2. Strengthening and extension of the foundation laid in marketing research
3. Understanding multivariate techniques that can be used in practicing marketing
4. Learning to apply tools like discriminant analysis, conjoint analysis and cluster analysis

5. Learning to use statistical software in the conduct of data analysis

Contents

Unit I: Introduction to an interface between marketing and research: marketing problems and need for investigation; Research process: defining problems, determining objectives and development of research design; Types of research; Online and offline data sources.

Unit II: Qualitative research and quantitative research; Causal research and challenges; Survey instrument design: process and psychometric properties; Scaling and statistical properties; Multidimensional scaling.

Unit III: Multivariate analysis: decision involving more than a single variable; Multivariate analysis in consumer and market research; Factor analysis: finding dominant patterns and latent structures; Relationships between columns in data tables; multiple regression analysis.

Unit IV: Consumer value, product design and conjoint measurement; Extracting consumer preferences during the purchasing process into a quantitative measurement; Data requirements for conjoint analysis; two factor trade off analysis, full profile analysis ; Choice based and adaptive conjoint analysis.

Unit V: Cluster analysis: organization of observed data into meaningful categories; Cluster analysis method: tree clustering, block clustering and k-means clustering; Structural equation models.

Suggested Readings

1. Gilbert, A., Churchill, Jr., and Iacobucci, D. (2005). *Marketing Research: Methodological Foundations*. OHIO: South Western.
2. Hair, J.F. (2010). *Essentials of Marketing Research*. Boston: McGraw – Hill /Irwin.
3. Kerlinger, F.N., Rinehart, H. (1989). *Foundations of Behaviour Research*. New York: Winston.
4. Kinnear, T.C., and Taylor, J.E., (1996). *Marketing Research: An Applied Approach*. NY: McGraw Hill.
5. Malhotra, N.K., and Birks D.F. (2010). *Marketing Research: An Applied Orientation*, N.J: Prentice Hall.
6. Zikmund, W.G., and Babin, B.J. (2010). *Essentials of Marketing Research* (4th Ed.). Cengage Learning.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Development of relationship between research and marketing decision; Understanding failures on account to impressionistic decision making	Dealing with a real marketing problem. Research objective formulation and research process	Case analysis and quiz

II.	Understanding types of marketing research; learning when to use qualitative and quantitative research	Instrument design process and validity and reliability analysis	Case analysis and assignment
III.	Learning of multivariate analysis ; understanding the process of finding latent patterns in data	Regression techniques; factor analysis	Case analysis and assignment
IV.	Understand how people make complex choices; and trade-offs are made	Determining pricing, product features, product configurations, bundling packages; Methods of clustering	Case analysis
V.	Understanding the need to group objects of similar kind into respective categories marketing purposes; learning when to use SEM	Different clustering procedures; measurement model and structural model	Case analysis and assignment

MBAEX 9614: Global Marketing

Course Objectives

The scale and scope of marketing has become global. Firms directly or indirectly participate in markets. This course is designed to make the participants learn about the challenges involved in marketing across borders. The environmental differences cause firms to adapt their marketing strategy and mix which requires a nuanced approach to dealing with changes.

Course Learning Outcomes

1. Developing basic vocabulary and understanding of marketing in the global environment
2. Understanding of different markets and cultures as marketing opportunity
3. Evaluate different options of operations in international markets
4. Apply theoretical frameworks to guide decision making for marketing in global context
5. Understand and appreciate the role of socio-legal-cultural factors on marketing mix variables

Contents

Unit I: Introduction to globalization and marketing across borders; global trade and marketing; Drivers of globalization; Multinational corporations; Dynamic environment of international trade; Trade theories.

Unit II: Global market environment; political environment, political systems, dumping ; legal environment; tariff barriers, multiplicity of legal environments; political risk; culture dynamics and influence on marketing mix; and consumer behaviour and social dimensions.

Unit III: Assessing global market opportunities; global marketing research; Quantitative and qualitative research; Problems in gathering data; Data reliability; Marketing information system; Foreign market entry strategies; Market regions.

Unit IV: Product strategy: levels, lifecycle management, brand strategy, international branding strategy, brand levels and alternatives, new product development for global markets; Product and culture; International pricing: pricing strategies, psychological pricing, pricing models, non-price factors, strategy for price leadership.

Unit V: Distribution in global marketing: distribution pattern, alternative middlemen choices, and factors affecting choice of channels; Export logistics; Global promotion: designing and selecting sales force, global advertising, and creative challenges, advertising appeals, message strategy and advertising effectiveness.

Suggested Readings

1. Cateora PR and Graham JL (2009). *International Marketing*. Boston: McGraw Hill/ Irwin.
2. Czinkota M. R. and Ronkainen (2010). *International Marketing*. Cin OH: South-Western Cengage Learning.
3. Hollis, N (2008). *The Global Brands*. NY: Palgrave Macmillan.
4. Johansson, J.K. (2009). *Global Marketing*. NY: McGraw Hill.
5. Keegan W.J. and Green M.C. (2005). *Global Marketing*. Upper Saddle River: Prentice Hall.
6. Onkvisit S and Shaw JJ (2009). *International marketing: Strategy and Theory*. NY: Rutledge.
7. Rajagopal (2007). *International Marketing*. New Delhi: Vikas publishing.

Facilitating the achievement of course learning outcomes

Unit No	Course learning outcomes	Teaching and learning activity	Assessment tasks
I	Develop understanding of the imperative of marketing across borders and dynamics of international trade	Stages of market involvement of firms; International marketing concepts	Case analysis and in class exercise
II	Learning of environmental factors and their influences	Cultural analysis, political risk assessment	Case analysis and in class assignment
III	Understanding the process of market opportunity	Techniques of market research, Data collection	Case analysis and industrial group level analysis

	identification and appreciation market differences	methods and insights development	
IV	Learning the need for adaptation of product and pricing decisions to avoid failures	Product concept and levels, quality decisions, pricing strategies and models	Case analysis and assignment on successful brands in mature markets
V	Understanding the need to adapt promotions and evolve distribution channels as per country demands	Advertising appeals and culture, Cultural and legal requirement, Channel design decisions	Case analysis and assignment

Area : Organizational Behaviour & Human Resource Management (MBAEX 9701-9714)

MBAEX 9701: Human Resource Metrics and Analytics

Course Objective

Organizations are increasingly leveraging human resource data for not only managing current human resources more efficiently, but also use analytics for future decisions, from talent acquisition to competency development and from performance management to employee engagement. The objective of this course is to provide a detailed understanding of various qualitative and quantitative measures (metrics) of human resource activities and processes in organizations, research, and track and compile these measures in to data sets, and use statistical tools for analyzing the data. The course will also familiarize participants in the use of tools to analyze, interpret, and generate reports/ dashboards, for better human resource management decisions.

Course Content

Module 1: HR Metrics: Measuring HR functions and Processes: Concepts, Approaches and Objectives; Tools for compiling HR Data and HR metrics (e.g. Balance Score Card, Employee Surveys, Employment Test Scores, etc.); HR Functional / process related metrics: Workforce planning metrics, HR Deployment metrics, Recruitment metrics; Selection metrics, Performance metrics, Training / Learning metrics, Compensation and Benefits metrics, Employee Relations metrics; Qualitative and Quantitative HR outcome metrics (Attrition, Absenteeism, Job satisfaction, employee engagement, perceptions and attitude, HRD climate, Safety, wellness, and employee health); Social, Demographic and Occupational metrics (Diversity); Methods of data capture and benchmarking; Aligning HR Metrics and Organizational Performance.

Module 2: Analytics: Meaning and scope of analytics in HR; Typical sources of data; Overview of data formats; Quantitative and Qualitative data analysis techniques in HR analytics; Predictive analytics: basic methods and techniques, scenario planning, integration with strategic decisions; Effectiveness and Efficiency – Outcome and Impact analysis; HR Dashboards; HR Analytics and HR Decisions. Data Integrity and Security Issues.

Learning Outcomes

1. Participants will be able to understand various qualitative and quantitative measures of human resource management processes and outcomes in an organization; and the importance of using data-based reasoning to support HR decisions;
2. Participants will be able to identify (research), track, compile, analyze and interpret human resource data in order to make more effective, evidence-based decisions on managing human resources;
3. Participants will be able to develop research and analytical tools for measuring, analyzing, and developing HR decision support scenarios;
4. Participants will be able to apply skills in quantitative and qualitative data analysis using software applications and will be able to do critical analysis of results from HR analytics and communicate (implement) actionable insights.
5. Participants will be able to understand the synergy between HR decisions and outcomes, and organizational performance.

Suggested Readings

1. Bassi, L., Carpenter, R., & McMurrer, D. (2012) *HR Analytics Handbook*. New York: McBassi & Co.
2. Bucknall, H., & Wei, Z. (2006). *Magic Numbers for Human Resource Management*. New Delhi: Wiley.
3. Edwards, M.R., & Edwards, K. (2016) *Predictive HR Analytics: Mastering the HR Metric*. London: Kogan Page.
4. Fitz-Enz, J., & Mattox-II, J.R. (2014). *Predictive Analytics for Human Resources*. New Jersey: Wiley.
5. Isson, J.P., & Harriott, J.S. (2016). *People Analytics in the Era of Big Data: Changing the way you attract, acquire, develop and retain talent*. New Jersey: Wiley.
6. Marr, B. (2018). *Data-Driven HR: How to Use Analytics and Metrics to Drive Performance*. London: Kogan Page.
7. McBeath, G. (1992). *The Handbook of Human Resource Planning: Practical Manpower Analysis Techniques for HR Professionals*. Oxford: Wiley-Blackwell.
8. Pease, G. (2015). *Optimize Your Greatest Asset - Your People: How to Apply Analytics to Big Data to Improve Your Human Capital Investments*. New Jersey: Wiley.
9. Rao, T.V. (2014). *HRD Audit: Evaluating the Human Resource Function for Business Improvement* (2nd ed.). New Delhi: Sage.
10. Smith, T. (2013). *HR Analytics: The What, Why and How ... Create space* Independent Pub.
11. Soundararajan, R. & Singh, K. (2016). *Winning on HR Analytics: Leveraging Data for Competitive Advantage*. New Delhi: Sage.

12. Sundmark, L. (2017). *Doing HR Analytics: A Practitioner's Handbook with R Examples*. Create space Independent Pub.
13. Waters, S.D., Streets, V.N., McFarlane, L., Johnson-Murray, R. (2018). *The Practical Guide to HR Analytics: Using Data to inform, transform, and empower HR Decisions*. Virginia: SHRM Society Pub.

Assessment of Learning Objectives and Evaluation Criteria

Unit No.	Intended Learning Objective/ Learning Assessment Task	Mode of Assessment
1	Module 1: Designing a tool for tracking / measuring HR Metrics (Select area)	Mini Project (Home/ Class)
2	Module 2: Developing an analytical report for HR decision support scenario	Mini Project (Home/ Class)
3	Case Analysis/ Project Presentation	Classroom
4	Attendance / Class Participation	Classroom
5	End Semester Examinations	Examination

MBAEX 9702: Performance Management and Training Intervention

Course Objective

The objective of this course is to provide both conceptual and practical insights into performance management system and in managing training and development system. The course is delivered in the form of a skill-based approach in identifying key competencies (KPAs/KRAs), designing performance appraisal form, conducting performance counselling, and tools for training needs assessment, designing training modules, and evaluating training outcomes. The course content is developed along two modules.

Course Content

Module 1: Perspectives to Performance Management System; Systems and Formats including Graphic Rating System, Behaviour Anchor System, Balanced ScoreCard System, and 360-Degree system; Identifying, defining, and measuring performance metrics and competencies (KRAs, KPAs, and KPIs); Formats for scaling and measurement; Designing Appraisal Form; Performance Feedback and Counselling; Potential Assessment and Performance Planning.

Module 2: Performance Management perspective to training sub-system; Designing Training Needs Assessment (TNA) tools; Developing Training Modules including training objectives, lesson plans, and learning climate; Effective delivery of training; Evaluating training outcomes.

Learning Outcome

1. Participants will be able to understand various stages of a performance management system-from goal setting to performance counselling; and be able to understand various dimensions of managing a training (and development) function effectively.
2. Participants will be able to develop a sample performance appraisal form based on identification of key performance indicators (KPIs) including behaviour competencies from a job description; define and describe KPIs using performance metrics.
3. Participants will be able to learn the nuances of performance feedback and performance counselling.
4. Participants will be able to understand and develop tools for managing training sub-system including developing tools for training needs assessment (TNA), designing training modules, lesson plan, planning for training resources, delivering training sessions, and conducting training evaluation.

Suggested Readings

1. Agochiya, D. (2018). *Every Trainer's Handbook* (2nded.). New Delhi: Sage.
2. Armstrong, M. (2018). *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance* (6thed.). London: Kogan Page.
3. Biech, E. (2014). *ASTD Handbook: The Definitive Reference for Training and Development*. (2nded.). Alexandria, VA: ASTD Press.
4. Bray, T. (2012). *The Training Design Manual: The Complete Practical Guide to Creating Effective and Successful Training Programmes* (2nded.). New Delhi: Kogan Page.
5. Lawson, K. (2016). *The Trainer's Handbook* (4thed.). New Jersey: Pfeiffer-Wiley.
6. Lynton, R., & Pareek, U. (2011). *Training for Development* (3rded.). New Delhi: Sage.
7. Moskowitz, M. (2008). *A Practical Guide to Training and Development: Assess, Design, Deliver, and Evaluate*. New York: John Wiley.
8. Niven, P. R. (2008). *Balanced Scorecard step-by-step: Maximizing Performance and Maintaining Results* (2nded.). New Jersey: John Wiley.
9. Noe, R. A. (2017). *Employee Training & Development* (7thed.). New York: McGraw Hill.
10. Phillips, J. J., & Stone, R. (2002). *How to Measure Training Results: A Practical Guide to Tracking the Six Key Indicators*. USA: McGraw Hill.
11. Rao, T. V. (2016). *Performance Management: Toward Organizational Excellence*. (2nded.). New Delhi: Sage.
12. Sanghi, S. (2016). *The Handbook of Competency Mapping: Understanding, designing and implementing competency models in organizations* (3rded.). New Delhi: Sage.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Assessment of Learning Objectives and Evaluation Criteria

Unit No.	Intended Learning Objective/ Learning Assessment Task	Mode of Assessment
1	Module 1: Identifying KPIs& designing performance appraisal form	Mini Project 1 (Home/ Class)
2	Module 2: Developing a Training Module	Mini Project 2 (Home/ Class)
3	Group Presentation	Classroom
4	Attendance / Class Participation / Case Discussion	Classroom
5	End Semester Examinations	Examination

MBAEX 9703: Managing Training, Learning and Development

Course Objective

The objective of this course is to provide an in-depth understanding on various stages of learning, training and development process, and planning / managing the training sub-system more effectively in an organization. The course provides a skill-based approach towards designing and developing tools for managing training function including training needs assessment, designing of training /learning modules, resource planning including e-resources and online learning resources, management of support facilities/ services, coordination with institutions/ experts, and evaluating training/learning outcomes.

Course Content

Module 1: Overview of the Training (Learning and Development) Process and training function in traditional and modern organizations; Stakeholders in training; Internal Customers and their expectations; Understanding changing nature of work place, skills and competencies needed in the context of changing technology, values and aspirations of people.

