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 eligibility 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

<table>
<thead>
<tr>
<th>Part</th>
<th>Semester – Odd</th>
<th>Semester- Even</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>First Year</td>
<td>Semester – 1</td>
</tr>
<tr>
<td>II</td>
<td>Second Year</td>
<td>Semester – 3</td>
</tr>
</tbody>
</table>

Table 2: Course Credit Scheme

<table>
<thead>
<tr>
<th>Semester</th>
<th>Core Courses</th>
<th>Elective Course</th>
<th>Open Elective Course</th>
<th>Total Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of papers</td>
<td>Credits (L+T/P)</td>
<td>No. of papers</td>
<td>Credits (L+T/P)</td>
</tr>
<tr>
<td>I</td>
<td>7</td>
<td>4*</td>
<td>28</td>
<td>0</td>
</tr>
<tr>
<td>II</td>
<td>7</td>
<td>4</td>
<td>28</td>
<td>0</td>
</tr>
<tr>
<td>III</td>
<td>3</td>
<td>4</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>IV</td>
<td>4</td>
<td>4</td>
<td>16</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>84</td>
<td></td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits in each core course</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Theory</td>
</tr>
<tr>
<td>MBAEX – 8101</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8102</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8103</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8104</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8105</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8106</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8107</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total credits in core course</strong></td>
<td><strong>28</strong></td>
</tr>
</tbody>
</table>

### Table 4: Semester 2

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits in each core course</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Theory</td>
</tr>
<tr>
<td>MBAEX – 8201</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8202</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8203</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8204</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8205</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8206</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8207</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total credits in core course</strong></td>
<td><strong>28</strong></td>
</tr>
</tbody>
</table>
### Table 5: Semester 3

#### Semester III

<table>
<thead>
<tr>
<th>Number of Core Courses</th>
<th>Credits in each core course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course</td>
<td>Theory</td>
</tr>
<tr>
<td>MBAEX – 8301</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8302</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8303</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total credits in core course</strong></td>
<td><strong>12</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Elective Courses</th>
<th>Credits in each elective course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course</td>
<td>Theory</td>
</tr>
<tr>
<td>Elective course 1</td>
<td>4</td>
</tr>
<tr>
<td>Elective course 2</td>
<td>4</td>
</tr>
<tr>
<td>Elective course 3</td>
<td>4</td>
</tr>
<tr>
<td>Elective course 4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total credits in core course</strong></td>
<td><strong>16</strong></td>
</tr>
</tbody>
</table>

### Table 6: Semester 4

#### Semester IV

<table>
<thead>
<tr>
<th>Number of Core Courses</th>
<th>Credits in each core course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course</td>
<td>Theory</td>
</tr>
<tr>
<td>MBAEX – 8401</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8402</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8403</td>
<td>4</td>
</tr>
<tr>
<td>MBAEX – 8404</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total credits in core course</strong></td>
<td><strong>16</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Elective Courses</th>
<th>Credits in each elective course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course</td>
<td>Theory</td>
</tr>
<tr>
<td>Elective course 1</td>
<td>4</td>
</tr>
<tr>
<td>Elective course 2</td>
<td>4</td>
</tr>
<tr>
<td>Elective course 3</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total credits in core course</strong></td>
<td><strong>12</strong></td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>10</td>
</tr>
<tr>
<td>A</td>
<td>9</td>
</tr>
<tr>
<td>A-</td>
<td>8</td>
</tr>
<tr>
<td>B+</td>
<td>7</td>
</tr>
<tr>
<td>B</td>
<td>6</td>
</tr>
<tr>
<td>B-</td>
<td>5</td>
</tr>
<tr>
<td>C+</td>
<td>4</td>
</tr>
<tr>
<td>C</td>
<td>3</td>
</tr>
<tr>
<td>D</td>
<td>2</td>
</tr>
<tr>
<td>F</td>
<td>1</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Marks Interval</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>Total Score &gt; Mean + 2.0 S.D</td>
</tr>
<tr>
<td>A</td>
<td>Mean +1.5 S.D &lt; Total Score &lt; Mean+2.0 S.D</td>
</tr>
<tr>
<td>A-</td>
<td>Mean +1.0 S.D &lt; Total Score &lt; Mean+1.5 S.D</td>
</tr>
<tr>
<td>B+</td>
<td>Mean +0.5 S.D &lt; Total Score &lt; Mean+1.0 S.D</td>
</tr>
<tr>
<td>B</td>
<td>Mean &lt; Total Score &lt; Mean+0.5 S.D</td>
</tr>
<tr>
<td>B-</td>
<td>Mean -0.5 S.D &lt; Total Score &lt; Mean</td>
</tr>
<tr>
<td>C+</td>
<td>Mean – 1.0 S.D &lt; Total Score &lt; Mean-0.5 S.D</td>
</tr>
<tr>
<td>C</td>
<td>Mean -1.5 S.D &lt; Total Score &lt; Mean-1.0 S.D</td>
</tr>
<tr>
<td>D</td>
<td>Mean -2.0 S.D &lt; Total Score &lt; Mean-1.5 S.D or Total score &gt; 40 %</td>
</tr>
<tr>
<td>F</td>
<td>Total Score &lt; 40 %</td>
</tr>
</tbody>
</table>

**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>
<thead>
<tr>
<th>Candidates securing 60% and above</th>
<th>First Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidates securing above 50% but less than 60%</td>
<td>Second Division</td>
</tr>
<tr>
<td>Candidates securing above 45% but less than 50%</td>
<td>Third Division</td>
</tr>
</tbody>
</table>

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.

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**Course Wise Content Details for the MBA Executive Programme**

**Compulsory Courses**

<table>
<thead>
<tr>
<th>Semester - 1:</th>
<th>MBAEX-8101 to MBAEX-8107</th>
</tr>
</thead>
<tbody>
<tr>
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<td>MBAEX 8102</td>
<td>Data Analysis and Optimization</td>
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<td>MBAEX 8104</td>
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<td>MBAEX 8105</td>
<td>Marketing Management</td>
</tr>
<tr>
<td>MBAEX 8106</td>
<td>Managerial Finance</td>
</tr>
<tr>
<td>MBAEX 8107</td>
<td>Information Technology for Organizations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Semester - 2:</th>
<th>MBAEX 8201-8207</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAEX8201</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>MBAEX 8202</td>
<td>Operations Management for Executives</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
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<td>Semester - 2:</td>
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<td>MBAEX-8301 to MBAEX-8303</td>
</tr>
<tr>
<td>Semester - 4:</td>
<td>MBAEX-8401 to MBAEX-8404</td>
</tr>
</tbody>
</table>

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 **

<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
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**Semester -2 **

<table>
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</tbody>
</table>

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)**

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<td>MBAEX 8303</td>
<td>Sustainable Business and Development</td>
</tr>
</tbody>
</table>
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