Module 2: Key components of managing training function: Designing tools for and/or undertaking training needs analysis; Understanding development of training modules using principles and theories of learning; Instructional Objectives and Lesson Plans; Planning for and managing training/learning resources including e-modules, online/offline resources, audio-visual support and training aides; training calendar and training budget; Managing vendors and Institutions; Facility management.

Module 3: Delivery of training/ learning modules including facilitation of training/learning climate, instructional methods; Measuring and evaluating training effectiveness and outcomes, including linkage with performance management and RoI.

Learning Outcome

1. Participants will be able to understand the key components of a training sub-system and the expectations of internal customers from the training function; they will also be able to understand the rapidly changing workplaces, influence of technology, the need for upgrading/ developing new skills and competencies, and the importance of providing learning/ training opportunities to employees.
2. Participants will be able to understand in detail the four stages of a training cycle, and the role of training manager in monitoring successful culmination of each stage- for example which training needs assessment tool would be most appropriate for identifying development of behaviour competencies.
3. Participants will be able to understand the functions and responsibilities of a training manager, especially in terms of resource planning, coordination with vendors and institutions, procurement of appropriate learning resources and training aides, management of training facilities, etc.
4. Participants will be able to develop tools for tracking and measuring training outcomes, including improvement in individual/ team performance, cost-benefit analysis, etc.

Suggested Readings

1. Agochiya, D. (2018). *Every Trainer's Handbook* (2nded). New Delhi: Sage
2. Biech, E. (2014). *ASTD Handbook: The Definitive Reference for Training and Development* (2nded.). Alexandria, VA: ASTD Press.
3. Bray, T. (2012). *The Training Design Manual: The Complete Practical Guide to Creating Effective and Successful Training Programmes* (2nded.). New Delhi: Kogan Page.
4. Gane, C. (2017). *Managing the Training Function: Using Instructional Technology and Systems Concepts* (Vol.29). Oxon, UK: Routledge Library Editions.
5. Lawson, K. (2016). *The Trainer's Handbook* (4thed.). New Jersey: Pfeiffer-Wiley.
6. Lynton, R., & Pareek, U. (2011). *Training for Development* (3rded.). New Delhi: Sage.
7. Moskowitz, M. (2008). *A Practical Guide to Training and Development: Assess, Design, Deliver, and Evaluate*. New York: John Wiley.
8. Donaldson, L. & Scannell, E.E. (2000). *Human Resource Development: The New Trainer's Guide* (3rded). Cambridge, MA, USA: Perseus Pub.
9. Slezzer, C.M., Russ-Eft, D., & Gupta, K. (2014) *A Practical Guide to Needs Assessment*. San Francisco. ASTD-John Wiley.
10. Phillips, P.P. (2012) *ASTD Handbook for Measuring & Evaluating Training*. New York. Cengage.
11. Noe, R. A. (2016). *Employee Training & Development* (7thed.). USA: McGraw-Hill.
12. Phillips, P., Phillips, J. J., Stone, R., & Burkett, H. (2007). *The ROI field book: strategies for implementing: ROI in HR and training*. USA: Elsevier.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Assessment of Learning Objectives and Evaluation Criteria

Unit No.	Intended Learning Objective/ Assessment Task	Learning Mode of Assessment
1	Stakeholders, Changing Workplaces, Managing Training Sub-System	Term Paper (Home)
2	Training Stages: Developing a TNA tool; Developing a training module; Delivering a mock training session; Designing evaluation framework	Mini Project (Home/ Class)
3	Attendance / Class Participation	Classroom
4	End Semester Examinations	Examination

MBAEX 9704: Negotiation and Influence Skills

Course Objectives

The objective of this course is to familiarize the students with the structure and dynamics of negotiation, preparing them for leadership positions. The syllabus is intended to help students develop their skills in effective use of different forms of influence and persuasion strategies in the decision-making process. This course is designed to facilitate students in rethinking of negotiation as a problem-solving tool and improving their negotiating skills and confidence when engaging in important real-world negotiations at work and other settings.

Course Learning Outcomes

1. Understanding Influence strategies and their application in organizations
2. Understanding Persuasion and gaining insights on the role of persuasion in driving organizational strategy
3. Developing an insight into the fundamentals of negotiation
4. Understanding Gender and Cultural issues in negotiation
5. Appreciating the role of Ethics in Negotiation

Contents:

Unit I: Basics of Influence; Managerial influence tactics; Social and Psychological Influence strategies; learning to apply influence strategies in work and other settings; power and influence.

Unit II: Persuasion concepts; role of persuasion in strategic leadership.

Unit III: Negotiation basics; Types of negotiation: distributive and integrative; Negotiation Process; Negotiation strategy.

Unit IV: Influence of culture on negotiation; Gender issues in negotiation

Unit V: Ethical issues to guide negotiation

Suggested Readings

1. Brett, J. M. (2014). *Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries* (3rd Ed.). Jossey-Bass.
2. Carrell, M. R., & Heavrin, C. (2008). *Negotiating Essentials: Theory, Skills, and Practices*. Pearson Prentice Hall.
3. Cialdini, R. (1993) *Influence: The psychology of persuasion*. New York: Morrow.
4. Cialdini, R. B. (2008). *Influence: Science and practice*. New York: Allyn and Bacon.
5. Lewicki, R., Barry, B. & Saunders, D. (2015). *Essentials of Negotiation*, (6th Ed.). McGraw Hill.
6. Thompson, L. L. (2012). *The Mind and Heart of the Negotiator* (5th Ed.). Pearson.
7. Young, M. (2008). *Sharks, saints and samurai: The power of ethics in negotiations*. *Negotiation Journal*, 24 (2), 145-155.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	a) Basics of Influence; Managerial influence tactics; b) Social and Psychological Influence strategies; learning to apply influence strategies in work and other settings; power and influence	Experiential exercise, Video clip Case study, mini-cases, self-assessment questionnaire and simulation	Pre-class assignment Assignment: Analysis of personal experiences of social/psychological strategies of influence and evaluation of their effectiveness followed by class discussion
II.	Persuasion concepts; role of persuasion in strategic leadership	Video case, Case study and simulation	Quiz
III.	Negotiation basics; Types of negotiation: distributive and integrative; Negotiation Process; Negotiation strategy	Case studies and simulations	Quiz, Group discussion, In-class analysis of real-life negotiations
IV.	Influence of culture on negotiation; Gender issues	Case Study and Simulation- role	Quiz, written case analysis and group work

	in negotiation	play	
V.	Ethical issues to guide negotiation	Case study	Incident analysis

Book/ film review related to negotiation topics and/ or folder analysis may also be assigned as full term assignment

MBAEX 9705: Compensation and Rewards Management

Course Objective

The objective of the course is to develop an understanding and familiarity among the students on: an understanding to various components of executive and non-executive compensation; tools and techniques of job evaluation for assessing and monetizing the relative value of jobs/ job categories; and an understanding in designing a compensation policy and managing compensation system on the principles of equity, fairness and efficiency.

Course Content

Module 1: Conceptual dimensions of Wage, Compensation, and Rewards; Labor Market, Intra-Inter Industry differences in wages and compensation; Job Evaluation: Methods and Techniques; Bases of Pay; Designing a compensation system: Fixed and Variable Components and structuring; Performance and Compensation; Perspectives of equity, efficiency and competitiveness; Designing Wage and Compensation Policy; Executive Compensation; Compensation for special groups: Third party vendors, Expatriates, etc.

Module 2: Employee Benefits: Discretionary and Statutory; Legal aspects of wage and benefits; Role of Trade Union and Collective Bargaining; Rewards and Incentives: Financial and Non-financial components; Perks, Benefits and Services for managerial staff; Recent trends in rewards, benefits, and services: Equity Stock Options, Investment Advisory, Tax planning, Insurance, Wellness, etc.; Employee Recognition and Motivation.

Learning Outcome

1. Participants will be able to understand key concepts related to labor market dynamics in determining employee wages, bases of their pay, and executive compensation, that are equitable and competitive as well as cost-effective in attracting and retaining people;
2. Participants will learn different Job Evaluation techniques for determining basic pay and will be able to develop a sample Job Evaluation tool;
3. Participants will learn how to determine various components of a compensation package, how to structure them, and how to develop a company's compensation policy;
4. Participants will learn about different statutory/ voluntary benefits, perks, incentives, and employee services offered by different organizations in order to motivate employees for better performance and retention;

5. Participants will be able to understand the role of collective bargaining / executive compensation negotiations in determining various employee/ executive benefits.
6. Participants will be able to understand recent trends in executive compensation, rewards and recognition programs, and employee benefits.

Suggested Readings

1. Armstrong, M. (2015). *Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward* (5thed.). London: Kogan Page.
2. Armstrong, M. & Cummins, A. (2011). *The Reward Management Toolkit: A Step-By-Step Guide to Designing and Delivering Pay and Benefits*. London: Kogan Page.
3. Armstrong, M. (2018). *Armstrong's Job Evaluation Handbook: A Guide to Achieving Fairness and Transparency in Pay and Reward*. London: Kogan Page.
4. Berger, L.A. & Berger, D. (2015). *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design* (6thed.). New York: McGraw Hill.
5. Ellig, B.R. (2011). *The Complete Guide to Executive Compensation*. New Delhi: Tata McGraw Hill.
6. Fisher, J.G. (2015). *Strategic Reward and Recognition: Improving Employee Performance through Non-Monetary Incentives*. London: Kogan Page.
7. Gerhart, B., Newman, J. & Milkovich, G. (2016). *Compensation*. New York: McGraw Hill.
8. Joseph, J.M. (2018). *Strategic Compensation: A Human Resource Management Approach* (9thed.). New Delhi: Pearson India.
9. Milkovich, G., Newman, J. & Venkatratnam, C.S. (2017). *Compensation* (9thed.) (Special Indian Ed.). New Delhi: McGraw Hill.
10. Poels, F. (2007). *Handbook of Job Evaluation and Remuneration Strategies*. New Delhi: Crest Publishing.
11. Putnam, L. (2015). *Workplace Wellness that Works: 10 Steps to Infuse Well-Being and Vitality into Any Organization*.
12. Rose, M. (2014) *Reward Management*. London: Kogan Page.

Assessment of Learning Objectives and Evaluation Criteria

Intended Learning Objective/ Learning Assessment Task	Mode of Assessment
Module 1: Designing a Job Evaluation tool & a Compensation Package	Mini Project (Home/Class)
Module 2: Conceptualizing / designing an Employee Benefits Program	Mini Project (Home/Class)
Case Analysis and Project Presentation	Classroom
Attendance / Class Participation	Classroom
End Semester Examinations	Examination

MBAEX 9706: Management of Industrial Relations

Course Objective

The purpose of this course is to develop an understanding about the socio-political background, issues and challenges related to employee relations in the Indian context. The course attempts to prepare the student for the ground realities of industrial strife, institutionalized mechanisms to resolve conflicts and instill harmony.

Course Learning Outcomes

1. Understanding the nature and importance of employee Relations in India with a reflection of the history of unions in India.
2. Develop an understanding of the Economic, social and political environment and labor force in the Indian context
3. Understanding the constitution, laws and issues related to Trade Unions in India.
4. Role of government in industrial Relations and Social dialogue
5. An understanding of the worker-management cooperation and importance of participation in Industrial Relations.
6. An Introduction to ILO, adopted ILO conventions and Insights borrowed from foreign Unions
7. An Understanding of Issues related to industrial Conflict, Grievance handling, discipline and various legislations and case laws related to employment
8. An Understanding of the future of Industrial relations in India

Course Contents

Unit I: Introduction to Industrial Relations

Theories and Models and Approaches of Industrial Relations and history of IR in India. Contemporary issues of IR and the Labor Force; Economic, Political and Social Environment of Industrial Relations.

Unit II: Trade Unions

Definition, objectives and legal Framework related to Trade unions in India; Trade Union Act, 1926; Landmark judgments and case laws related to TU; Types, Rights and Issues of TU; Problems confronting TUs; Women in TUs; Managerial Associations; Employer Associations; Paradigm shift in IR policy.

Unit III: Collective Bargaining:

Concept, Nature and Legal Framework of CB; Levels of Bargaining and Agreements; Negotiating Techniques and Skills.

Unit IV: Tripartism, Social Dialogue and the Role of Government in IR

Types and Levels of Tripartism; Social dialogue and reform process; Bipartism's link with Tripartism; Types and Means of government Interventions; Role of State at the State IR Level; Future Role of government.

Unit V: Contract of Employment:

Industrial Employment Standing Orders Act, 1946; Test of supervision; Shops and Establishment Act; Inter-State Migrant Workmen Act, 1979; The Contract Labor Act, 1970; Contract Labor Code; VRS.

Unit VI: Public Policy and Wage and Reward System

Wage Theories; Wage System in India; The Payment of Wages Act, 1936; Minimum Wages Act, 1948; The payment of Bonus Act, 1965; Profit Sharing and Stock Options; National Wage Policy; Wage Policy at the Company Level; Pay Structures; Contemporary Issues in Wage System.

Unit VII: Working Conditions, Safety, Health and Environment & Social Security

a) Factories Act; Workers Compensation Act; Employees' State Insurance Act related to social security; Workers Education

b) Social security; Medical Care; Safety; Occupational health; Welfare funds; Social security reforms during the period of structural Adjustment; Social Security conventions of ILO

Unit VIII: Dispute Resolution and Industrial Harmony

Industrial Conflict; Legal Framework: The Industrial Dispute Act, 1947; Role of Labor boards, courts and tribunals; Procedures, power and Duties of Authorities; General prohibition of Strikes and Lockouts; Unfair Labor practices; Recommendations of National Commission of Labor; Guiding framework for sound Labor Management Relations; Labor Administrative Machinery.

Unit IX: Employee Participation and Labor-Management Cooperation

Labor participation schemes; Constitutional and Legal framework; Indirect representation versus direct participation; Levels of Indirect Participation; Participation versus Collective Bargaining; Suggestion schemes; Quality Circles; Labor Management Cooperation at the shop floor Level and Company level.

Unit X: Grievance and Discipline Handling:

Managing Employee Grievance; Nature and Cause of Grievance; Guiding principles for Grievance procedure; Grievance Procedure; Interest Issues and Rights Issues; Managing Discipline; Different types of approaches; Different types of punishments; Case laws.

Unit XI: HRM and IR in India

Management philosophy and Approaches; Integrative Approaches to Human Resource Management; HRM-IR-HRD Integration.

Unit XII: ILO, India and International Labor Standards

ILO & India; The Case of India; Lessons from foreign Unions; OECD guidelines; the road ahead for Indian IR.