MBAEX9301  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
MBAEX9714 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 behavior 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

Facilitating the achievement of Course Learning Outcomes

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

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

Suggested Readings


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

### Facilitating the achievement of Course Learning Outcomes

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<tbody>
<tr>
<td>I</td>
<td>Know different sources of data; Summarize and present structured and unstructured data; Understand and use sampling and inferential statistics.</td>
<td>Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results</td>
<td>Quiz, Assignments, Written test</td>
</tr>
<tr>
<td>II</td>
<td>Ability to use spread-sheet software for data analysis and statistical model building; Develop critical thinking and problem-solving skills.</td>
<td>Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results</td>
<td>Quiz, Assignments, Written test</td>
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<tr>
<td>III</td>
<td>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.</td>
<td>Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results</td>
<td>Quiz, Assignments, Written test</td>
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<tr>
<td>IV</td>
<td>Ability to use spread-sheet software for data analysis and statistical model building; Develop critical thinking and problem-solving skills.</td>
<td>Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results</td>
<td>Quiz, Assignments, Written test</td>
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<tr>
<td>V</td>
<td>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.</td>
<td>Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results</td>
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<tr>
<td>VI</td>
<td>Learn management science tools, linear programming and integer programming; Ability to build and solve linear programming models using spread-sheet software.</td>
<td>Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results</td>
<td>Quiz, Assignments, Written test</td>
</tr>
<tr>
<td>VII</td>
<td>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.</td>
<td>Lectures, Short cases / reports selected from published sources, Individual and group work for skills training on implementation of tools and communication of results</td>
<td>Quiz, Assignments, Written test</td>
</tr>
</tbody>
</table>

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


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

Facilitating the achievement of Course Learning Outcomes

<table>
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<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Strengthening the foundations of the analytical approach to Managerial decision-making</td>
<td>Lectures, discussion of case lets</td>
<td>Short quizzes consisting of numerical problems.</td>
</tr>
<tr>
<td>II.</td>
<td>Understanding consumer behaviour</td>
<td>Lectures, discussion of case lets, demand Estimation</td>
<td>Tests and quizzes containing analytical and qualitative problems. Exercises to derive and estimate demand functions.</td>
</tr>
<tr>
<td>III.</td>
<td>Understanding the production problem and how managers make input purchase decisions</td>
<td>Lectures, discussing industry specific technology and input demand</td>
<td>Tests and quizzes containing analytical and qualitative problems. Exercises to derive and estimate input-demand functions.</td>
</tr>
<tr>
<td>IV.</td>
<td>Understanding the various market structure and how supply is determined in each.</td>
<td>Lectures, discussion of case lets</td>
<td>Problem sets containing managers optimization problem in each market structure, various market intervention problems, and games.</td>
</tr>
</tbody>
</table>

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

**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

**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**

**Facilitating the achievement of Course Learning Outcomes**

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>I.</td>
<td>Understanding how accounting decisions affect real company practices.</td>
<td>Concept of Accounting, Accounting Equation</td>
<td>How to read and understand the balance Sheet for a few companies across different sectors. Latest</td>
</tr>
<tr>
<td></td>
<td>II. Understand the concepts of Depreciation and Inventory valuation and the methods employed by Indian Companies.</td>
<td>Techniques of Depreciation and Inventory valuation.</td>
<td>Solving problems and mini cases in the class, real life case studies of companies.</td>
</tr>
<tr>
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</tr>
<tr>
<td>III.</td>
<td>To understand the techniques and significance of Financial Statement Analysis to evaluate financial performance.</td>
<td>Calculate and understand the significance of Liquidity ratios, Leverage ratios, Profitability ratio and Activity ratios.</td>
<td>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.</td>
</tr>
<tr>
<td>V.</td>
<td>To apply the concepts of responsibility accounting and transfer pricing for cost control and performance evaluation.</td>
<td>Divisional performance measurement, Evaluation of responsibility centres, Objective and methods of transfer pricing used by companies</td>
<td>Interactive learning through mini cases, Critical thinking exercises, Class presentations, Problem based learning, Class discussions to encourage critical thinking and evaluation, Project work.</td>
</tr>
</tbody>
</table>

**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
Understanding contemporary issues in marketing

Course Contents

Unit I: Introduction to 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

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


Facilitating the achievement of Course Learning Outcomes

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

Unit II: Investment Decisions

Unit III: Financing Decisions

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

Suggested Readings

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

<table>
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<th>Unit No.</th>
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<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Understanding the evolution and growth of finance function</td>
<td>The objective of the firm – Shareholder wealth maximization</td>
<td>Concept questions and Quiz</td>
</tr>
<tr>
<td>II.</td>
<td>Make Capital Investment decisions with the help of DCF &amp; Non-DCF techniques. Calculating and Interpreting the cost of capital for companies.</td>
<td>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.</td>
<td>Problem based learning, Numerical questions, Critical Thinking exercise, Case Lets and Case studies, Quiz, selected websites.</td>
</tr>
<tr>
<td>III.</td>
<td>Analysing Financing options available to</td>
<td>Understanding the theories of capital structure,</td>
<td>Real life understanding of capital structure of</td>
</tr>
</tbody>
</table>
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? |
| IV. | Factors determining dividend decisions of companies, Theories and forms of dividends |
| IV. | 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. |
| V. | Calculation of Operating Cycle, working capital policies of companies, cash management models, different accounts receivable policies of companies |
| V. | 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**


**Facilitating the achievement of Course Learning Outcomes**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Developing an appreciation of IT in General and Elements of IT Systems Setup for organizations and discussions on emerging information technology</td>
<td>Lectures thru small case lets and presentations</td>
<td>A Field Study to be attempted by a Group of Students</td>
</tr>
<tr>
<td>II.</td>
<td>Familiarizing the students with Indian IT Industry and latest developments in the same</td>
<td>Lectures and presentations from industry</td>
<td>Students participation in the class room discussions and a term paper</td>
</tr>
<tr>
<td>III.</td>
<td>Help students appreciate the nuances of Data Processing Systems for organizations</td>
<td>Case Studies and discussions</td>
<td>Individual attempt for solving the case studies</td>
</tr>
<tr>
<td>IV.</td>
<td>Providing hands-on dexterity to the students with regard to an executive software suite</td>
<td>Hands-on practice on the latest release of an Office Suite</td>
<td>Hands-on quiz in the class for all the students on commands learned by the students</td>
</tr>
<tr>
<td>V.</td>
<td>Understanding the basics of networking and integrated information systems</td>
<td>Lecture and Discussions</td>
<td>Field Study by Group of Students in a chosen organization</td>
</tr>
</tbody>
</table>

*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**


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:

<table>
<thead>
<tr>
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</tr>
</thead>
</table>
| I.       | a) Foundations of managing people in organizations | Experiential exercise, Case study, simulation | Pre-class assignment  
Case study presentation, Term paper assignment |
|          | b) Contemporary Challenges in Managing HR |                              |                 |
| 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**

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


### Facilitating the achievement of Course Learning Outcomes

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

### 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
Course Contents

Unit I: Introduction to Strategic Financial Management

Unit II: Strategic Investment Decisions

Unit III: Strategic Financing Decisions

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:
**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.

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**Facilitating the achievement of Course Learning Outcomes**

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</thead>
<tbody>
<tr>
<td>I.</td>
<td>Define core concepts in Finance</td>
<td>Lecturing, discussion and Brainstorming</td>
<td>Short quiz and class presentations.</td>
</tr>
<tr>
<td>II.</td>
<td>Analysing the strategic role of Investment decisions in value creation</td>
<td>Lecturing &amp; Discussion, Problem Solving and Spread-sheet modelling</td>
<td>Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spread-sheet models</td>
</tr>
<tr>
<td>III.</td>
<td>Analysing the strategic role of Financing decisions in value creation</td>
<td>Lecturing &amp; Discussion, Problem Solving and Spread-sheet modelling</td>
<td>Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spread-sheet models</td>
</tr>
<tr>
<td>IV.</td>
<td>Analysing the strategic role of Pay out policy in value creation</td>
<td>Lecturing &amp; Discussion, Problem Solving and Spread-sheet modelling</td>
<td>Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spread-sheet models</td>
</tr>
<tr>
<td>V.</td>
<td>Analysing the strategic role of restructuring decisions in value creation</td>
<td>Lecturing &amp; Discussion, Problem Solving and Spread-sheet modelling</td>
<td>Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spread-sheet models</td>
</tr>
</tbody>
</table>

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**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

**Facilitating the achievement of Course Learning Outcomes**

<table>
<thead>
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<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
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</thead>
<tbody>
<tr>
<td>I.</td>
<td>Introduction to Marketing Research</td>
<td>Presentation and discussion on nature and scope of marketing research, marketing research process, research designs</td>
<td>Exercise on developing a marketing research proposal, mini cases on research design, quiz</td>
</tr>
<tr>
<td>II.</td>
<td>Scaling techniques</td>
<td>Presentation and discussion on various types of comparative and non-comparative scales</td>
<td>Exercise on developing small scales, MCQ’s on scaling</td>
</tr>
<tr>
<td>III.</td>
<td>Data collection methods</td>
<td>Discussion on various primary and secondary data sources, videos on observation and interviewing methods</td>
<td>Group exercises, case, quiz</td>
</tr>
<tr>
<td>IV.</td>
<td>Sample design and field work</td>
<td>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)</td>
<td>Mini case situations, numerical questions on sample size determination, SPSS session</td>
</tr>
<tr>
<td>V.</td>
<td>Hypotheses testing and data analysis</td>
<td>Presentation and discussion on hypotheses testing, discussion on various univariate and multivariate techniques of data analyses using SPSS</td>
<td>Questions on hypotheses testing in SPSS</td>
</tr>
<tr>
<td>VI.</td>
<td>Report writing</td>
<td>Presentation and discussion on various elements of report writing, discussion on the format of a report</td>
<td>Preparing project report as per the format and oral presentation</td>
</tr>
<tr>
<td>VII.</td>
<td>Marketing Research Applications and</td>
<td>Presentation and discussion on applications of marketing research,</td>
<td>Case study, exercise, quiz</td>
</tr>
</tbody>
</table>
Ethical Considerations discussion on ethical considerations in research

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:**


**Facilitating the achievement of Course Learning Outcomes**

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>1. <strong>Communication in Organizations</strong></td>
<td>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.</td>
<td>Apart from the core text recommended for the course, articles, Case lets and Podcast files would be shared</td>
<td>Written Exercises, Case Analysis</td>
</tr>
</tbody>
</table>

**Topics:**

1. Introduction to Business Environment and Communication
2. Basics of Communication (7Cs)
3. Corporate Communication
4. Listening Skills
### 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 how to 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 a 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**
<table>
<thead>
<tr>
<th>IV. Cross Cultural Communication</th>
<th>varied contexts taken up in this unit.</th>
<th>5. Communication in Social Media and Digital Communication</th>
<th>Apart from the core text recommended for the course, related-articles, Case-Studies would be shared</th>
</tr>
</thead>
<tbody>
<tr>
<td>IV. Cross Cultural Communication</td>
<td>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.</td>
<td>Topics</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1. Theoretical Framework of Cross-Cultural Communication</td>
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<td>2. Communication across cultures through different mediums</td>
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<td></td>
<td>3. Business Etiquettes across cultures</td>
</tr>
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<td></td>
<td></td>
<td>Test, Quiz and Case Analysis</td>
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</tr>
<tr>
<td>V. Career management and communication</td>
<td>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.</td>
<td>Apart from the core text recommended for the course, related-articles, Case-Studies and Videos would be shared</td>
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<tr>
<td></td>
<td></td>
<td>Topics</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>1. Resume writing and cover letters</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>2. Group Discussions and Interviews</td>
</tr>
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<td></td>
<td>3. Communication during Exit Interviews</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4. Ethics and Communication</td>
</tr>
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<td></td>
<td></td>
<td>Class Exercises</td>
<td></td>
</tr>
</tbody>
</table>
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

Facilitating the achievement of Course Learning Outcomes

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

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


Facilitating the achievement of course learning Outcomes

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

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

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


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

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


Facilitating the achievement of course learning outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Climate Change and Sustainable Development; Millennium Development Goals; Historical and Emerging Themes in Sustainable Business; Business Case for Sustainability</td>
<td>Lecture, Group Based Discussion</td>
<td>Term Paper</td>
</tr>
<tr>
<td>II.</td>
<td>Corporate Social and Environmental Sustainability; Redefining the Traditional Business Models; Sustainability and New Product Development; Sustainable</td>
<td>Lecture, Discussions</td>
<td>Term Paper and Case Study Analysis</td>
</tr>
<tr>
<td>Section</td>
<td>Topics</td>
<td>Method</td>
<td>Assessment</td>
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<tr>
<td>III.</td>
<td>Sustainability Accounting and Reporting; Triple Bottom Line Accounting; Carbon Accounting and Auditing for Business; Socially Responsible Human Resource Management; Socially Responsible Investing and Finance</td>
<td>Lecture</td>
<td>Case Study Analysis/ Class Test</td>
</tr>
<tr>
<td>IV.</td>
<td>Sustainable Infrastructure; Re-working Transportation Networks; Energy Efficiency; Green Buildings</td>
<td>Lecture, Use of Audio-Visual material, Brain Storming Session</td>
<td>Case Study Analysis. The Approach would be to take cases from different industries</td>
</tr>
<tr>
<td>V.</td>
<td>International Trade Laws; Climate Change Treaties and their Impact on Business; Business Implication of Stern and Garnaut Reports</td>
<td>Lecture and Discussion</td>
<td>Term Paper</td>
</tr>
</tbody>
</table>