Suggested Readings

1. Bray (2004). *Industrial relations: A Contemporary Approach*. Australia: McGraw Hills.
2. Mamoria, S., Mamoria, C.B. & Gankar. (2010). *Dynamics of Industrial Relations*. New Delhi: Himalaya Publishing House.
3. Monappa, A. (2000). *Industrial Relations*. New Delhi: Tata McGraw Hill.
4. Sen, R. (2009). *Industrial Relations in India: Text and Cases*. Laxmi Publications (P) Ltd, Mumbai.
5. Uzzaman & Sherwani (2000). *Industrial Relations in India*. Anmol Publication.
6. Venkata Ratnam, C.S., & Dhal, M. (2017). *Industrial Relations*. Oxford University Press, India.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Introduction and Overview of IR	Introduction of IR, approaches, history and theoretical frameworks through lecture method, case and documentary movies	Reviews of suggested Readings
II	Introduction to Trade Unions and legal framework	This is done through lecture method as well as case laws taken up in class. This helps understand the intricacies and issues related to trade unions in India	Case Analysis of different types of Trade Unions
III	Introduction to Collective bargaining and negotiation skills	This Unit helps understand the importance of collective bargaining and befriends the young managers with different types of collective bargaining and negotiation skills. Lectures and videos of negotiation are used for this unit	Group Analysis of Management-Union negotiation videos
IV	Introduction of the concept and importance of Tripartism, Social Dialogue and the Role of Government in IR	This unit helps students appreciate the role of government and tripartite agreements between the three stakeholders. Lectures are supplemented with important tripartite agreements to understand their relevance in IR	Review of Tripartite agreements and class discussion
V	Introduction to Contract of employment in different types of contracts	The students are befriended with the different acts related to employment contracts and are expected to do a live survey to assess the real situation in the field	Survey of migrant workers or contract workers in the field setting
VI	Introduction to the wage theories and wage system at the State and National level	An analysis of wage systems across states of the country and its impact is done after a theoretical study of the same. Payment of Wages Act 1936 and Minimum Wages Act, 1948 would help students understand the provisions as well as loopholes in the acts. Wages are also looked into keeping the ILO conventions adopted in purview and economic analysis is done. The Unit would also help understand the role of wage boards and pay commissions in detail	Analysis of wage system in different states and presentation of different states by different groups

VII	Introduction to Working Conditions, Safety, Health and Environment & Social Security system in India and it's management implications	This unit introduces the students to the legal framework related to safety and health of workers and also presents different cases of violations and repercussions	Analysis of legal cases of violations by organizations
VIII	This unit helps managers understand the benefits of worker- management cooperation	The students would learn the advantages of worker- management cooperation at the company level as well as the shop floor level through cases and a learning of institutionalized mechanisms. The students would engage in activities related to developing of action plans to promote and facilitate employee participation and Labor Management consultation and cooperation	Case Analysis of existing practices of cooperation
IX	To understand the legal and behaviour approaches of handling problems related to discipline and grievances	Students would study the different grievance management procedures being followed in different industries and high-performance organizations. Different cases would help them get befriended with ways of dealing with problems related to industrial discipline and positive ways of establishing harmony	Class test of case laws
X	This unit widens the horizons of HRM for the student and helps him appreciate the role of HRM in establishing smooth industrial relations	Cases of Model employers and HRM and HRD practices being followed in these organizations will help students appreciate this nexus	Group presentation of Case studies
XI	This unit will help shift focus towards ILO and IR in other countries and paves the way for movement of future IR in India	Concepts like OECD guidelines for MNCs would help future managers of MNCs understand their responsibilities. The adopted ILO conventions also provides guidelines for model IR. Learnings from Nordic Unions, UK unions, German Unions etc. would widen the scope of the course and its applications. International exposure	Group Presentations and viva

		helps widen the outlook of the young managers dealing with workers	
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The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

MBAEX 9707: Cross Cultural and Global Management

Course Objective

The objective of the course is to provide conceptual framework and diagnostic tools to identify and understand how social and cultural factors influence behaviour of people and how organizational systems, management styles, and human resource practices in multinational and global organizations are influenced by the social and cultural factors. The course is designed to sensitize and create a broader appreciation of the nuances of cultural factors on managerial behaviour, business processes, and in managing human resources in transnational organizations. The course content is broadly grouped in to 3 modules.

Course Content

Module 1: Defining and understanding culture, society and nationality; Influence of Social and Cultural Concepts on individual behaviour, managerial styles and organizational processes; Theoretical frameworks to cross-cultural analysis: Kluckhohn and Strodtbeck, Murdock, Hall, Lewis, Hofstede, and Trompenaars; Cross-Cultural Research: Hermes and GLOBE studies; Ethics in International Business.

Module 2: Human Resource Management in Global Organizations; Recruiting and managing expatriates: Entry and re-entry challenges; Performance Assessment and Learning and Development in MNCs/ Global Companies; Expatriate Compensation; Communication and Negotiation in cross-cultural context; Work related regulatory and legal issues for expatriates.

Module 3: Regional and country cluster analysis.

Learning Outcome

1. Participants will be able to understand the influence of social and cultural factors on the behaviour of individual at work places, influence on managerial styles, business strategies, and other organizational processes.
2. Participants will be able to understand the complexity of managing people from diverse social and cultural background in multinational and global organizations.
3. The course provides a broader canvass of understanding the nuanced influence of culture in organizations across different cultural contexts.
4. Participants will be able to develop their own contextual framework of cultural factors while travelling / conducting business in different parts of the World.
5. The entire course is based on case studies and students will be able to understand the influence of social and cultural factors from real world examples.

Suggested Readings

1. Abramson, N.R., & R.T. Moran. (2018). *Managing Cultural Differences* (10thed.). New York: Routledge.
2. Adler, N. J., & Gundersen, A. (2008). *International Dimensions of Organizational Behaviour* (5th Ed.). USA: Thomson Learning.
3. Browaeys, M. J., & Price, R. (2015). *Understanding Cross-Cultural Management*. Harlow: Pearson.
4. Dolan, S.L. & Kawamura, K.M. (2015). *Cross Cultural Competence: A Field Guide for Developing Global Leaders and Managers*. Bingley: Emerald.
5. Dowling, P. J., & Festing, M. (2017). *International Human Resource Management* (7thed.). London: Cengage.
6. Gannon, M. J., & Newman, K.L. (2017). *The Blackwell Handbook of Cross-Cultural Management*. UK: Blackwell Pub.
7. Hofstede, G., Hofstede, G.J., & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind* (3rded.). New York: McGraw Hill.
8. Madhavan, S. (2016). *Cross Cultural Management: Concepts and Cases* (2nd Ed.). New Delhi: Oxford University Press.
9. McFarlin, D., & Sweeny, P. (2018). *International Organizational Behaviour* (2nded.). New York: Routledge.
10. Sparrow, P., Brewster, C. & Chung, C. (2017). *Globalizing Human Resource Management* (2nded.). New York: Routledge.
11. Vance, C.M., & Paik, Y. (2015) *Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management* (3rded.). New York: Routledge.
12. Thomas, D. C., & Peterson, M.F. (2018). *Cross Cultural Management: Essential Concepts* (4thed.). California: Sage.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Assessment of Learning Objectives and Evaluation Criteria:

Unit No.	Intended Learning Objective/ Learning Assessment Task	Mode of Assessment
1	Module 1: Influence of Social/ Cultural Factors in Business Organizations	Term Paper 1 (Home)
2	Module 2: Human Resource Policy in Multinational/ Global organizations	Term Paper 2 (Home)
3	Module 3: Country Cluster Analysis	Group Presentation

4	Case Analysis: Presentation and Discussion	Classroom
5	Attendance / Class Participation	Classroom
6	End Semester Examinations	Examination

MBAEX 9708: Managing Interpersonal and Group Processes

Course Objectives

The objective of this course is to advance understanding regarding interpersonal and group processes and help the executives to examine and develop process facilitation skills mainly through laboratory and other experience-based methods of learning.

Course Learning Outcomes

1. Explain the meaning and importance of work groups as a medium of learning, developing and change.
2. Understand the role of effective interpersonal communication and interpersonal awareness in groups.
3. Identify the sources of interpersonal, intra group and intergroup conflict and understand effective techniques for managing conflict.
4. Detail the nature of power dynamics and influence processes in groups.
5. Identify the factors that facilitates effective group decision making, enhance group performance and increase group cohesiveness.
6. Review the importance and influence of effective teamwork and understand how the team's composition influences its effectiveness.

Contents

Unit I: Group as a medium of learning, developing and change

Unit II: Interpersonal Communication; Interpersonal Awareness and Feedback process

Unit III: Interpersonal Trust; Interpersonal, Intra - group and Inter-group Conflict

Unit IV: Power Dynamics in Groups; Influence Processes

Unit V: Group Decision making; Group cohesiveness; Group Synergy

Unit VI: The Nature of Teams and Team Development

Suggested Readings

1. Forsyth, D. R. (2014). *Group Dynamics* (6thed.). Cengage Learning.
2. Levi, D. (2017). *Group Dynamics and Teams* (5th Ed). India: Sage Publication.
3. Corey, M. S., & Corey, G. (2014). *Groups: process and practice* (9th Ed.). Brooks/Cole Cengage Learning.
4. Goleman, D. (2007). *Social Intelligence: The New Science of Human Relationships*. New York: Bantom Books.

5. Seligman, M. E. P. (2006). *Learned optimism: how to change your mind and your life*. New York: Free Press.

6. Brown, R. (2004) *Group Processes: Dynamics within and between groups* (2nd Ed.). Blackwell. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Explain the meaning and importance of work groups as a medium of learning, developing and change	Small group Experiential activities and discussion focusing on ways that groups are used to help members change and how effective are groups in bringing about change	Participation in experiential group activities and quiz
II.	Understand the role of effective interpersonal communication and interpersonal awareness in groups	Experiential activities/self-assessment exercises, role plays and case discussion focusing on developing effective interpersonal communication and interpersonal awareness skills	Case analysis, participation in role-play, experiential exercises and quiz. Group presentation on application of theories and group process journal
III.	Identify the sources of interpersonal, intra group and intergroup conflict and understand effective techniques for managing conflict	Laboratory group experience to help participants to learn more about themselves as a group member. Small group structured activities focusing on exploring the defense mechanisms used by members, sources of various kinds of conflict in groups. Case discussion on effective and ineffective ways to manage various types of conflicts in groups	Case analysis, experiential exercises and quiz
IV.	Detail the nature of power	Power lab, role plays, video	Case analysis, role play,

	dynamics and influence processes in groups	and case discussion focusing on sources of power and social influence in groups and how people react when they use their power to influence others	experiential exercises, quiz, self- appraisal and group process journal
V.	Identify the factors that facilitates effective group decision making, enhance group performance and increase group cohesiveness	Experiential small group activities, role plays, video and discussion focusing on how groups make decisions and solve problems and what processes promote and hinder group performance. Improve skills as participants in and observer of small groups	Experiential exercises, case analysis and quiz
VI.	Review the importance of and influence of, effective team working and understand how the team's composition influences its effectiveness	Experiential group activities, self-assessment exercises on team work and case discussion focusing on influence styles and team building models	Case analysis, experiential exercises, quiz and group process journal

MBAEX 9709: Managing Diversity

Course Objectives

The objective of this course is to create awareness and understanding among executives about the role and importance of valuing and managing diversity and to develop leadership skills required to manage a diverse workforce effectively.

Course Learning Outcomes

1. Understanding the concept of diversity and diversity related issues in a global context.
2. Examine the theoretical perspectives on diversity and exclusion in the workplace.
3. Identify issues related to cultural and gender diversity in the global workplace.
4. Examine sources and dimensions of diversity in India.
5. Appreciate the inclusive workplace model for managing diversity.

6. Analyze diversity management programs, strategies and policies and examine its relationship to leadership.

Contents

Unit I: An overview of the challenge of managing diversity in a global context.

Unit II: Theoretical perspectives on diversity and exclusion in the workplace.

Unit III: Managing cultural and gender Diversity in the Global workplace.

Unit IV: Sources and dimensions of diversity in India.

Unit V: Diversity management and the inclusive workplace.

Unit VI: Diversity management and leadership.

Suggested Readings

1. Barak, M. E. M. (2014). *Managing diversity: Toward a globally inclusive Workplace* (3rd Ed.). Sage Publications.
2. Ozbilgin, M., Tatli, A. & Jonsen, K. (2015) *Global diversity management an evidence-based approach* (2nded.). Palgrave.
3. Clements, P., & Jones, J. (2008). *The diversity training Handbook*. Kogan Page.
4. Bendl, R., Bleijenbergh, I., Henttonen, E. & Mills, A.J. (Ed) (2015). *The Oxford Handbook of Diversity in Organizations*. Oxford University Press.
5. Kossek, E. E., & Lobel, S. A. (1997). *Managing diversity: Human Resource Strategies for Transforming the Workplace*. Oxford/Blackwell Publishers.
6. Ruffino, N. C. (1999). *Diversity success strategies*. Butterworth.

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understanding the concept of diversity and diversity related issues in a global context.	Presentation on the several perspectives on workforce diversity in a global context and case discussion on the by-products of the adverse effects of diversity.	Case analysis and quiz.

II.	Examine the theoretical perspectives on diversity and exclusion in the workplace.	Presentation on the social psychological theories on diversity and intergroup relations and case discussions based on real life situations.	Case analysis and quiz.
III.	Identify issues related to cultural and gender diversity in the global workplace.	Diversity dialogues based on real life stories and case discussion to stimulate dialogue and discussion on cultural and gender diversity issues in the global workplace.	Case analysis and quiz.
IV.	Examine sources and dimensions of diversity in India.	Diversity dialogues, case discussion and presentation on sources and dimensions of diversity in India.	Case analysis, quiz and group oral presentation
V.	Appreciate the inclusive workplace model for managing diversity	Presentation through case illustration on diversity management and the inclusive work place model and practical steps for creating an inclusive workplace.	Case analysis, exercise and quiz.
VI.	Analyse diversity management programs, strategies and policies and examine its relationship to leadership	Case discussions on evaluating diversity strategies, policies and programs of various organizations and their relationship to leadership.	Case analysis and quiz.

MBAEX 9710: Counseling Skills for Managers

Course Objectives

The objective of this course is to provide some insights to students into handling behaviour issues at work place by developing counseling skills. It is to help the budding and existing managers and supervisors to develop counseling skills and apply them appropriately in the right situation with the expected outcomes.

Course Learning Outcomes

1. Understanding the concept of counseling skills in the business environment
2. Develop an understanding of different approaches to counseling
3. Identify the goals and process of counseling in the context of work environment by identifying the procedures and skills of counseling
4. Develop an understanding of organizational application of counseling
5. Understanding how behaviour can be changed by use of counseling skills
6. Identifying and understanding the specific techniques of counseling
7. Understanding the role conflicts as experienced by the counselors and managers
8. Develop an understanding of dealing with the Problem Subordinates
9. Identify the relevance of ethics in counseling

Course Content

Unit I: Overview of Counseling

Unit II: Introduction to Counseling: Historical evolution; Definition- Common elements; Counseling and Psychotherapy and Instruction; Why workplace Counseling – Goals of Counseling

Unit III: Theoretical Foundations of Counseling: Elements of a Theory; Psychoanalysis; Behaviorism; Humanism

Unit IV: Counselor's attitudes and Skills in Counseling: Qualities of a Counselor; Counselor's needs in Counseling; Personal characteristics of an effective Counselor

Unit V: Counseling Process: 5 D Model of counseling process; Initial Interview – Assessing Client's needs; Rational Emotive Behaviour Therapy (REBT); Final phase – Role of Emotions

Unit VI: Organizational Applications of Counseling Skills: Changing behaviour through Counseling; Specific Techniques; Context of Counseling; Role conflicts of Managers and Counselors; counseling at work place; Problem subordinates

Unit VII: Ethics in Counseling

Suggested Readings

1. Carroll, M (1996). Workplace Counseling (1st Ed.). Sage publications.
2. Kottler, J.A., & Shepard, D. S. (2008). Counseling Theories and Practices (1st Ed.). Cengage Learning.

3. Moursund, J. (1990). *The Process of Counseling and Therapy* (2nd Ed.). Englewood Cliffs, N.J.: Prentice Hall
4. Patterson, L. E., & Welfel, E. R., (2004). *The Counseling Process: A Multi-theoretical Integrative Approach (Skills, Techniques, & Process)* (6th Ed.). Cengage Learning.
5. Rogers, C.R. (1961). *On Becoming a Person: A Therapist View of Psychotherapy*. Boston: Houghton-Mifflin.
6. Rogers, C.R. (1951). *Client Centered Therapy*. Boston: Houghton-Mifflin.
7. Singh, K. (2015). *Counseling Skills for Managers* (2nd Ed.). India: Prentice Hall of India.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Overview of Counselling	Presentation and discussion on the basic understanding of counselling in day to day life	Case and situation analysis
II.	Introduction to Counselling	Analysing the historical evolution of counselling and the requirement of workplace counselling	Case and situation analysis; exercise
III.	Theoretical Foundations of Counselling	Understanding the difference between different approaches to counselling through discussion and presentation.	
IV.	Counsellor's attitudes and Skills in Counselling	Discussion and presentation on qualities and needs of the counsellors. Identification of the personal characteristics of the counsellors through role play	Exercise and quiz
V.	Counselling Process	Discussion on the basic process of counselling and develop an understanding of role of emotions in counselling through movie and situation analysis	Situation analysis and quiz
VI.	Organizational Applications of Counselling Skills	Presentation on different techniques of counselling to help change the behaviour of people in organizations with the help of role plays and case analysis	Situation analysis and quiz

VII.	Ethics in Counselling	Discussion and presentation on ethics in counselling with case studies	Case analysis and quiz
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The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

MBAEX 9711: Human Resource Development: Strategies and Systems

Course Objectives

The objective of the course is to familiarize the students with the concepts, processes, practices and strategies that form the basis of successful HRD in organizations. The course is designed to facilitate the development of knowledge and skills that HR specialists need in performing their strategic role. It is intended to promote an understanding of how concepts and theories can be put into practice in a variety of organizations.

Course Learning Outcomes

1. Understanding essentials of HRD and developing insight into principles of system design
2. Developing an understanding for designing career management and mentoring systems in organizations
3. Learning to design programmes for work-life integration and preparing managers for global assignments
4. Understanding applications of HRD for blue collar employees and in managing organizational change
5. Appreciating the importance of evaluating HRD systems through practice.

Contents

Unit I: HRD: Evolution and Concepts; Challenges & Goals of HRD; HRD Function and staffing; Roles and Competencies of HR professionals; Role of Line and Staff managers in HRD; HRD Climate; Systems Approach to HRD; HRD System Design Principles.

Unit II: Design & Administration of Select HRD Systems: Career Management; Workplace Mentoring

Unit III: Design & Administration of Select HRD Systems: Work-Life Integration; Developing global managers, HRD systems for International managers.

Unit IV: Applications of HRD: HRD for managing organizational change, HRD for Workers (blue collar employees)

Unit V: HRD Audit; additional HRD systems with Case Examples

Suggested Readings

1. Agarwala, T. (2007). *Strategic Human Resource Management*. New Delhi: Oxford University Press.

2. Dayal, I. (1993). *Designing HRD Systems*. Concept.
3. Maheshwari, B. L., & Sinha, D. P. (1991). *Management of Change through HRD*. Tata McGraw Hill.
4. Mankin, D. (2009). *Human Resource Development*. Oxford University Press.
5. McCall, Jr. M. W., & Hollenbeck, G. P. (2002). *Developing Global Executives: The Lessons of International Experience*. Harvard Business School Press.
6. Mello, J. A. (2009). *Strategic Human Resource Management* (4th ed.). Cengage Learning.
7. Pareek, U. (1992). *Managing Transitions: The HRD Response*. New Delhi: Tata McGraw Hill.
8. Rao, T. V. (1988). *Alternative Approaches & Strategies of Human Resource Development*. Rawat.
9. Rao, T. V. (1999). *HRD Audit*. Response Books.
10. Som, A. (2008). *Organization Redesign and Innovative HRM*. Oxford University Press.
11. Werner, J. M., & DeSimone, R. L. (2012). *Human Resource Development* (6th ed.). South western: Cengage Learning.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	a) HRD basics, Goals of HRD; HRD Function and staffing; Roles and Competencies of HR professionals; Role of Line and Staff managers in HRD b) HRD Climate; Systems Approach to HRD; HRD System Design Principles	Case Study, group exercises and class discussion Group discussion; application exercise	Pre-class assignment In class assignment
II.	Design & Administration of Career Management Systems and Workplace Mentoring	Case study, simulation, questionnaires	Personal experiences with career management and mentoring. Students will develop personal career plan and propose career management strategies. Critical analysis of mentoring programmes of select firms
III.	Design & Administration of Work-Life Integration Programme; preparing managers for international	Case studies, and simulations; learning from industry examples through critical	Quiz, Group discussion, In-class presentations

	assignments	review of reports in public domain	
IV.	HRD for managing organizational change, HRD for Workers (blue collar employees)	Case Study, group presentations of industry examples	Folder submission (term assignment)
V.	Evaluating HRD	Class exercise, case study	Field report submission

MBAEX 9712: Change and Intervention Strategies

Course Objective

The purpose of this course is to familiarize the students with the various aspects of change management in organizations. It helps them get acquainted with the various models, theories and tools of change management that would help organizations cope in the volatile, complex and fast changing world of today. The course primarily deals with the soft side of strategic change management and delves into the various issues and challenges related to different change management approaches and strategies.

Course Learning Outcomes

1. Understanding the evolutionary and revolutionary development and changes in organizations in a complex and volatile world
2. Understanding various types of change models and perspectives and related theoretical frameworks
3. Understanding change frameworks for Organizational diagnosis and approaches to change: The 'What' and 'How' of change
4. Navigating the change through formal structures and Systems and exploring new structures and systems
5. Leadership prerogatives during organizational change and it's relation with other organizational factors
6. Managing Resistance to change and methods of dealing with it
7. Measuring and Designing effective control systems during change management

Course Contents

Unit I: Introduction to change: Theoretical approaches Models and Perspectives of change; Organizations and their changing Environment; Forces of change; Nature of Change

Unit II: Organizational Structure, Design and Culture:

Culture, Leadership and Politics of Change; Different types of organizational structures and designs.

Unit III: Strategies for Managing Change;

The Hard Systems models of change and the soft systems of Models of change; Understanding Organizational development in a life cycle perspective; The different challenges and resolution of conflicts along the life cycle of an organization; Nature of Planned Change; Diagnosing organizations; Collecting and Analyzing diagnostic information; Designing Intervention; Action Research & Appreciative Enquiry

Unit IV: Interventions of Change in Organizations:

Human Process Interventions; Techno-structural Interventions; Human Resource Management Interventions; Strategic Interventions of Change; Mergers & Acquisitions; Knowledge Management; Quality Circles etc.,

Unit V: Implementing Change:

Implementation of Change; the Delta Technique; Developing an Implementation Plan; Gaining Support and Involvement of Key People; Developing Enabling Organizational Structures; Celebrating Milestones; Factors Affecting the Choice of a Change Strategy; Formulating and Facilitating Change; Role of Change Agent; Action planning and Implementation; Action planning tools; Contingency planning; Surveys; Critical path methods; Force Field and Stakeholder Analysis, Leverage Analysis; Impact on Stakeholders; Ethics in Change Management; Kotter's 8-step Model; Lewin's Change Model; Implementing Change;

Unit VI: Resistance to change:

Causes, Challenges and Management of Resistance of Change; Communication during Change; Communicating Vision; Consolidating Change

Unit VII: Measuring Change and Designing Effective Control Systems:

Selecting and deploying measures; Control Systems during different stages of Change Management; Strategy maps; Balanced Scorecard; Risk Exposure Calculator; Consolidating Change

Unit VIII: Future prerogatives of change:

Organizations of the future; Impact on society, people and attitudes; The changing psychological contract; Unplanned environmental triggers of change and managing predictability; Identifying Trends; Double and Triple Loop Learning in organizations to identify trends; Coping with uncertainties and Scenario planning

Suggested Readings

1. Bridges, W. (1991). *Managing transitions: Making the most of change*. New York: Wesley Publishing Company.
2. Clarke, T. & Clegg, S. (1998). *Changing Paradigms: the transformation of management knowledge for the 21st century*. Harper Collins Business.
3. Cummings, T.G. & Worley, C.G (2009). *Organization Development and Change*. California. Cengage
4. Hammond, S. A. & Royal, C. (1998). *Lessons from the Field: Applying appreciative inquiry*. Pinto: Practical Press Inc.
5. Kanter, R. M. (1995). *World class*. New York: Simon and Schuster.
6. Kotter, J.P. (2012). *Leading Change*. Boston. Harvard Business Review Press.

7. Kotter, J.P., & Cohen, D.S. (2012). *The Heart of Change: Real Life Stories of how people change their organisations*. Boston. Harvard Business Review Press.
8. Mann, A. (2018). *Future First: How successful leaders turn innovation challenges into new value frontiers*. Routledge.
9. Peters, T. (2018). *The Excellence dividend: meeting The Tech Tide with work that wow and jobs that last*. Boston. Vintage.
10. Quinn, J. (1992). *Intelligent Enterprise*. New York: The Free Press.
11. Sharma, R. R. (2013). *Change Management and organizational transformation*. New Delhi. McGraw-Hill Education
12. Waddell, D., Cummings, T., & Worley, C.G (2017). *Organizational Change: Development and Transformation*. Australia: Cengage Learning

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Introduction to change and the theoretical frameworks	Introducing the theoretical foundations of change management through lecture and case studies.	Written Assignment
II.	Introduction to Organizational Structure, Design and Culture	Explaining different types of structure, departmentation and organizational design through case studies. In this unit, the role of culture, leadership and organizational dynamics too would be explained to help set the stage for change.	Group discussion around strategy and structure of organisations. Assessment of leadership style of leaders and its impact on change initiatives would be analysed through cases.
III.	Introduction to different Strategies for Managing Change	Discussion of various types of hard and soft strategies of change would be taken up with the help of case studies. Students would be introduced to life cycle of organisations and organization development techniques. Action Research and Appreciative Enquiry would be taken up through cases.	Group Assignments would be conducted to assess the understanding of appropriate strategy adoption and implementation
IV.	Interventions of Change in Organisations will be introduced to elaborate on organizational development taught in the previous unit	Different types of interventions of OD would be introduced to the students through lecture and cases	Students would be asked to do a live study of OD interventions in any organization of their choice.

V.	After the planning stage, the implementation of change would be introduced	Students would be introduced to contingency analysis and force field analysis to appreciate the challenges of implementation of change strategy. This would be done by lecture and case study method.	Critical thinking exercises and case analysis
VI.	Introduction to the human side of change management would be taken up while teaching Interventions of Change in Organisations	The causes, challenges and types of resistance would be explained in this section. Successful and unsuccessful cases of management of resistance would be taken up to explain the soft skills of change management.	Case Analysis of Resistance to change would be done individually by students.
VII.	Introduction to Measuring and Designing of Effective Control Systems would be taught	Various measuring tools would be taught to the students and they would be required to apply on live cases given in class. Through interactive critical thinking students would be made to look into the lacunae in the present systems and the systems and organizations of the future.	Class test
VIII	An enquiry into the organizations of the future	This would also encourage research in future directions	Critical Essays

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

MBAEX 9713: Talent Management

Course Objectives

Organizations are unlikely to remain competitive without high performing employees to execute team and organizational strategy. The objective of this course is to facilitate students in developing insights and understanding of effective management and development of talent in teams and organizations. The syllabus is intended to help students identify best practices and approaches for talent management. The course is designed for students and executives who will be significantly involved in creating and managing talent.

Course Learning Outcomes

1. Understanding Talent Management, Challenges and Dilemmas
2. Understanding best HR practices for talent management and managing talent for teams and organizations

3. Gaining insight on talent management in different organizational contexts
4. Developing an understanding of how to identify talent and create development plans using data

Contents

Unit I: Define Talent and Talent Management; historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage.

Unit II: Best HRM Practices for managing talent/star employees (hiring, rewarding, retaining, performance management and succession planning etc.); employer branding and talent management; Role of social media in talent management

Unit III: Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios etc.

Unit IV: Diversity and Talent; Talent management and future directions

Unit V: Talent Analytics; preparing a talent development plan

Suggested Readings

1. Collings, D.G., Mellahi, K., & Cascio, W.F. (2017). *The Oxford Handbook of Talent Management*. Oxford University Press.
2. Wilcox, M. (2016). *Effective Talent Management: Aligning Strategy, People and Performance*. Routledge.
3. Sparrow, P., Scullion, H., & Tarique, I. (Ed). (2014). *Strategic Talent Management: Contemporary Issues in Global Context*. Cambridge: Cambridge University Press.
4. Sparrow, P., Hird, M., & Cooper, C.L. (2015). *Do We Need HR? Repositioning People Management for Success*. Palgrave Macmillan
5. Born, M., & Heers, M. (2009) *Talent Management: Alternatives to the single-ladder approach*. DEA, EHRM, Denmark (Faculty Report)
https://dea.nu/sites/default/files/Report_EHRM.pdf (accessed 19/08/2018)

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Define Talent and Talent Management; historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent	Case study, Experiential exercise, Video cases	Pre-class group assignment and class presentations

	management.		
II.	Best HRM Practices for managing talent and star performers (hiring, rewarding, retaining, performance management and succession planning etc.); employer branding and talent management; Role of social media in talent management	Case study, simulation, analyses of real-life examples; live case study by practitioner	Class discussion, Quiz, folder analysis
III.	Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios etc.	Case studies and class discussion;	In-class analysis of real-life cases; field assignment
IV.	Diversity and Talent; talent management and future directions	Small group discussions in class	Field assignment
V.	Talent Analytics; Preparing a talent development plan	Case study; group exercise	Field work and class presentation

Note: List of cases/ exercises will be announced by the instructor in the class

MBA EX 9714: Organizational Leadership: Inspiration, Dilemmas and Action

Course Objectives

This course examines the leadership in literature. Literature teaches that people who are intelligent can see things differently, and this happens in organizations too. Literature helps identify the really complicated issues and the stakes on all sides. Grappling with these issues through fiction is good practice for grappling with them in business.

Course Learning Outcomes

1. The students will be exposed to various theories of leadership in the context of growing organizational crisis of values.
2. The students will be exposed to different cases and models to create value based organizational culture.

3. The students will be exposed to the five disciplines of learning organizations and various tools and techniques to create a learning organization.
4. The students will be exposed to different models of creating high performing organizations.
5. The students will be exposed to value-based stake holder analyses.

Contents

Unit I: Leadership – Various theories, Transactional and transformational leadership styles, Charismatic leadership, authentic leadership, and Value based leadership.

Unit II: Organizational culture – perspectives, models and challenges; Synergy between core competences and organizational culture; Virtue based organizational culture, Miami’s seven step process for creating value framework, Creating a culture of value-based leadership.

Unit III: Learning Organization: Nature, concept and disciplines; Systems thinking; Mental models, Team learning, Personal mastery, Shared Vision, Application of five disciplines, Creating learning organizations.

Unit IV: High performing organizational models – key components, intellectual and psychological capital, employee involvement.

Unit V: Stakeholder theory and value creation, Value based social engagement.