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

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

Suggesting Readings


Facilitating the achievement of Course Learning Outcomes

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


**Facilitating the achievement of Course Learning Outcomes**

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

**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 V: 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


### Facilitating the achievement of Course Learning Outcomes

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


* 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**

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

**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**


Facilitating the achievement of Course Learning Outcomes

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


Facilitating the achievement of Course Learning Outcomes

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

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 II: Model and structure of human existence: PanchKosh model from Taittirya 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

12. Vinoba, Bhave (2003). Talks on Gita. Gram Sewa Mandal,
# Facilitating the achievement of course learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>II.</td>
<td>Unit II: Model and structure of human existence: PanchKosh model from Taittirya Upanishad</td>
<td>How natured or denatured is your Panch kosha – exercise</td>
<td>Develop a plan for nurturing the Panch Kosha</td>
</tr>
<tr>
<td>III.</td>
<td>Unit III: Exploring the self through Svabhava – Guna theory from Bhagavad Gita. Understanding the self from Buddhist and Western viewpoint.</td>
<td>Questionnaire to assess the svabhava and guna of the self</td>
<td>Case analysis of historical characters to assess the svabhava-guna</td>
</tr>
<tr>
<td>IV.</td>
<td>Developing personal power through Ashtang yoga (Patanjali Yoga Sutra).</td>
<td>Outdoor Activity</td>
<td>Developing a log-book for holistic development</td>
</tr>
<tr>
<td>V.</td>
<td>Managing constructive&amp; destructive emotions – Rasa theory.</td>
<td>Debate on ePower of Emotions</td>
<td>Role-play to practice the control of destructive emotions</td>
</tr>
<tr>
<td>VI</td>
<td>Enhancing the power of creative attention – an approach of Zen Buddhism.</td>
<td>Use Zen stories, Haiku writing and Koans to explore creative self-expression and concentration</td>
<td>Demonstrate creative attention through problem-solving.</td>
</tr>
</tbody>
</table>
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 III: Technology. Intellectual Property. Economics of Ideas,


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.


Facilitating the achievement of Course Learning Outcomes

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

Facilitating the achievement of Course Learning Outcomes

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

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


* 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**

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Outcomes</th>
<th>Learning</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Explain the meaning and significance of entrepreneurship and</td>
<td>Group activity, presentation and discussion on the nature, importance, impact and approaches to entrepreneurship and a</td>
<td>Participation in group activities, quiz, case analysis</td>
<td></td>
</tr>
<tr>
<td>Section</td>
<td>Objectives</td>
<td>Activities</td>
<td>Assessment</td>
<td></td>
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<tr>
<td>II.</td>
<td>Understand the perspective on Indian entrepreneurial action.</td>
<td>Experiential exercises and case discussions on common characteristics associated with entrepreneurs. Videos about entrepreneurs.</td>
<td>Case analysis, group activity and quiz.</td>
<td></td>
</tr>
<tr>
<td>III.</td>
<td>To understand the entrepreneurial mind-set and personality.</td>
<td>Experiential exercises on idea generation, identifying opportunities and case discussion. Videos about entrepreneurs.</td>
<td>Group activity on idea generation and business plan preparation and evaluation. Participation in case analysis and quiz.</td>
<td></td>
</tr>
<tr>
<td>IV.</td>
<td>To understand the importance of idea generation, identifying opportunities and the value of a business plan.</td>
<td>Experiential exercises on idea generation, identifying opportunities and case discussion. Videos about entrepreneurs.</td>
<td>Group activity on idea generation and business plan preparation and evaluation. Participation in case analysis and quiz.</td>
<td></td>
</tr>
<tr>
<td>V.</td>
<td>To understand the role of creativity and innovation in entrepreneurship</td>
<td>Presentation and case discussion to examine the role of creativity and innovation in entrepreneurship; Experiential small group activities, exercises and videos.</td>
<td>Case analysis, group activity and quiz.</td>
<td></td>
</tr>
<tr>
<td>VI.</td>
<td>To examine strategies for growth and understand the human resource challenges for managing growth.</td>
<td>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.</td>
<td>Entrepreneur interview, case analysis, and quiz.</td>
<td></td>
</tr>
<tr>
<td>VII.</td>
<td>Understand the concept of social entrepreneurship and appreciate how social entrepreneurs mobilize scarce resources to affect social change.</td>
<td>Presentation and discussion on the concept and relevance of social entrepreneurship with cases and videos based on real situations.</td>
<td>Case analysis and quiz.</td>
<td></td>
</tr>
<tr>
<td>VII.</td>
<td>Understand how established firms can develop an entrepreneurial culture and the challenges of doing so.</td>
<td>Discussion on the concept and challenges of corporate entrepreneurship and methods of developing managers for corporate entrepreneurship with case illustrations, experiential exercises and videos.</td>
<td>Case analysis and quiz.</td>
<td></td>
</tr>
</tbody>
</table>
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

83
Available at SSRN: https://ssrn.com/abstract=1504517


Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>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.</td>
<td>Case study, Experiential exercise, Video cases</td>
<td>Pre-class assignment and class presentations</td>
</tr>
<tr>
<td>II.</td>
<td>HRM practices in SMEs/Start-ups</td>
<td>Case study, simulation, newspaper report analyses</td>
<td>Class discussion, Quiz, folder analysis</td>
</tr>
<tr>
<td>III.</td>
<td>Determinants of best HR practices in SMEs</td>
<td>Case studies and class discussion</td>
<td>In-class analysis of real-life cases; field assignment</td>
</tr>
<tr>
<td>IV.</td>
<td>Implementation issues related to HR practices in SMEs</td>
<td>Small group discussions; in-class interaction with entrepreneurs</td>
<td>Literature review assignment</td>
</tr>
<tr>
<td>V.</td>
<td>Measuring HR practices in SMEs/Start-ups</td>
<td>Case study</td>
<td>Fieldwork and class presentation</td>
</tr>
</tbody>
</table>

* 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**

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<th>Topic</th>
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<tr>
<td>Unit 1</td>
<td>Techniques of Financial Data Analysis and Forecasting</td>
</tr>
<tr>
<td></td>
<td>Multiple Regression models for financial data, Exponential Smoothing</td>
</tr>
<tr>
<td></td>
<td>and ARIMA models for analysis and forecasting of financial data,</td>
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<tr>
<td></td>
<td>ARCH, GARCH and EGARH models for estimating asset price volatility</td>
</tr>
<tr>
<td></td>
<td>and volatility forecasting. (Using MS-Excel, @Risk and E-views).</td>
</tr>
<tr>
<td>Unit 2</td>
<td>Risk analysis in Capital Budgeting</td>
</tr>
<tr>
<td></td>
<td>Advanced Financial Functions, Simulation Functions, sensitivity and</td>
</tr>
<tr>
<td></td>
<td>scenario analysis tools available in MS-Excel, @Risk and E-views.</td>
</tr>
<tr>
<td></td>
<td>Simulating and Forecasting cash flows, WACC, growth rate, Finding</td>
</tr>
<tr>
<td></td>
<td>probability P (NPV &lt;0). NPV for dependent cash flows, Decision tree.</td>
</tr>
<tr>
<td>Unit 3</td>
<td>Equity Research and Portfolio</td>
</tr>
<tr>
<td></td>
<td>Measuring the systematic and non-systematic risk of assets using</td>
</tr>
<tr>
<td></td>
<td>regression and simulation, spreadsheet models for the construction</td>
</tr>
<tr>
<td></td>
<td>of a portfolio of equity, options and futures. Portfolio performance,</td>
</tr>
<tr>
<td></td>
<td>Equity and Bond Valuation.</td>
</tr>
<tr>
<td>Unit 4</td>
<td>Financial Statement Modelling:</td>
</tr>
<tr>
<td></td>
<td>Spreadsheet for the construction of Balance Sheet, Income and Cash</td>
</tr>
<tr>
<td></td>
<td>flow Statements using forecasting and simulation techniques.</td>
</tr>
<tr>
<td>Unit 5</td>
<td>Capital Structure Decisions</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
</tbody>
</table>
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**  

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**

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

Unit II: Equity Investment

Unit III: Fixed-Income and Other Investment Alternatives

Unit IV: Modern Portfolio Theories

Unit V: Asset Pricing

Unit VI: Evaluation of Investment Performances

Suggested Readings


**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**

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Understanding the Investment Process and Approaches to Investment.</td>
<td>Lecturing, discussion and Brainstorming</td>
<td>Short quiz and in-class problem-solving.</td>
</tr>
<tr>
<td>3.</td>
<td>Analysing the Investment scenario of other investment avenues</td>
<td>Lecturing &amp; Discussion, Problem-Solving and Spreadsheet modelling</td>
<td>Short quiz consisting of numerical problems. In-class problem-solving. Preparation of Spreadsheet models</td>
</tr>
<tr>
<td>4.</td>
<td>Analysing the problem of portfolio formulation and optimisation</td>
<td>Lecturing &amp; Discussion, Problem-Solving and Spreadsheet modelling</td>
<td>Short quiz consisting of numerical problems. In-class problem-solving. Preparation of Spreadsheet models</td>
</tr>
<tr>
<td>5.</td>
<td>Analysing the equilibrium price of the capital asset market</td>
<td>Lecturing &amp; Discussion, Problem-Solving and Spreadsheet modelling</td>
<td>Short quiz consisting of numerical problems. In-class problem-solving. Preparation of Spreadsheet models</td>
</tr>
</tbody>
</table>
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

Unit II: Depository Institution of Banking

Unit III: Capital Market

Unit IV: Debt Market

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**

**Suggested Readings**


**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**

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

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.

Contents

Unit I: Multinational Business Finance

Unit II: The Foreign Exchange markets

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**

**Unit VI: Managing Foreign Operations**

**Suggested Readings**


**Facilitating the achievement of Course Learning Outcomes**

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>A comprehensive understanding of globalization and its importance for the multinational financial manager. Conceptual understanding of the International monetary system.</td>
<td>The objective of MNCs, Motivation for International business, Exchange rate systems, International Financial Institutions and their significance.</td>
<td>Reading the annual report of MNCs, Project work.</td>
</tr>
<tr>
<td>II.</td>
<td>Functions and how foreign exchange markets work. Theories of foreign exchange</td>
<td>CIA and Parity conditions, Calculation</td>
<td>Practical questions. Case studies, Group learning exercise.</td>
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<tr>
<td>Unit</td>
<td>Description</td>
<td>Methods/Activities</td>
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<tr>
<td>III.</td>
<td>Understanding the Foreign exchange risks faced by MNCs.</td>
<td>Translation, Transaction and Economic exposure.</td>
<td>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.</td>
</tr>
<tr>
<td>IV.</td>
<td>Determine the cost of capital and capital structure for a multinational firm, Calculating NPV, IRR and APV for foreign investment decisions</td>
<td>Problems and issues in foreign investment analysis</td>
<td>Case studies on multinational capital budgeting, Small group presentations. Scenario analysis, project work</td>
</tr>
<tr>
<td>V.</td>
<td>Understanding the Management of cash for a multinational firm, Techniques of country risk assessment.</td>
<td>Techniques to optimize cash flow movements- Netting, matching, Leading and lagging, Indicators to assess country risk and country credit-worthiness.</td>
<td>Student presentations, Case lets and problem-based learning.</td>
</tr>
<tr>
<td>VI.</td>
<td>Significance of the Eurocurrency market for financial market intermediation, Raising funds in international markets, Swaps –interest rate and currency swaps</td>
<td>ADRs and GDRs, How swaps work, Structuring a swap deal - interest rate swaps and currency swaps.</td>
<td>Practical exercises on swaps and scenario analysis, Examples from Indian and global scenario, Referring selected web sites.</td>
</tr>
</tbody>
</table>

**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

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**


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

**Suggested Readings**

### Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>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.</td>
<td>Problems are raised and solved, and class participation by the students is strengthened through group and cooperative learning.</td>
<td>Assessment in this class will consist of a small test related to the topics taught.</td>
</tr>
<tr>
<td>II.</td>
<td>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</td>
<td>Student learning in this course consists of lectures supported by problem-solving tutorials developing material covered in lectures</td>
<td>Group-led sharing and assignments</td>
</tr>
</tbody>
</table>
| 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. |
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 V: Marking, Theory of Constraint, Uniform Costing and Inter-firm comparison, Profitability analysis - Product wise / segment-wise / customer wise.

Suggested Readings

3. Cooper, R., & Kaplan, R. S. The Design of cost management systems (1st Ed.).

* 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

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

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.
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


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

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

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:

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Topical Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit 1</td>
<td>Introduction to Derivatives, their uses, applications, markets, trades, common terms, Forwards and Futures, options, bonds, swaps, and other derivative instruments</td>
</tr>
<tr>
<td>Unit 2</td>
<td>Pricing of futures and forwards on investment assets, commodities, currencies and interest rate, basis risk, cost of carry, arbitrage, convergence</td>
</tr>
<tr>
<td>Unit 3</td>
<td>Short hedge and long hedge and using futures, Optimal Hedge Ratio, cross hedging of portfolio and commodities using futures</td>
</tr>
<tr>
<td>Unit 4</td>
<td>Introduction to Options</td>
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</tr>
<tr>
<td>Unit 5</td>
<td>Basic Option Pricing</td>
</tr>
<tr>
<td>Unit 6</td>
<td>Asset price random walks</td>
</tr>
<tr>
<td>Unit 7</td>
<td>Valuation of derivatives in Continuous Time</td>
</tr>
<tr>
<td>Unit 8</td>
<td>Financial Engineering</td>
</tr>
<tr>
<td>Unit 9</td>
<td>Swaps Transactions</td>
</tr>
<tr>
<td>Unit 10</td>
<td>Value at risk</td>
</tr>
<tr>
<td>Unit 11</td>
<td>Credit risk</td>
</tr>
</tbody>
</table>