Suggested Reading List

1. Senge P.M. (1990). The Fifth Discipline: The Art & Practice of The Learning Organization
2. Senge, P.M. (1994) The Fifth Discipline Field book: Strategies and Tools for Building a Learning Organization
3. Collins, J. (2001). Good To Great: Why Some Companies Make the Leap...And Others Don't.
4. Bennis, W.G. and Thomas, R.J. (2002). Geeks and Geezers: How Era, Values, and Defining Moments Shape Leaders.
5. Kraemer, H.M. (2011). From Values to Action: The Four Principles of Values–Based Leadership.
6. George, B. Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value, Kindle edition.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning outcomes	Teaching and Learning Activity	Assessment Tasks
I.	The students will learn the fundamentals of various leadership theories in its historical and current perspective	Discussions and cases	Case analysis

II.	The students will learn to do organizational analysis to understand the values, ethos and beliefs of the organizational culture.	Cases and small group discussions	Case analysis
III	Students will understand concepts, tools and techniques of creating learning organizations	Cases and small group discussions	Case analysis and assignment
IV	Students will learn the various organizational models of creating high performing organizations.	Discussions and cases	Case analysis and assignment
V	Students will learn to do stakeholder analysis for value creation.	Seminar, discussions and cases	Case analysis and assignment

Area: Operations Management and Decision Sciences (MBAEX 9801-9813)

MBAEX9801: Operations Strategy

Course Objectives:

The key objective of this course is to appreciate the need and role of operations as a strategy particularly in view of cost, quality, flexibility and time competitiveness. Various strategic choices are analyzed in different sub-functions of operations. The operations strategies especially in the light of globalization, environmental, ethical and social concerns as also the work force diversity issues are to be discussed.

Course Learning Outcomes

1. Appreciate the nature, need and scope of operations strategy.
2. Appreciate the strategic role of transformation processes, flows and their layout and capacity.
3. Develop and analyze innovation, new product and process development strategies.
4. Develop analytical skills to develop operations improvement strategies.
5. Build knowledge and skills about strategic purchasing and outsourcing of materials.
6. Analyze process of operations strategy in terms of sustainable alignment.
7. Appreciate the new approaches to operations and develop substitute strategies.
8. Analyze process of strategy formulation.

Contents

Unit 1: Need for Operations Strategy, Impact of globalization on Operations Management, The Marketing link in the Operations Strategy -Role in competitive advantage, time-based competitiveness and other criteria of success. The sand cone model.

Unit 2: Process of designing, analyzing and implementing operations' strategies, Strategic management of transformation processes and flow strategies, Strategic choices in layout and capacity planning.

Unit 3: Managing innovations and new product and process development strategies

Unit 4: Strategic purchasing and supply management, Outsourcing decisions, Strategic Purchasing Portfolio analysis,

Unit 5: Operations Improvement Strategies, Breakthrough vs continuous, The Direct, Develop and Deploy strategies and the market strategy, Bohn's stages of process matrix, Measures of performance.

Unit 6: Process of Operations strategy, sustainable alignment, Methodology of operations strategy formulation.

Unit 7: The 'new' approaches to operations; different substitutes for operations strategy,

Unit 8: The process of operations strategy formulation, the strategic, organizational, methodological, delivery and operational context. Integrated Management Systems, Leveraging IT for strategic management of Operations.

Suggested Readings:

1. Abele, E., Meyer, T., Naher, U., Strube, G., & Sykes, R. (Eds.) (2008). *Global production: A handbook for strategy and implementation*. Berlin: Springer Verlag.
2. Brown, S., Lamming, R., Bessant, J., & Jones, P. (2001). *Strategic operations management*. New Delhi: Butterworth Heinemann.
3. Christensen, C. M., & Rayner, M. E. (2003). *The innovator's solution*. Boston: Harvard Business School Press.
4. Finch, Byron. (2007). *Operations now*. (Special Ed.). New Delhi: McGraw Hill.
5. Hill, T. (1998). *Manufacturing strategy* (2nd Ed.). London: Palgrave MacMillan.
6. Lawson, R. H. (2002). *Strategic operations management*. London: Routledge.
7. Meredith, J. R. (1987, spring). The Strategic Advantage of its Factory of the Future. *California Management Review*, XXIX (3).
8. Porter, E. (2008). *On competition*. The five competitive forces that shape strategy (pp. 78-93). USA: Harvard Business Review.
9. Schonberger, R. J. (1986). *World class manufacture*. New York: The Free Press.
10. Skinner, W. (1985). *Manufacturing: The formidable competitive weapon*. New York: John Wiley & Sons.
11. Slack, N., & Lewis, M. (2009). *Operations strategy*. New Delhi: Prentice Hall.
12. Waters, D. D. (2006). *Operations Strategy*. USA: Thomson.
13. Wheelwright, S. C. & Hayes, R. H. (1985). *Restoring our competitive edge: Competing through manufacturing*. US: John Wiley & Sons.
14. Womack, J. P., & Jones, D. T. (2003). *Lean thinking: Banish waste and creating wealth in your organization*. UK: Simon & Schuster.

Teaching plan: A detailed teaching plan would be shared before the start of the semester.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understand nature, need and scope of Operations Strategy	Corporate snapshots	Quizzes to evaluate knowledge with concepts and terminologies.
II.	Appreciate the strategic role of transformation processes, flows and their layout and capacity	Case study. Standard problems	Individual assignments
III.	Develop and analyse innovation, new product and process development strategies.	Use of Small cases	Assignment questions
IV.	Develop operations improvement strategies	Assignments that would use conceptual frameworks and tools.	Assignments would evaluate communication and presentation skill
V.	Build knowledge and skills about strategic purchasing and outsourcing of materials.	Corporate Case lets	Minor project works on real life managerial decision problems
VI.	Analyse process of operations strategy in terms of sustainable alignment.		Mid-term test
VII.	Appreciate the new approaches to operations and develop substitute strategies.	Corporate studies	Group assignments
VIII.	Analyse process of strategy formulation.	Cases	Case analysis and discussion

MBAEX9802: Total Quality Management for Business Excellence

Course Objectives

The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes' assurance to service assurance. TQM is to be linked with business excellence through management frameworks and award criteria. Additional objective is to give focus on Quality Management Systems (QMS) like 1SO-9001. The course would also aim to closely link management of quality with that of reliability and maintainability for total product assurance. Integration of operations systems like ISO 14001 (EMS) and occupational safety and health (OSH) and total productive maintenance (TPM) is also to be analyzed. The dimensions of quality in services in the contemporary environment are also to be focused.

Course Learning Outcomes

1. Appreciate the nature, need and scope of total quality management and its relationship with operational and then business excellence.
2. Appreciate the quality of design, off-line control, losses and costs of quality.
3. Develop and analyze tools for hazard analysis
4. Understand conceptual framework of TPM and study concept of OEE.
5. Build knowledge about statistical process control through process capability studies.
6. Deploy total quality principles in supply and vendor management
7. Develop knowledge and skills about quality improvement tools.
8. Develop total quality relationship with environment and safety systems.

Course Contents

Unit 1: Concept of Total Quality and its evolution, Components of a Total Quality Loop. TQM and business excellence frameworks e.g. MBNQA, EFQM, Deming, TBEM etc.

Unit 2: Quality of Design; Taguchi's Loss Function, Costs of quality.

Unit 3: FMEA/FTA, HAZOP and HACCP; concepts and application.

Unit 4: TPM; model, organization and implementation, losses and concept of OEE.

Unit 5: Critical-to-Quality Characteristics: Attributes and Variables, Statistical Process Control, Process Capability Studies, Concept of Six Sigma and lean operations.

Unit 6: Quality of Purchasing; Supplier qualification systems. TQM and JIT.

Unit 7: Quality improvement tools; basic and advanced, Quality Function Deployment (QFD),

Unit 8: Total Quality, Environment and Occupational health and Safety. Introduction to relevant standards; their integration in implementation.

Suggested Readings

1. Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield-Sacre, M. (2006). *Total quality management* (3rd Ed.). New Delhi: Pearson Education.
2. Bhote, K. R. (2008). *The ultimate six sigma: Beyond quality excellence to total Business excellence*. New Delhi: PHI Learning.
3. Dale, B. G. (2003). *Managing quality*. UK: Blackwell Publishing.
4. De Feo, J. A., & Barnard, W. W. (2005). *Juran's institute: six sigma breakthrough and beyond: Quality performance breakthrough methods*. New Delhi: Tata McGraw Hill.
5. IS/ISO 9001:2000. (2008). New Delhi: Bureau of Indian Standards.
6. Narayan, V., Wardhaugh, J. W., & Das, M. C. (2008). *100 years in maintenance and reliability*. New York: Industrial Press.
7. Oakland, J. S. (2003). *Total quality management: Text with cases*. Burlington: Butterworth-Heinemann.
8. Raghavachari, M., & Ramani, K. V. (Eds.). (2000). *Delivering service quality*. New Delhi: Macmillan.
9. Rath, Strong. (2003). *Six sigma leadership handbook*. New Jersey: John Wiley & Sons.

10. Sharma, S. (2018). *TQM: Concepts, Strategy and Implementation for Operational Excellence*. New Delhi: Sage Publications:
11. Willmott, P., & McCarthy, D. (2001). *TPM: A route to world class performance*. UK: Butterworth-Heinemann.
12. Woodside, G., & Aurrichio, P. (2000). *ISO 14001 auditing manual*. New York: McGraw Hill.

Teaching plan: A detailed teaching plan would be shared before the start of the semester.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Appreciate nature of total quality management and its relationship with operational and then business excellence.	Corporate snapshots	Quizzes to evaluate knowledge with concepts and terminologies. Individual assignments
II.	Appreciate the quality of design, off-line control and costs of quality.	Case study.	Assignment questions
III.	Develop and analyse hazard analysis	Numerical problems	
IV.	Understand and appreciate concepts of TPM and OEE		Minor project works on real life managerial decision problems
V.	Build knowledge about statistical process control through process capability studies	Use of Small cases Assignments	Mid-term test

VI.	Analyse process of operations strategy in terms of sustainable alignment.	requiring use of concepts and tools Corporate Case lets	Group assignments
VII.	Deploy total quality principles in supply and vendor management	Corporate studies	Case analysis and discussion
VIII.	Analyse process of strategy formulation.	Case Study	

MBAEX9803: Systems Optimization and Management Science

Course Objectives

Operations Research / Management Science (OR/MS) use advanced analytical methods to improve managerial decisions. OR/MS approach consists of scientific research-based principles, strategies, and analytical methods. In this course some advanced tools and techniques would be discussed. The course would have a balance between mathematical rigor and utility in solving business problem within realistic time limits. Software tools and case studies would be part of teaching pedagogy.

Course Learning Outcomes

1. Develop skills with advanced OR/MS tools
2. Ability to model and solve larger problems
3. Ability to develop custom solutions
4. Familiarity with software packages used in the industry

Contents

Unit 1: Nonlinear programming: Model building, Convex and concave functions, unconstrained problems and their solution, Kuhn-Tucker conditions, Quadratic programming problems and solution method

Unit 2: Waiting line models: Finite capacity models, System with blocking, models with any (general) service distribution, priority servicing model

Unit 3: Multi-criteria decision making: Analytical hierarchy process

Unit 4: Stochastic programming: model formulation, models with recourse, business applications

Unit 5: Dynamic programming: Basic concepts, formulating dynamic programming recursion, business applications

Unit 6: Data envelopment analysis.

Unit 7: Modelling competitive decision problems using theory of games. Cooperative and non-cooperative games, games with information asymmetry, stochastic games.

Suggested Readings

1. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). *An introduction to management science: quantitative approaches to decision making* (13th Ed.). Cengage Learning.
2. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). *Managerial decision modeling*. Upper Saddle River, Pearson Education.
3. Hillier, F. & Lieberman, G.J. (2014). *Introduction to operations research* (10th Ed.). McGraw-Hill Education.
4. Powell, S. G., & Baker, K. R. (2017). *Business analytics: The art of modeling with spreadsheets*. Wiley.

Teaching plan: A detailed teaching plan would be shared before the start of the semester.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Develop skills with advanced OR/MS tools; Ability to model and solve larger problems; Ability to develop custom solutions; Familiarity with software packages used in the industry	Lectures, Short cases, Individual and group work, Training on software packages	Quiz, Assignments, Written test
II	Develop skills with advanced OR/MS tools; Ability to model and solve larger problems; Ability to develop custom solutions; Familiarity with software packages used in the industry	Lectures, Short cases, Individual and group work, Training on software packages	Quiz, Assignments, Written test
III	Develop skills with advanced OR/MS tools; Ability to model and solve larger problems; Ability to develop custom solutions;	Lectures, Short cases, Individual and group work, Training on software packages	Quiz, Assignments, Written test

	Familiarity with software packages used in the industry		
IV	Develop skills with advanced OR/MS tools; Ability to model and solve larger problems; Ability to develop custom solutions; Familiarity with software packages used in the industry	Lectures, Short cases, Individual and group work, Training on software packages	Quiz, Assignments, Written test
V	Develop skills with advanced OR/MS tools; Ability to model and solve larger problems; Ability to develop custom solutions; Familiarity with software packages used in the industry	Lectures, Short cases, Individual and group work, Training on software packages	Quiz, Assignments, Written test
VI	Develop skills with advanced OR/MS tools; Ability to model and solve larger problems; Ability to develop custom solutions; Familiarity with software packages used in the industry	Lectures, Short cases, Individual and group work, Training on software packages	Quiz, Assignments, Written test
VII	Develop skills with advanced OR/MS tools; Ability to model and solve larger problems; Ability to develop custom solutions; Familiarity with software packages used in the industry	Lectures, Short cases, Individual and group work, Training on software packages	Quiz, Assignments, Written test

MBAEX9804: Supply Chain Management

Course objectives

This course is designed to help the students understand the role of supply chain (SC) in improving the efficiency of a network of organizations across the entire value chain right from sourcing of inputs to the retailing of final products to ultimately delivering best value to the customer. It would emphasize upon developing the conceptual clarity of the students for all important elements of a SC planning framework. It would focus on order management and supply chain integration from marketing point of view. The course would attempt to cover the important dimensions and enablers of SCM including strategic fit, inventory, logistics, coordination, outsourcing, pricing, information

systems and data analytics in supply chain, buyer-supplier relationships, reverse logistics and sustainability. The course shall also equip them with appropriate systems and tools for analyzing SC-related problems.

Course Learning Outcomes

1. Develop an understanding about the role of supply chain in an organization and the significance of supply chain strategy in overall business.
2. Develop framework for order management and efficient customer response (ECR) and Develop a score card for the same
3. Learn various mechanisms available to manage demand fluctuations and risk and uncertainty in a supply chain.
4. Learn about different trade-offs of costs involved in supply chain.
5. Understand the value of information sharing across entire supply chain for improved supply chain coordination to result in better operational efficiency of the supply chain.
6. Learn the framework of sourcing/out-sourcing decisions and different types of supply chain contracts.
7. Understand the significance of data analytics in supply chain and gather an idea of relevant tools.
8. Understand the importance of reverse logistics in both manufacturing and e-commerce firms.
9. Develop an appreciation about the need of sustainable supply chain.

Course Contents

Unit I: Overview on SCM, Evolution of SCM, Key issues of SCM, Competitive strategy vis-à-vis supply chain strategy, Achieving strategic fit.

Unit II: Supply chain structural dimensions and enablers, Supply chain planning framework, Supply chain operations reference (SCOR) model.

Unit III: Supply Chain dynamics, managing demand fluctuation, risk and uncertainty in a supply chain: Quick response/Efficient customer response (ECR) strategy, Order management; Postponement strategy and other strategies to manage orders.

Unit IV: Supply chain coordination: Bullwhip effect - causes and consequences, Bullwhip effect quantification, Impact of centralized information on bullwhip effect, mitigating strategies, Information sharing and incentives.

Unit V: Framework for Make/buy decisions, Strategic Sourcing in SCM: Role of sourcing in a supply chain, Vendor rating and development, Supply contracts and supply chain performance, Purchasing in JIT environment.

Unit VI: Role of logistics and transportation in a supply chain, Modes of logistics and transportation and their performance characteristics, Trade-offs in transportation, Reverse Logistics: Reverse logistics in manufacturing and e-commerce firms. Best practices in supply chain and logistics.

Unit VII: Supply chain data analytics, Data based Supply chain performance analysis and benchmarking.

Unit VIII: Challenges and opportunities in SCM, Managing sustainability and ethics in SC.

Suggested Readings

1. Ballou, H.B., & Srivastava, S.K. (2008). *Business Logistics/Supply Chain Management* (5th Ed.). New Delhi: Pearson Education.
2. Cachon, G., & Terwiesch, C. (2013). *Matching supply with demand*. New Delhi: Tata McGraw Hill.
3. Chopra, S., & Meindl, P. (2015). *Supply Chain Management: Strategy, Planning and Operation* (6th Ed.). Pearson Education.
4. Rangaraj, N., Raghuram, G. & Srinivasan, M.M. (2009). *Supply Chain Management for Competitive Advantage: Cases and Concepts*. New Delhi: Tata McGraw Hill.
5. Shah, J. (2016). *Supply Chain Management: Text and Cases* (2nd Ed.). Pearson Education.
6. Shapiro, J.F. (2007). *Modeling the Supply Chain* (2nd Ed.). Cengage Learning.
7. Sharma, S. (2010). *Supply Chain Management: Concepts, Practices and Implementation*. New Delhi: Oxford University Press.
8. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E & Shankar, R. (2008). *Designing and Managing the Supply Chain* (3rd Ed.). Tata McGraw Hill.
9. Simchi-Levi, D. (2010). *Operations Rules*. Cambridge: MIT Press.
10. Webster, S. (2008). *Principles & tools for Supply Chain Management*. McGraw Hill.

Teaching Plan: A detailed teaching plan would be announced before the commencement of the semester.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Develop an understanding about the role of supply chain in an organization and the significance of supply chain strategy in overall business.	Theory and concepts would be introduced through lecture and experience sharing. Supply chain strategy would be discussed through a case.	Assessment of different units constituting the whole course outline would be carried out through following components: <ul style="list-style-type: none"> • Group projects • Case
II	Understand the applicability of SCOR in supply chain of a corporate	Case would be introduced to develop an understanding about the applicability of SCOR at different levels.	
III	Learn various mechanisms to manage demand, risk and uncertainty in a supply chain	Cases and exercises would be introduced to develop an understanding on managing demand and risk in a supply chain.	
IV	. Understand the value of information sharing across entire supply chain for	A case would be handled to explain the nuances of	

	improved supply chain coordination which would result in better operational efficiency of the supply chain	supply chain coordination Real-life examples would be introduced to explain the context of transportation in supply chain and the trade-offs between inventory costs and transportation costs.	<p>Analysis</p> <ul style="list-style-type: none"> • Quiz • Mid-term test • Corporate reports referencing
V	. Learn the framework of Make/Buy decisions and different types of supply chain contracts.	. A case would be introduced for strategic sourcing and small case exercises would be discussed for supply contracts.	
VI	Learn different modes and networks of logistics and transportation including reverse logistics in a supply chain, their applicability and the trade-offs involved.	Real-life examples would be introduced to explain the logistics including reverse logistics and transportation in supply chain and the trade-offs involved particularly between inventory costs and transportation costs,	
VII	Understand the significance of data analytics in supply chain and its use in SC performance analysis and benchmarking.	Real life examples coupled with corporate/ consulting reports will be discussed.	
VIII	Develop an appreciation about the need of sustainable supply chain management and develop a framework	Develop an appreciation about the need of sustainable supply chain management and develop a framework	

MBAEX9805: Predictive Analytics and Big Data

Course Objectives

Data driven decision making and technologies related to data are transforming the way organizations function. Huge amount of data is available and organizations can get competitive advantage by utilizing this resource efficiently. This course provides an introduction to the use of analytics as a strategic resource specifically in the context of big data. Participants should be able to develop skills in integrating the knowledge of analytics tools with organizational strategies and

processes.

Course Learning Outcomes

1. Understand what is big data analytics
2. Ability to apply analytics methods and techniques in solving business problems
3. Ability to use technical skills in predictive modeling to support business decision-making.
4. Understand opportunities and challenges in investments on analytics in organizations
5. Ability to communicate analytics results to diverse audience

Contents

Unit I: Introduction to Business intelligence and analytics.

Unit II: Types of data, data warehouse and data-marts, Data quality; Data cleaning, handling missing data and outliers. Overview of ‘big data’. Social and business implications of ‘big data’.

Unit III: Data analytics lifecycle. Data exploration and data visualization.

Unit IV: Linear and logistics regression, Decision tree, Model comparison. Clustering, Association rules, Classification, Market basket analysis.

Unit V: Predictive analytics and its use in marketing, healthcare, operations and finance.

Unit VI: Text analytics, Application of text analytics in the discovery of facts and relationships in unstructured data. In-database analytics.

Unit VII: Technology (analytics) solutions and management of their implementation in organizations.

Suggested Readings

1. Provost, F., & Fawcett, T. (2013). *Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking*. O'Reilly Media, Inc.
2. Gareth, J., Witten, D., Hastie, T., & Tibshirani, R. (2013). *An Introduction to Statistical Learning with Applications in R*. Springer.
3. Marz, N., & Warren, J. (2015). *Big Data: Principles and best practices of scalable real-time data systems*. Dreamtech Co.
4. Miller, T.W. (2014). *Modeling Techniques in Predictive Analytics: Business Problems and Solutions with R*. Pearson FT Press.
5. Nisbet, R., Elder, J., & Miner, G. (2009). *Handbook of statistical analysis and data mining applications*. Academic Press.
6. Siegel, E. (2013). *Predictive analytics: The power to predict who will click, buy, lie, or die*. John Wiley & Sons.

Teaching plan: A detailed teaching plan would be shared before the start of the semester.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Understand what is big data analytics	Lectures, Short business cases, Laboratory sessions and exercises.	Quizzes, Assignments, Written tests
II	Ability to apply analytics methods and techniques in solving business problems; Ability to use technical skills in predictive modelling to support business decision-making.		
III	Ability to apply analytics methods and techniques in solving business problems; Ability to use technical skills in predictive modelling to support business decision-making.		
IV	Ability to apply analytics methods and techniques in solving business problems; Ability to use technical skills in predictive modelling to support business decision-making.		
V	Ability to apply analytics methods and techniques in solving business problems; Ability to use technical skills in predictive modelling to support business decision-making.		
VI	Ability to apply analytics methods and techniques in solving business problems; Ability to use technical skills in predictive modelling to support business decision-making.		
VII	Understand opportunities and challenges in investments on analytics in organizations; Ability to communicate analytics results to diverse audience		

MBAEX9806: World Class Manufacturing

Course Objectives

The course is designed to help students develop an insight into the advanced operations and manufacturing practices prevalent across the globe. The students will also develop an understanding about the applicability of the world class manufacturing (WCM) concepts and practices across both manufacturing and service organizations. The course would equip them with the concepts, tools, techniques and benchmarks of WCM practices which would enable them to apply the same in their organizations in order to excel in overall operational performance. The pedagogy of the course would involve lectures, case discussions, exercises and mini-projects to be carried out in groups.

Course Learning Outcomes

1. Appreciate the concept and need of world class manufacturing.
2. Recognize the need to implement agility and flexibility in manufacturing system in current context.
3. Lay down frameworks of various product and process design structures and systems in modern manufacturing.
4. Conceptually analyze the implementation of TQM, JIT and Theory of Constraints, Grasp the philosophy and principles of Japanese manufacturing especially Toyota Production System (TPS).
5. Configure various elements of a Total Productive Maintenance system in modern manufacturing.
6. Appreciate the framework of a computer integrated manufacturing system and deploying ERP in manufacturing.
7. Develop benchmarks for operational excellence through world class manufacturing practices.

Course Contents

Unit 1: World Class Manufacturing (WCM): Concepts and Evolution, Understanding the linkage between Operations Strategy and WCM;

Unit 2: Agile Manufacturing: Distinction between flexibility and agility, Model for implementing flexible and agile manufacturing; Flexible Manufacturing System (FMS); Concepts and components.

Unit 3: Modern product and process design concepts and considerations, Assembly lines and batch manufacturing; group technology (GT).

Unit 4: Total Quality Management (TQM): Roadmap to Implementation of TQM in manufacturing; Six Sigma approach, Just-in-Time (JIT) and Lean Operations, Theory of constraints (ToC),

Unit 5: Japanese manufacturing techniques particularly Toyota Production System, Japanese vs American manufacturing focus, Critical elements of JIT, Operational Framework for concurrent implementation of TQM and JIT:

Unit 6: Total Productive Maintenance (TPM): Concepts and Evolution, Metrics of TPM; Overall Equipment Effectiveness (OEE), Roadmap to TPM implementation in modern manufacturing;

Unit 7: Computer Integrated Manufacturing System (CIMS): A framework for computer-integrated enterprise issues involved in CIMS; Enterprise Resource Planning (ERP): Need and Evaluation of ERP for Operations Management.

Unit 8: Benchmarks for excellence in operational performance with global examples; Significance of implementation of concurrent operations management initiatives, Metrics of operational excellence in global context.

Suggested Readings

1. Dornier, P.P., Ernst, R., Fender, M., & Kouvelis, P. (2002). *Global Operations and Logistics; Text and Cases*. John Wiley & Sons.
2. Hall, R. (1987). *Attaining Manufacturing Excellence*. Dow-Jones Irwin.
3. Goldratt, E.M., Cox, J. (1996). *The Goal*. Chennai: Productivity Press.
4. Evans, J.R., & Collier, D.A. (2007). *Operations Management: An Integrated Goods and Services Approach*. Cengage Learning.
5. Shingo, S. (1981). *A Study of Toyota Production System from Industrial Engineering Viewpoint*. Tokyo: Japanese Management Association.
6. Womack, J. P. & Jones, D. T. (2003). *Lean Thinking: Banish Waste and Creating Wealth in your Organization*. UK: Simon & Schuster.
7. Willmott, P., & McCarthy, D. (2001). *TPM; A Route to World Class Performance*. Butterworth-Heinmann.
8. Burt, D., Dobler, D., & Starling, S. (2006). *World Class Supply Management*. New Delhi: Tata Mc Graw-Hill.
9. Meredith, J. R., & Shafer, M.S. (2003). *Operations Management for MBAs*. John Wiley & Sons.
10. Waller, D. L. (2003). *Operations Management: A Supply Chain Perspective*. Thomson Learning.

Teaching plan: A detailed teaching plan would be shared before the start of the semester.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Appreciate the concept and need of world class manufacturing	Corporate Snapshots/videos Case study/field plant study.	Quizzes to evaluate knowledge with concepts and terminologies. Assignment questions
II.	Recognise the need to implement agility and flexibility in manufacturing system in current context		
III.	Lay down frameworks of various product and process design structures and systems in modern manufacturing		
IV.	Conceptually analyse the implementation of TQM, JIT and Theory of Constraints.		

V.	Grasp the philosophy and principles of Japanese manufacturing especially Toyota Production System (TPS).		
VI.	Configure various elements of a Total Productive Maintenance system in modern manufacturing.	Use of Small cases Assignments using concepts and tools	Minor project works on real life managerial decision problems /Individual assignment Mid-term test Group assignments
VII.	Appreciate the framework of a computer integrated manufacturing system and deploying ERP in manufacturing	Corporate studies/Cases	Case analysis and discussion
VIII.	Develop benchmarks for operational excellence through world class manufacturing practices.	Case lets	Do a benchmark survey aided by internet.

MBAEX 9807: Supply Chain Analytics

Course Objectives

Today's organizations have to grapple with huge volume of data in its entire supply chain. The sheer volume of data poses unique challenges to the Operations and Supply Chain managers in terms of both variety and velocity. These challenges are discernible across all elements of supply chain functions including demand planning, inventory planning at the level of retailer, distributor and manufacturer, price optimization, logistics planning including both inbound and outbound logistics, production planning and scheduling, procurement planning etc. This course is designed to enable the students appreciate the concepts of Supply Chain Analytics and its significance in the contemporary business environment and equip them with the appropriate tools and techniques to get a feel of real-world supply chain problems.

Course Learning Outcomes

1. Learn the importance of data-driven supply chains and different analytics techniques relevant to supply chain management (SCM).

2. Develop an understanding on estimating unbiased estimate of forecast demand through various statistical tools and also an understanding on price optimization.
3. Learn the tools of evaluating the sources of supply and establishing supply chain contracts.
4. Learn the tool of determining differentiated service level for different products, determining plant location, and product line mix and production schedule.
5. Learn the framework/techniques for distribution of products to distribution center and retail store.
6. Learn the framework/tools for collecting products from customers and retail store.
7. Learn mathematical tools to capture and analyze data on supply chain carbon footprint.

Contents:

Unit I: Problem-driven to Data-driven supply chains. Big data in supply chain. Analytics techniques in SCM: Descriptive, Predictive and Prescriptive.

Unit II: (Plan) Analytics in demand planning: Capturing demand data from different sources, Demand prediction models. Price optimization.

Unit III :(Source) Analytics in sourcing and procurement: In-house or outsource, Logistics and transportation (Inbound), Supply chain contracts.

Unit IV: (Make) Analytics in sales and operations planning: Differentiated service level to different products and customers, Location of plants, Product line mix at plants, Production planning and scheduling.

Unit V :(Deliver) Analytics in distribution: Location of distribution center, Transportation and distribution planning (Outbound), Inventory policies/order fulfillment at locations, Vehicle routing for deliveries.

Unit VI: (Return) Analytics in reverse logistics in traditional and e-commerce firms: Location of return centers, Reverse distribution plan, Vehicle routing for returns collection.

Unit VII: Analytics in supply chain carbon footprint.

Suggested Readings:

1. Drake, M. J. (2014). *The Applied Business Analytics Casebook: Applications in Supply Chain Management, Operations Management and Operations Research*. Pearson Education, Inc. New Jersey: Upper Saddle River.
2. Feigin, G. (2011). *Supply Chain Planning and Analytics*. New York: Business Expert Press, LLC.
3. Plenert, G.J. (2014). *Supply Chain Optimization through Segmentation and Analytics*. Boca Raton: CRC Press.
4. Sanders, N. R. (2014). *Big data driven supply chain Management: A framework for implementing Analytics and turning Information into Intelligence*. Upper Saddle River, New Jersey: Pearson Education, Inc.
5. Simchi-Levi, D., Wu, S.D., Shen, Zuo-Jun (Max). (2004). *Handbook of Quantitative Supply Chain Analysis – Modeling in the E-Business Era*. USA: Springer.
6. Simchi-Levi, D. (2010). *Operations Rules*. Cambridge: MIT Press.
7. Relevant research papers.