**Suggested Readings**

8. www.ncdex.com for details on commodity derivatives in India

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:


Facilitating the achievement of Course Learning Outcomes

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


Unit II: Management of Market Risks


Unit III: Management of Credit Risks


Unit IV: Management of Other Institutional Risks

Unit V: Understanding the project financing and implementation
   Lectures, discussion and Case Studies
   Short notes/reports; case studies
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**


**Suggested Readings:**


**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**

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Understanding the nature and type of financial risks</td>
<td>Lecturing, discussion and Brainstorming</td>
<td>Short quiz and in-class problem solving.</td>
</tr>
<tr>
<td>II.</td>
<td>Devising strategies to deal with market risk</td>
<td>Lecturing &amp; Discussion, Problem Solving and Spreadsheet modelling</td>
<td>Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models and Simulations</td>
</tr>
<tr>
<td>III.</td>
<td>Devising strategies to deal with credit risk</td>
<td>Lecturing &amp; Discussion, Problem Solving and Spreadsheet modelling</td>
<td>Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models</td>
</tr>
<tr>
<td>------</td>
<td>---------------------------------------------</td>
<td>-------------------------------------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>IV.</td>
<td>Devising strategies to deal with other risks</td>
<td>Lecturing &amp; Discussion, Problem Solving and Spreadsheet modelling</td>
<td>Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models</td>
</tr>
<tr>
<td>V.</td>
<td>Understanding the role of Enterprise Risk Management</td>
<td>Lecturing, discussion and Brainstorming</td>
<td>Short quiz and in-class problem solving.</td>
</tr>
</tbody>
</table>

**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**


**Unit II: Bond Pricing and Returns**


**Unit III: Risks involved in fixed income investments**


**Unit IV: Strategies for Fixed Income Investments**

**Unit V: Structured Products**

**Suggested Readings:**


**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**

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

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-Sholes- 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

## Facilitating the achievement of Course Learning Outcomes

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

* 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 on 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:

Unit II:

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

7. ICWAI. Financial Analysis & Business Valuation (Final study material). (Latest Editions)

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

Facilitating the achievement of Course Learning Outcomes

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

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
4. ICWA. *Corporate Financial Reporting* (Final study material). (Latest Editions)
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)

Facilitating the achievement of Course Learning Outcomes

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


Facilitating the achievement of Course Learning Outcomes

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

*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

Facilitating the achievement of Course Learning Outcomes

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

* 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 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.


Suggested Readings

Facilitating the achievement of Course Learning Outcomes

<table>
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<tr>
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<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
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</thead>
<tbody>
<tr>
<td>I.</td>
<td>Developing an understanding of transacting electronically and emerging technology for the same</td>
<td>Lectures thru small case lets and Reading a Book</td>
<td>Presentations by Students as well as submission of a book review</td>
</tr>
<tr>
<td>II.</td>
<td>Familiarizing the students with the concepts of EDI and Knowledge Management for e-Commerce</td>
<td>Lectures and discussions on small case lets</td>
<td>Students to appear for a quiz for the topics</td>
</tr>
<tr>
<td>III.</td>
<td>Introduce the students to the government initiatives for e-business</td>
<td>Discussions with the help of various acts and government documents</td>
<td>Study of documentation related to the government initiatives</td>
</tr>
<tr>
<td>IV.</td>
<td>Discuss the significance of electronic payments</td>
<td>Case studies of payment gateways and electronic wallets</td>
<td>Term paper on demonetization and cashless economy</td>
</tr>
<tr>
<td>V.</td>
<td>Develop an appreciation of strategies for e-Business</td>
<td>Field Discussions</td>
<td>Field Study by a Group of Students and presentation</td>
</tr>
</tbody>
</table>

* 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 I: 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


Facilitating the achievement of course learning outcomes

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

Suggested Readings

Facilitating the achievement of Course Learning Outcomes

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

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


**Facilitating the achievement of course learning outcomes**

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


Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Outcomes</th>
<th>Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Understanding key characteristics of business marketing</td>
<td>Strengthening the foundations of the analytical approach to Managerial decision-making</td>
<td>Lecture, case study to explain: Distinguishing characteristics between consumer marketing and business marketing, classification of customers and products in business markets</td>
<td>Case discussions, experiential exercises, practical exercise, internet-based exercise</td>
</tr>
<tr>
<td>II.</td>
<td>Understanding organizational decision-making process and factors influencing purchase decisions</td>
<td>Major stages of the buying process, different buying situations and strategy guidelines, influence of different factors on buying behaviour</td>
<td>Lecture, case study to explain: Teaching and Learning Activity</td>
<td>Case discussions, experiential exercises, practical exercise, internet-based exercise</td>
</tr>
<tr>
<td>III.</td>
<td>Understanding and managing relationships with business customers</td>
<td>Types of buyer seller relationships, designing relationship strategies, evaluating and managing customers’ profitability, customer value proposition</td>
<td>Case discussions, experiential exercises, practical exercises, internet-based exercises and mid-term exam</td>
<td></td>
</tr>
<tr>
<td>IV</td>
<td>Understanding and applying bases to segment markets, choosing customers</td>
<td>Lecture, case study to explain: Identifying and applying macro and micro bases for segmenting business markets, selecting target markets</td>
<td>Case discussions, experiential exercises, practical exercises, internet-based exercises, mid-term exam</td>
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<tr>
<td>V</td>
<td>Understanding aspects related to managing products and services in business markets</td>
<td>Lecture, case study to explain: Various types of product lines, product positioning process, brand building, value to customers, technology adoption life-cycle</td>
<td>Case discussions, experiential exercises, practical exercises, internet-based exercises, end-term exam</td>
<td></td>
</tr>
<tr>
<td>VI</td>
<td>Understanding the designing and managing of marketing channels in business markets</td>
<td>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</td>
<td>Case discussions, experiential exercises, practical exercises, internet-based exercises, end-term exam</td>
<td></td>
</tr>
<tr>
<td>VII</td>
<td>Understanding significance of value perceptions in B2B marketing, price setting in organizational markets</td>
<td>Lecture, case study, group project to explain: Defining value, central elements of pricing process, establishing prices for new products and modifying for existing products</td>
<td>Case discussions, experiential exercises, practical exercises, internet-based exercises, end-term exam</td>
<td></td>
</tr>
<tr>
<td>VIII</td>
<td>Understanding marketing communication strategies in business markets, management of personal selling in business organizations</td>
<td>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</td>
<td>Case discussions, experiential exercises, practical exercises, internet-based exercises, group project</td>
<td></td>
</tr>
</tbody>
</table>

**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


Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
</table>

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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**

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**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

and strategy (7th Ed.). New Delhi: Pearson Education.

Facilitating the achievement of course learning outcomes

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

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.

Suggested Readings
## Facilitating the achievement of Course Learning Outcomes

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

* 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 brands
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

Facilitating the achievement of course learning outcomes

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

Facilitating the Achievement of Course Learning Outcomes

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

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 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**


**Facilitating the achievement of Course Learning Outcomes**

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

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

Suggested Readings


Facilitating the achievement of Course Learning Outcomes

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

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

### 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 date into meaningful categories; Cluster analysis method: tree clustering, block clustering and k-means clustering; Structural equation models.

Suggested Readings


Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Development of relationship between research and marketing decision; Understanding failures on account to impressionistic decision making</td>
<td>Dealing with a real marketing problem. Research objective formulation and research process</td>
<td>Case analysis and quiz</td>
</tr>
</tbody>
</table>
### 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


Facilitating the achievement of course learning outcomes

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

Methods and insights development

<table>
<thead>
<tr>
<th>IV</th>
<th>Learning the need for adaptation of product and pricing decisions to avoid failures</th>
<th>Product concept and levels, quality decisions, pricing strategies and models</th>
<th>Case analysis and assignment on successful brands in mature markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>V</td>
<td>Understanding the need to adapt promotions and evolve distribution channels as per country demands</td>
<td>Advertising appeals and culture, Cultural and legal requirement, Channel design decisions</td>
<td>Case analysis and assignment</td>
</tr>
</tbody>
</table>

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 into 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


### Assessment of Learning Objectives and Evaluation Criteria

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

**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


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

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

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—e.g., 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


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

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

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


Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>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</td>
<td>Experiential exercise, Video clip Case study, mini-cases, self-assessment questionnaire and simulation</td>
<td>Pre-class assignment&lt;br&gt;Assignment: Analysis of personal experiences of social/ psychological strategies of influence and evaluation of their effectiveness followed by class discussion</td>
</tr>
<tr>
<td>II.</td>
<td>Persuasion concepts; role of persuasion in strategic leadership</td>
<td>Video case, Case study and simulation</td>
<td>Quiz</td>
</tr>
<tr>
<td>III.</td>
<td>Negotiation basics; Types of negotiation: distributive and integrative; Negotiation Process; Negotiation strategy</td>
<td>Case studies and simulations</td>
<td>Quiz, Group discussion, In-class analysis of real-life negotiations</td>
</tr>
<tr>
<td>IV.</td>
<td>Influence of culture on negotiation; Gender issues</td>
<td>Case Study and Simulation- role</td>
<td>Quiz, written case analysis and group work</td>
</tr>
</tbody>
</table>
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


Assessment of Learning Objectives and Evaluation Criteria

<table>
<thead>
<tr>
<th>Intended Learning Objective/ Learning Assessment Task</th>
<th>Mode of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1: Designing a Job Evaluation tool &amp; a Compensation Package</td>
<td>Mini Project (Home/Class)</td>
</tr>
<tr>
<td>Module 2: Conceptualizing / designing an Employee Benefits Program</td>
<td>Mini Project (Home/Class)</td>
</tr>
<tr>
<td>Case Analysis and Project Presentation</td>
<td>Classroom</td>
</tr>
<tr>
<td>Attendance / Class Participation</td>
<td>Classroom</td>
</tr>
<tr>
<td>End Semester Examinations</td>
<td>Examination</td>
</tr>
</tbody>
</table>
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 VII: 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 VIII: 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 IX: 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 X: HRM and IR in India**
Management philosophy and Approaches; Integrative Approaches to Human Resource Management; HRM-IR-HRD Integration.

**Unit XI: 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**

## Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Introduction and Overview of IR</td>
<td>Introduction of IR, approaches, history and theoretical frameworks through lecture method, case and documentary movies</td>
<td>Reviews of suggested Readings</td>
</tr>
<tr>
<td>II</td>
<td>Introduction to Trade Unions and legal framework</td>
<td>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</td>
<td>Case Analysis of different types of Trade Unions</td>
</tr>
<tr>
<td>III</td>
<td>Introduction to Collective bargaining and negotiation skills</td>
<td>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</td>
<td>Group Analysis of Management-Union negotiation videos</td>
</tr>
<tr>
<td>IV</td>
<td>Introduction of the concept and importance of Tripartism, Social Dialogue and the Role of Government in IR</td>
<td>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</td>
<td>Review of Tripartite agreements and class discussion</td>
</tr>
<tr>
<td>V</td>
<td>Introduction to Contract of employment in different types of contracts</td>
<td>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</td>
<td>Survey of migrant workers or contract workers in the field setting</td>
</tr>
<tr>
<td>VI</td>
<td>Introduction to the wage theories and wage system at the State and National level</td>
<td>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</td>
<td>Analysis of wage system in different states and presentation of different states by different groups</td>
</tr>
<tr>
<td>VII</td>
<td>Introduction to Working Conditions, Safety, Health and Environment &amp; Social Security system in India and its management implications</td>
<td>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</td>
<td>Analysis of legal cases of violations by organizations</td>
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</tr>
<tr>
<td>VIII</td>
<td>This unit helps managers understand the benefits of worker-management cooperation</td>
<td>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</td>
<td>Case Analysis of existing practices of cooperation</td>
</tr>
<tr>
<td>IX</td>
<td>To understand the legal and behaviour approaches of handling problems related to discipline and grievances</td>
<td>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</td>
<td>Class test of case laws</td>
</tr>
<tr>
<td>X</td>
<td>This unit widens the horizons of HRM for the student and helps him appreciate the role of HRM in establishing smooth industrial relations</td>
<td>Cases of Model employers and HRM and HRD practices being followed in these organizations will help students appreciate this nexus</td>
<td>Group presentation of Case studies</td>
</tr>
<tr>
<td>XI</td>
<td>This unit will help shift focus towards ILO and IR in other countries and paves the way for movement of future IR in India</td>
<td>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</td>
<td>Group Presentations and viva</td>
</tr>
</tbody>
</table>
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: Kluckhon 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


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:

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Intended Learning Objective/ Learning Assessment Task</th>
<th>Mode of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Module 1: Influence of Social/ Cultural Factors in Business Organizations</td>
<td>Term Paper 1 (Home)</td>
</tr>
<tr>
<td>2</td>
<td>Module 2: Human Resource Policy in Multinational/ Global organizations</td>
<td>Term Paper 2 (Home)</td>
</tr>
<tr>
<td>3</td>
<td>Module 3: Country Cluster Analysis</td>
<td>Group Presentation</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
<td>Mode</td>
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<tr>
<td>MBAEX 9708</td>
<td>Managing Interpersonal and Group Processes</td>
<td>Classroom</td>
</tr>
</tbody>
</table>