8. Relevant white papers.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Learn the importance of data-driven supply chains and different analytics techniques relevant to supply chain management (SCM).	Concepts would be introduced through lecture and small real-life examples.	Assessment of different units constituting the whole course outline would be carried out through following components: <ul style="list-style-type: none"> • Group projects • Case Analysis • Quiz • Mid-term test
II	Develop an understanding on estimating unbiased estimate of forecast demand through various statistical tools and also an understanding on price optimization.	Concepts would be introduced through exercises and a research-based case.	
III	Learn the tools of evaluating the sources of supply and establishing supply chain contracts.	Small case exercises would be discussed to explain the concepts and tools.	
IV	Learn the tools of determining differentiated service level for different products, determining plant location, product line mix and production schedule.	Small case exercises would be discussed to explain the concepts and tools.	
V	Learn the framework/techniques for distribution of products to distribution centre and retail store.	A case and small exercises would be introduced to discuss the concepts and tools.	
VI	Learn the framework/tools for collecting products from customers and retail store.	A Case and research papers would be discussed to introduce the concepts and tools.	
VII	Learn mathematical tools to capture and analyse data on supply chain carbon footprint.	Research papers would be discussed to introduce the concepts and tools.	

MBAEX9808: Integrated Management Systems

Course Objectives

The objective of this course is to enable the participants to appreciate the role of integrated management systems like total quality, total productive maintenance (TPM), occupational safety and health (OSH) and environment management together with sustainability and social accountability at the corporate level and at work place. The course particularly focuses on importance of human factors of engineering, TPM, environment management system (EMS) and its standards. It also focuses on OSH policy and environmental policy setting and auditing and use of green technologies for global competitiveness.

Course Learning Outcomes

1. Appreciate the role of ergonomics, safety and human factors of engineering in a work setting.
2. Compare global safety frameworks and statues with those of India.
3. Study frameworks of various failure and hazard analysis techniques.
4. Conceptually analyze a total productive maintenance strategy and its implementation.
5. Analyze various elements of Environment Management System (EMS)
6. Configure various elements of a Total Safety System and Occupational health and safety system.
7. Concurrent implementation of total quality, environment and occupational safety and health initiatives.

Contents

Unit 1: Introduction of Ergonomics and Human Factors of Engineering in Industries;

Unit 2: Review and comparison of global and Indian legal provisions related to Occupational Safety and Health including OSHA and Factories Act;

Unit 3: Introduction to FMEA, FTA, HAZOP and HACCP Studies;

Unit 4: Introduction to Total Productive Maintenance (TPM); Pillars of TPM, TPM Master Plan

Unit 5: Framework for Total Quality Environment Management; Environmental Management System Standards: ISO 14000; Environmental Auditing; Environmental Performance Metrics; Environment Impact Assessment (EIA)

Unit 6: Elements of a Total Safety System and ISO-18001, Safety Pyramid Safety Audits.

Unit 7: Concurrent implementation of TQM, TPM, OSH and EMS initiatives. Social accountability, Safety related statutory bodies in India.

Suggested Readings

1. American Society for Quality. (2002). *The Quality auditor's HACCP handbook*. USA: ASQ Press.
2. Barrow, C. J. (1999). *Environmental management: Principles and practice*. London: Routledge.
3. Bhat, V. N. (1996). *The green corporation. The next competitive advantage*. Quorum Books: Connecticut.
4. Confederation of Indian Industry. (2003). *JishuHozen Manual*. Bangalore.
5. Kandpal, P.C. (2018). *Environmental Governance in India; Issues and Challenges*. New Delhi: Sage.

6. Global Environment Management Initiative. (1995). *Environmental health and safety training: A Primer*. GEMI: Washington.
7. Leflar, J. A. (2001). *Practical TPM: Successful equipment management at Agilent Technologies*. Oregon: Productivity Press.
11. North, K. (1997). *Environmental business management*. Geneva: International Labor Office.
12. Stranks, J. A. (1994). *Manager's guide to health and safety at work*. London: Kogan Page.
13. Willing, J. T. (1994). *Environmental TQM* (2nd Ed.). McGraw Hill.
14. Willmott, P., & McCarthy, D. (2001). *TPM: A route to world class performance*.

Teaching plan: A detailed teaching plan would be shared before the start of the semester.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Appreciate the role of ergonomics, safety and human factors of engineering.in a work setting.	Corporate snapshots	Quizzes to evaluate knowledge with concepts and terminologies.
II.	Compare global safety frameworks and statues with those of India.	Case study.	Assignment questions
III.	Develop and analyse failure and hazard analysis	Standard problems	Minor project works on real life managerial decision problems /Individual assignment
IV.	Introducing Total Productive Maintenance (TPM); its strategies and Master Plan	Use of Small cases	Mid-term test
V.	Analyse various elements of Environment Management System (EMS)	Assignments requiring use of concepts and tools	Group assignments
VI.	Configure various elements of a Total Safety System and Occupational health and safety system.	Corporate Case lets	Situation analysis and Discussion

VII.	Concurrent implementation of total quality, environment and occupational safety and health initiatives.	Corporate studies/Cases	Case analysis and discussion
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MBAEX9809: Technology, Innovation and New Product Management

Course Objectives

This course aims to enable students to appreciate the role of technology, innovation and new product management in both corporate and public sector. It also aims to equip students with an understanding of the concerns in the management of technological innovation and new product development. The course would emphasize on strategic aspects of decision making involved in technology choices, investment options, level of technology absorption and the derived competitive advantages particularly in Indian context. It shall focus on developing innovative organization culture and suitable incubation climate. It aims to analyze the marketing and production aspects of new products and services. And appreciate the role of the State in policy making in managing new technologies

Course Learning Outcomes

1. Understanding the diversity of types of innovation, innovators and innovation environment.
2. Understanding a strategic perspective of the role of innovation and the major tools that are used increasingly to assist innovation management.
3. Understand the nature and extent of technological change and potential roles of incremental and disruptive innovation in creating and sustaining firm competitiveness
4. Knowledge of management techniques of technological new product development.
5. Analyze feasibility and viability of new product development both from a societal & a micro level perspective.

Contents

Unit 1: Introduction, Understanding innovation, Levels and types of innovation, Key drivers of innovation, Sources of innovation, and the relationship between innovation and research and technology development. Understanding creativity as a building block to innovation

Unit 2: Innovation Management, Framework for the management of innovation, Public sector services innovation, Diffusion of Innovation Creating Organizational innovative effectiveness

Unit 3: Strategic aspects of technology, Critical factors in managing technology innovations, Critical issues/factors in choice of technology and Processes; Indian context, Technology Portfolio

Unit 4: Open Innovation, New technology transfer- Channels, Modes, levels and various concerns involved,

Unit 5: Absorption, Adaption and adoption of Technology, Technology considerations in Lean environment

Unit 6: Strategic Role of R&D, New R& D approaches, Strategic evaluation of technology investments

Unit 7: New product development and life cycle management, Understanding Product platform strategy, Commercialization of core competencies, Marketing new products and technologies

Unit 8: Public policy issues; role, rationale and requisites of a National Technology Policy, IPR and licensing issues; Role of WTO in new age technology.

Suggested Readings

1. Khalil, T. A. (Ed.). (2009). *Technology management: Key to competitiveness and wealth creation*. New Delhi: Tata McGraw Hill.
2. O’Sullivan, D., & Dooley, L. (2008). *Applying Innovation*. New Delhi: Sage.
3. Trott, P. (2011). *Innovation Management and New product Development*. Pearson (5th edition).
4. Kahn, K. B. (2001). *New product planning*. New Delhi: Response Books.
5. Kahn, K. B. (2012). *The PDMA Handbook of new product development*. Wiley (3rd Edition).
6. Schilling, M. A. (2013). *Strategic Management of Technological Innovation*. McGraw-Hill Irwin (4th Ed).
7. Christensen, C. M. (2003). *The Innovator’s Dilemma*. Collins Business.
8. Chesbrough, H. W. (2003). *Open Innovation (1e)*. Boston, MA, USA: Harvard Business School Press.
9. Porter, M.E. (1985). Technology and Competitive Advantage. *Journal of Business Strategy*, 5(3), pp. 60-78.
10. Utterback, J.M. (1994). *Mastering the Dynamics of Innovation*. Boston: Harvard Business School Press.

Teaching plan: A detailed teaching plan would be shared before the start of the semester.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understanding the diversity of types of innovation, innovators and innovation environment	Theory and concepts would be introduced through lectures	Quizzes to evaluate conceptual understanding
II.	Understanding a strategic perspective of the role of innovation and the major tools that are used to assist innovation management	Corporate Examples and exercises with data sets for learning techniques.	Homework exercises to evaluate the student’s skill with the tools discussed in the class and ability to implement them; Videos
III.	Understand the nature and extent of technological change and potential roles of incremental and		

	disruptive innovation in creating and sustaining firm competitiveness	Case method to reinforce conceptual understanding	Assignments to evaluate company case let writing skill Minor project work Corporate case lets' presentation. Article referencing
IV.	Knowledge of management techniques of technological new product development (NPD). To analyse feasibility and viability both from a societal and from a micro level perspective.		
V.	Analyse feasibility and viability of NPD both from a societal and a micro level perspective.		

MBAEX9810: Service Operations Management

Course Objectives

The objective of this course is to acquaint the participants with decision making in planning, design, delivery, quality, and maintenance and scheduling of service operations on a global basis. The participants are also expected to appreciate the role of service quality and supply chain in emerging service economy of India in relation to international business environment and global benchmarks.

Course Learning Outcomes

1. Appreciate complex nature of services and their classification
2. Appraise the factors related to location and capacity planning for services
3. Analyze various service design and delivery systems
4. Study job and work design in services and develop standards.
5. Develop skills to measure, control and improve quality of services.
6. Develop skill to schedule services and resources.
7. Grasp knowledge about supply chain and distribution of services.
8. Analyze requirements to ensure maintainability and reliability in services.

Contents

Unit 1: Matrix of Service Characteristics; Taxonomy of services, Challenges in Operations Management of Services.

Unit 2: Aggregate Capacity Planning for Services; Facility Location; subjective and objective factors.

Unit 3: Service design and delivery systems; layouts in services.

Unit 4: Job and Work Design in Services- Safety and Physical Environment; Effect of Managing queues, Automation; Operations standards and Work measurement.

Unit 5: Determinants of Quality in Services, Measurement, control and improvement of Quality of Services; Concept of a Total Quality Service, Dynamics of Service Delivery System.

Unit 6: Scheduling for Service operations, personnel and vehicles.

Unit 7: Supply Chain and Distribution of Services.

Unit 8: Maintainability and Reliability in Services; Total Productive Maintenance (TPM) in Services, Case Studies of exemplary professionally managed services.

Suggested Readings

1. Bowen, D. E., Chase, R. B., & Cummings, T. G. (Eds.). (1990). *Services management effectiveness* (2nded.). San Francisco: Jossey Bass.
2. Fitzsimmons, J. A., & Fitzsimmons, M. J. (2004). *Service management* (4th ed.). New Delhi: McGraw Hill.
3. Haksever, C., Render, B., Russell, R. S., & Murdick, R. G. (2003). *Service management and operations*, (2nded.). New Jersey: Prentice Hall.
4. Heskett, J. L., Sasser, W. E., & Hart, C.W.L. (1990). *Service breakthroughs: changing the rules of the game*. New York: FreePress.
5. Martin, C. (1998). *Logistics and SCM: Strategies for reducing cost and Improving service*. New Delhi: Pearson Education.
6. Metters, R. D., King-Metters, K. H., Pullman, M., & Walton, S. W. (2006). *Successful service operations management*. New Delhi: Cengage Learning.
7. Murdick, R. G. (1990). *Service operations management*. Boston: Allyn and Bacon.
8. Raghavachari, M., & Ramani, K. V. (Eds.). (2000). *delivering service quality: managerial challenges for the 21st Century*. New Delhi: Macmillan.
9. Sehmenner, R. W. (1995). *Service operations management*. New Jersey: Prentice Hall.
10. Voss, C. (1995). *Operations management in service industries and the public sector*. New York: Wiley.

Teaching plan: A detailed teaching plan would be shared before the start of the semester.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Appreciate complex nature of services and their classification	Corporate snapshots	Quizzes to evaluate knowledge with concepts and terminologies.
II.	Appraise the factors related to location and capacity planning for services.		

III.	Analyse various service design and delivery systems	Case study. Standard problems Use of Small cases Assignments requiring use of concepts and tools	Assignment questions Minor project works on real life managerial decision problems /Individual assignment Mid-term test Group assignments
IV.	Study job and work design in services and develop standards		
V.	Develop skills to measure, control and improve quality of services.		
VI.	Develop skill to schedule services and resources.		
VII.	Study supply chain and distribution of services	Corporate studies/Cases	Case analysis and discussion
VIII.	Analyse requirements to Ensure maintainability and reliability in services	Case lets	Set up maintainability and reliability requirements in a service system.

MBAEX9811 Sustainable Operations Management

Course Objectives

Contemporary developments in the business environment suggest that today's organization is required to focus on all three dimensions of sustainability including economy, environment and society, which would enable it to develop sustainable competitive advantage. The phenomenon has assumed great significance in view of the fact that the natural and mineral resources of the earth are limited and further the capacity of the earth to absorb toxic substance is finite. The course is designed to help the students understand the importance of incorporating sustainability at each stage of supply chain including product design, procurement and inbound logistics, manufacturing, distribution and outbound logistics, product/service use and end-of-life disposition. This would also equip the students with the appropriate tools and techniques for addressing the conflict among three dimensions of sustainability from the perspective of an organization in the context of operations and supply chain functions.

Course Learning Outcomes

1. Understand the importance of sustainability in the context of contemporary business environment.
2. Understand the significance of sustainable operations management as a source of competitive advantage and learn the framework of sustainable operations management.
3. Learn how the concepts of sustainability could be incorporated into new product design.
4. Develop an understanding about the framework/model of sustainable procurement.
5. Understand different mechanisms/techniques of sustainable production.
6. Understand different tools on sustainable distribution and packaging.
7. Learn the concepts of reverse logistics, closed loop supply chain and sustainable supply chain and how the same could be implemented in an organization.
8. Learn the concepts of carbon footprint and water footprint and the related mathematical tools.
9. Develop an understanding about how to measure sustainability in an organization.

Contents

Unit I: Sustainability and Future Trends: Sustainability before Sustainable Operations and Supply Chain Management, Impact of Climate Change, Emerging New Consumers, Smart Technologies and the Digital Factory, Sustainable Development and Corporate Social Responsibility, Development of Sustainable Objectives from the Triple Bottom Line Perspective.

Unit II: Sustainable Operations Management as a source of Competitive Advantage: Strategic Alignment, Operations and Supply Chain Performance Management and Control, Sustainable Operations and Supply Chain Management: A Reference Framework.

Unit III: Sustainability and New Product Design: Life Cycle and Cradle-to-Cradle Approaches, Eco-Efficiency and Eco-Effectiveness, Design for Environment, Design for Re-use and Re-manufacturing.

Unit IV: Sustainability and Sourcing & Procurement: Role of Sourcing and Procurement in Delivering Sustainable Solutions, Drivers and Barriers for Sustainable Procurement, Sustainable Procurement Framework/Strategy, Lifecycle Assessment.

Unit V: Sustainability and Production: Leveraging Lean Management for a Sustainable Production, Leveraging Six-Sigma for a Sustainable Production, Lean and Green Operations, Servitization and Leasing.

Unit VI: Sustainability and Logistics, Physical Distribution and Packaging: Social and Environmental Aspects in Logistics and Physical Distribution, Carbon Footprint Auditing, Eliminating Transportation Waste, Warehouse Management and Sustainability, Sustainable Packaging.

Unit VII: Reverse Logistics Management and Closed-Loop Supply Chain: Reverse Logistics and Sustainability, Closed-Loop Supply Chain Management: Integrating Forward and Backward Flows, Sustainable Supply Chains: Why, Who, What and How? Value Creation through Recovery Options in Sustainable Supply Chain.

Unit VIII: Carbon Disclosure and Carbon Footprint Analysis. Water Footprint analysis. Sourcing of water and its sustainable usage in the whole supply chain.

Unit XI: Measuring Sustainability: Sustainable Development Measurement, Stakeholder (Customers, Suppliers, Employees, Community, NGOs, and Investors) Engagement, Sustainability Metrics, and Sustainability Measurement in Companies.

Suggested Readings

1. Atasu, A. (2016). *Environmentally Responsible Supply Chains*. Springer International Publishing.
2. Belvedere, V., & Grando, A. (2017). *Sustainable Operations and Supply Chain Management: Wiley Series in Operations Research and Management Science*. John Wiley & Sons.
3. Chiarini, A. (2015). *Sustainable Operations Management: Advances in Strategy and Methodology*. Springer.
4. Grant, D.B., Wong, C.Y., & Trautrim, A. (2017). *Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management*. Kogan Page.
5. Kachitvichyanukul, V., Sethanan, K., & Golinska- Dawson, P. (2015). *Toward Sustainable Operations of Supply Chain and Logistics Systems*. Springer.
6. Bouchery, Y., Corbett C. J., Fransoo, J.C., & Tan, T. (2016). *Sustainable Supply Chains: A Research-Based Textbook on Operations and Strategy*. Springer.
7. Relevant research papers.
8. Relevant white papers.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Understand the importance of sustainability in the context of contemporary business environment.	Concepts would be introduced through lecture interspersed with relevant data and historical development.	Assessment of different units constituting the
II	Understand the significance of sustainable operations management as a source of competitive advantage and learn the framework of sustainable operations management.	A case would be introduced to discuss the concepts and framework of sustainable operations management.	
III	Learn how the concepts of sustainability could be incorporated into new product design.	Real-life examples and small exercises would be handled to introduce the concepts and tools.	
IV	Develop an understanding about the framework/model of sustainable procurement.	Research papers would be referred to for introducing the concepts.	

V	Understand different mechanisms/techniques of sustainable production.	Case studies/relevant research papers would be discussed.	whole course outline would be carried out through following components: <ul style="list-style-type: none"> • Group projects • Case Analysis • Quiz • Mid-term test
VI	Understand different tools on sustainable distribution and packaging.	Small case exercises would be introduced.	
VII	Learn the concepts of reverse logistics, closed loop supply chain and sustainable supply chain and how the same could be implemented in an organization.	Research papers would be referred to for introducing the concepts.	
VIII	Learn the concepts of carbon footprint and water footprint and the related mathematical tools.	Research papers would be referred to for introducing the concepts.	
IX	Develop an understanding about how to measure sustainability in an organization.	Relevant examples would be taken up for introducing the concept.	

MBAEX9812: Artificial Intelligence and Deep Learning

Course Objectives

Through artificial intelligence, autonomous systems can be designed that can learn, plan, and solve problems. This capability is changing business processes and the role of managers. This will be an introductory course on artificial intelligence in business management, where students would learn the fundamentals and basic methods. Aspects of human computer interaction, limitations of the present technological capabilities and avenues for future developments would also be discussed.

Course Learning Outcomes

1. Understand the meaning of the term "artificial intelligence"
2. Identify capabilities in systems with artificial intelligence and how they are different from conventional technology enabled systems.
3. Learn basic methods and algorithms
4. Ability to select appropriate technique for solving problems.
5. Understand the present technological progress and develop a perspective for future

Contents:

Unit I: Introduction and motivation for use artificial intelligence in business and industry, Artificial Intelligence methodology and fundamentals.

Unit II: Search algorithms; Population based search; Supervised and unsupervised learning; Decision tree learning; Neural networks.

Unit III: Clustering; Support vector machines; probabilistic reasoning in artificial intelligence; Bayesian networks; statistical learning; fuzzy logic.

Unit IV: Human-computer interaction (HCI); Knowledge management.

Suggested Readings

1. Goodfellow, I., Bengio, Y., Courville, A., & Bengio, Y. (2016). *Deep learning*. Cambridge: MIT press.
2. Neapolitan, R.E., & Jiang, X. (2018). *Artificial Intelligence: With an Introduction to Machine Learning*. Chapman and Hall/CRC.
3. Russel, S., & Norvig, P. (2015). *Artificial intelligence: A modern approach*. India: Pearson Education.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Understand the meaning of the term "artificial intelligence", Identify capabilities in systems with artificial intelligence and how they are different from conventional technology enabled systems.	Lectures, Examples and exercises with data sets for learning techniques and developing skills with the tools/algorithms. Laboratory/Practical sessions	Quizzes, Assignments. Written tests
II	Learn basic methods and algorithms; Ability to select appropriate technique for solving problems.	Minor project to help develop wider perspective Case study	
III	Learn basic methods and algorithms; Ability to select appropriate technique for solving problems.		
IV	Understand the present technological progress and develop a perspective for future		

MBAEX9813: Managerial Decision Modeling

Course Objectives

Managers need to take real-time decisions in complex environments. Quantitative tools that help in identification and ranking of alternative courses of action are proving to be indispensable tools for them. This course will introduce the basic methods and techniques of Operations Research /

Management Science for managerial decision-making. Analytic methods like spreadsheet modeling of optimization problems and Monte Carlo simulation etc. would be discussed. Practical examples and case studies would be integral part of teaching-learning pedagogy.

Course Learning Outcomes

1. Ability to build spreadsheet models that can be used to improve decision making in managerial problems.
2. Analytical skills for structuring decision problems into formal models and use the model in generating actionable insights.
3. Strengthen spreadsheet skills to support managerial problem solving
4. Develop critical thinking and problem solving skills.

Contents

Unit I: Model building for optimization. Distribution and network models: Shortest route and other routing problems, maximal flow problem

Unit II: Integer programming: Model building, applications of models, binary integer programming problems, and basics of solutions methods for solving integer programming problems.

Unit 3: Multiple criteria decision models: Introduction of goal programming, modelling and solution

Unit IV: Waiting line models: Introduction to theory of queues, standard terminologies, pure birth-and-death model, M/M/1 and M/M/c models

Unit V: Simulation: Types of simulation, Monte-Carlo simulation method, Verification and validation.

Unit VI: Decision making under uncertainty: Decision criteria, decision tree, Value of Information, Risk profile

Unit VII: Project scheduling: Scheduling with known activity times, time-cost trade-offs, Scheduling with uncertain activity times, Resource levelling, introduction to critical chain project management.

Suggested Readings

1. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). *An introduction to management science: quantitative approaches to decision making* (13th Ed.). Cengage Learning.
2. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). *Managerial decision modeling*. Upper Saddle River, Pearson Education.
3. Hillier, F. & Lieberman, G.J. (2014). *Introduction to operations research* (10th Ed.). McGraw-Hill Education.
4. Powell, S. G., & Baker, K. R. (2017). *Business analytics: The art of modeling with spreadsheets*. Wiley.

Teaching plan: A detailed teaching plan would be shared before the start of the semester.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to build spreadsheet models; Analytical skills for structuring decision problems.	Lectures;	Quizzes;
II	Ability to build spreadsheet models; Develop analytical skills for structuring decision problems.	Lab sessions for spreadsheet modelling;	Assignments;
III	Ability to build spreadsheet models; Develop analytical skills for structuring decision problems	Individual and group work for skills training;	Written test
IV	Ability to build spreadsheet models; Develop analytical skills for structuring decision problems	Case studies	
V	Ability to build spreadsheet models; Develop analytical skills for structuring decision problems		
VI	Ability to build spreadsheet models; Develop analytical skills for structuring decision problems		
VII	Strengthen spreadsheet skills to support managerial problem solving; Develop critical thinking and problem-solving skills.		

Area: Strategy MBAEX 9901-9904

MBAEX9901: Strategic Capability Building and Innovation

Course Objectives

The course is designed to look at the key issues relating to development of organizational resources and capabilities that can serve as a basis for competitive advantage.

Course Learning Outcomes

1. Understand the difference between organizational resources and capabilities.
2. Comprehend how resources are transformed into capabilities.
3. Analyze how core competencies serve as a basis for competitive advantage.
4. Examine issues relating to sustainability of competitive advantage.

Contents

Unit I: Resources and capabilities, Resources as the basis for capability formation, Types of resources and capabilities, Functional capabilities and cross functional capabilities, Operational versus strategic capabilities

Unit II: Transforming resources into capabilities, Evolutionary nature of capability formation, Path-dependence and cumulative change, the role of strategic vision and leadership

Unit III: Core competence and competitive advantage, Distinctive capabilities as basis of superior profitability, Role of tacitness, Core competencies and core rigidities

Unit IV: Sustainability of competitive advantage, Incremental and disruptive innovation, Guarding against complacency

Suggested Readings

1. Barney, J.B. (1991). *Firm resources and sustained competitive advantage* (Vol 17). Journal of Management.
2. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6th Ed.). John Wiley
3. Cyert, R. M., & March, J. G. (1963). *A behaviour theory of the firm*. Upper Saddle River, NJ, US: Prentice Hall/Pearson Education.
4. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases* (8th ed.). Wiley.
5. Porter, M. E. (2004). *Competitive strategy*. New York: Simon & Schuster.
6. Prahalad, C.K. & Hamel, G. (1990). *The core competence of the corporation*. Harvard Business Review.

Note: The list of cases and other relevant references including the latest articles and papers will be announced by the teacher every year at the time of starting the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understand the difference between organisational resources and capabilities.	Group based discussion, Lecture	Case study analysis
II.	Comprehend how resources are transformed	Lecture, Team based learning	Application to specific industries

	into capabilities		
III.	Analyse how core competencies serve as a basis for competitive advantage.	Lecture, Brainstorming session	Class test/assessment
IV.	Understand how organizations can try to achieve sustainable competitive advantage	Use of web based audio-visual material, Lecture	Quiz

MBAEX9902: Strategic Management in Social Enterprises

Course Objectives

The course aims to explore the key issues relating to strategy formulation and execution with respect to social enterprises at various stages of their organizational development.

Course Learning Outcomes

1. Understand the key characteristics of social enterprises and the social sector.
2. Explore the distinctive aspects of social enterprises.
3. Examine issues relating to start up and financing of social ventures.
4. Explore issues relating to scaling up and key managerial challenges.
5. Explore how the performance of social enterprises can be measured.

Contents

Unit I: Introduction to social enterprises, Different kinds of social enterprises: not-for-profit and profit making, Need and opportunity

Unit II: Social ventures, what motivates social entrepreneurs, Models of social entrepreneurship

Unit III: Start up and financing of social enterprises, developing a business plan, Diversity of funding models and sources, Linkages to CSR

Unit IV: Scaling up, Internal versus external sources of finance

Unit V: Measurement of performance, Profit measures versus non-profit measures, Benchmarking

Suggested Readings

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6th Ed.). John Wiley.
2. Borzaga, C., & Defouney, J. (2004). *The emergence of social enterprise*. Routledge
3. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases* (8th ed.). Wiley.
4. LaPiana, D. (2005). *The non-profit guide to competitive strategy*. Jossey-Bass

5. Nicholls, A. (2008). *New models of sustainable development*. Oxford University Press.

Note: The list of cases and other relevant references including the latest articles and papers will be announced by the teacher every year at the time of starting the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understand the key characteristics of social enterprises and the social sector.	Group based discussion, Lecture	Case study analysis
II.	Explore the distinctive aspects of social enterprises.	Lecture, Team based learning	Application to specific industries
III.	Examine issues relating to start up and financing of social ventures.	Lecture, Brainstorming session	Class test/assessment
IV.	Explore issues relating to scaling up and key managerial challenges.	Use of web based audio-visual material, Lecture	Quiz
V	Explore how the performance of social enterprises can be measured.	Lecture, Brainstorming session	Class test/assessment

MBAEX9903: International Business Strategy

Course Objectives

The course aims to examine the major issues relating to strategy formulation and execution with respect to international business.

Course Learning Outcomes

1. Understand the global context in which business operates
2. Explore the various drivers and patterns of international business activity
3. Examine the various forms of international business activity

4. Examine business strategies for going global and key managerial issues.
5. Explore differences between multinational versus transnational management models.

Contents

Unit I: The global context of business today, National versus regional versus global integration, Challenges to globalization

Unit II: Porter’s national diamond of competitive advantage, Economies of scale and scope, Standardization versus differentiation

Unit III: Forms of international business, International trade and investment, Licensing arrangements, Transaction cost theories of international business activity

Unit IV: Competence building for going global, Cross-cultural management issues, sharing competencies across borders, Transfer pricing issues, Expatriate management

Unit V: Stages of evolution in international strategic management, Multi-domestic to multinational to transnational solutions

Suggested Readings

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6th ed.). John Wiley.
2. Cheralunilam, F. (2010). *International Business: Text and Cases*. Prentice Hall
3. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases* (8th ed.). Wiley.
4. Teece, D. (1986). *Transaction cost economics and multinational enterprises* (Vol 7). Journal of Economic Behaviour and Organisation.
5. Porter, M. (1990). *The Competitive Advantage of Nations*. Free Press.

Note: The list of cases and other relevant references including the latest articles and papers will be announced by the teacher every year at the time of starting the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understand the global context in which business operates	Group based discussion, Lecture	Case study analysis
II.	Explore the various drivers and patterns of international business activity	Lecture, Team based learning	Application to specific industries
III.	Examine the various forms of international business	Lecture, Brainstorming session	Class test/assessment

	activity		
IV.	Examine business strategies for going global and key managerial issues.	Use of web based audio-visual material, Lecture	Quiz
V	Explore differences between multinational versus transnational management models.	Lecture, Brainstorming session	Class test/assessment

MBAEX9904: Strategic Management of Startups

Course Objectives

The course aims to explore issues relating to the creation and management of startups

Course Learning Outcomes

1. Understand the distinctive nature of startups
2. Examine the ideation process
3. Understand how the prototype model is tested
4. Understand the possible financing options
5. Understand the scaling up process

Contents

Unit I: What is meant by startups? Role of digital technologies, Startup ecosystems, the startup movement in India

Unit II: Generating a value proposition, how valuable are new ideas, Design thinking principles

Unit III: Experimenting with the prototype, Lean startup principles, Learning and failing fast

Unit IV: Various financing options, Self-financing, Angel investors, Venture Capital

Unit V: How to scale up? Need for continuous innovation and feedback, Key managerial issues

Suggested Readings

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6th Ed.). John Wiley
2. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases* (8th Ed.). Wiley.
3. Mootee, I. (2017). *Design Thinking for Strategic Innovation*. Wiley.
4. Ries, E. (2011). *The Lean Startup*. Penguin.
5. Thiel, P. (2014). *Zero to One*. Random House.

Note: The list of cases and other relevant references including the latest articles and papers will be announced by the teacher every year at the time of starting the course.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Understand the distinctive nature of start-ups	Group based discussion, Lecture	Case study analysis
II.	Examine the ideation process	Lecture, Team based learning	Application to specific industries
III.	Understand how the prototype model is tested	Lecture, Brainstorming session	Class test/assessment
IV.	Understand the possible financing options	Use of web based audio-visual material, Lecture	Quiz