**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**

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**

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Explain the meaning and importance of work groups as a medium of learning, developing and change</td>
<td>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</td>
<td>Participation in experiential group activities and quiz</td>
</tr>
<tr>
<td>II.</td>
<td>Understand the role of effective interpersonal communication and interpersonal awareness in groups</td>
<td>Experiential activities/self-assessment exercises, role plays and case discussion focusing on developing effective interpersonal communication and interpersonal awareness skills</td>
<td>Case analysis, participation in role-play, experiential exercises and quiz. Group presentation on application of theories and group process journal</td>
</tr>
<tr>
<td>III.</td>
<td>Identify the sources of interpersonal, intra group and intergroup conflict and understand effective techniques for managing conflict</td>
<td>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</td>
<td>Case analysis, experiential exercises and quiz</td>
</tr>
<tr>
<td>IV.</td>
<td>Detail the nature of power</td>
<td>Power lab, role plays, video</td>
<td>Case analysis, role play,</td>
</tr>
</tbody>
</table>
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


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

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Understanding the concept of diversity and diversity related issues in a global context.</td>
<td>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.</td>
<td>Case analysis and quiz.</td>
</tr>
<tr>
<td>II.</td>
<td>Examine the theoretical perspectives on diversity and exclusion in the workplace.</td>
<td>Presentation on the social psychological theories on diversity and intergroup relations and case discussions based on real life situations.</td>
<td>Case analysis and quiz.</td>
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</tr>
<tr>
<td>III.</td>
<td>Identify issues related to cultural and gender diversity in the global workplace.</td>
<td>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.</td>
<td>Case analysis and quiz.</td>
</tr>
<tr>
<td>IV.</td>
<td>Examine sources and dimensions of diversity in India.</td>
<td>Diversity dialogues, case discussion and presentation on sources and dimensions of diversity in India.</td>
<td>Case analysis, quiz and group oral presentation</td>
</tr>
<tr>
<td>V.</td>
<td>Appreciate the inclusive workplace model for managing diversity</td>
<td>Presentation through case illustration on diversity management and the inclusive workplace model and practical steps for creating an inclusive workplace.</td>
<td>Case analysis, exercise and quiz.</td>
</tr>
<tr>
<td>VI.</td>
<td>Analyse diversity management programs, strategies and policies and examine its relationship to leadership</td>
<td>Case discussions on evaluating diversity strategies, policies and programs of various organizations and their relationship to leadership.</td>
<td>Case analysis and quiz.</td>
</tr>
</tbody>
</table>
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

Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Outcomes</th>
<th>Learning</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Overview of Counselling</td>
<td>Presentation and discussion on the basic understanding of counselling in day to day life</td>
<td>Case and situation analysis</td>
<td></td>
</tr>
<tr>
<td>II.</td>
<td>Introduction to Counselling</td>
<td>Analysing the historical evolution of counselling and the requirement of workplace counselling</td>
<td>Case and situation analysis; exercise</td>
<td></td>
</tr>
<tr>
<td>III.</td>
<td>Theoretical Foundations of Counselling</td>
<td>Understanding the difference between different approaches to counselling through discussion and presentation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IV.</td>
<td>Counsellor’s attitudes and Skills in Counselling</td>
<td>Discussion and presentation on qualities and needs of the counsellors. Identification of the personal characteristics of the counsellors through role play</td>
<td>Exercise and quiz</td>
<td></td>
</tr>
<tr>
<td>V.</td>
<td>Counselling Process</td>
<td>Discussion on the basic process of counselling and develop an understanding of role of emotions in counselling through movie and situation analysis</td>
<td>Situation analysis and quiz</td>
<td></td>
</tr>
<tr>
<td>VI.</td>
<td>Organizational Applications of Counselling Skills</td>
<td>Presentation on different techniques of counselling to help change the behaviour of people in organizations with the help of role plays and case analysis</td>
<td>Situation analysis and quiz</td>
<td></td>
</tr>
</tbody>
</table>
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

**Facilitating the achievement of Course Learning Outcomes**

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
</table>
| 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  
Case study, group exercises and class discussion  
Group discussion; application exercise  
Case study; group exercises | Pre-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 |
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**

**Facilitating the achievement of Course Learning Outcomes**

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Outcomes</th>
<th>Learning Activity</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Introduction to change and the theoretical frameworks</td>
<td>Introducing the theoretical foundations of change management through lecture and case studies.</td>
<td>Written Assignment</td>
<td></td>
</tr>
<tr>
<td>II.</td>
<td>Introduction to Organizational Structure, Design and Culture</td>
<td>Explaining different types of structure, departmentation and organizational design through case studies.</td>
<td>Group discussion around strategy and structure of organisations. Assesment of leadership style of leaders and its impact on change initiatives would be analysed through cases.</td>
<td></td>
</tr>
<tr>
<td>III.</td>
<td>Introduction to different Strategies for Managing Change</td>
<td>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.</td>
<td>Group Assignments would be conducted to assess the understanding of appropriate strategy adoption and implementation</td>
<td></td>
</tr>
<tr>
<td>IV.</td>
<td>Interventions of Change in Organisations will be introduced to elaborate on organizational development taught in the previous unit</td>
<td>Different types of interventions of OD would be introduced to the students through lecture and cases</td>
<td>Students would be asked to do a live study of OD interventions in any organization of their choice.</td>
<td></td>
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</tbody>
</table>
### 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

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<table>
<thead>
<tr>
<th>V.</th>
<th>After the planning stage, the implementation of change would be introduced</th>
<th>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.</th>
<th>Critical thinking exercises and case analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>VI.</td>
<td>Introduction to the human side of change management would be taken up while teaching Interventions of Change in Organisations</td>
<td>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.</td>
<td>Case Analysis of Resistance to change would be done individually by students.</td>
</tr>
<tr>
<td>VII.</td>
<td>Introduction to Measuring and Designing of Effective Control Systems would be taught</td>
<td>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. This would also encourage research in future directions</td>
<td>Class test</td>
</tr>
<tr>
<td>VIII</td>
<td>An enquiry into the organizations of the future</td>
<td></td>
<td>Critical Essays</td>
</tr>
</tbody>
</table>

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


Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Define Talent and Talent Management; historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent</td>
<td>Case study, Experiential exercise, Video cases</td>
<td>Pre-class group assignment and class presentations</td>
</tr>
</tbody>
</table>
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


Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The students will learn the fundamentals of various leadership theories in its historical and current perspective</td>
<td>Discussions and cases</td>
<td>Case analysis</td>
</tr>
</tbody>
</table>
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 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:


Teaching plan: A detailed teaching plan would be shared before the start of the semester.
## Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Understand nature, need and scope of Operations Strategy</td>
<td>Corporate snapshots</td>
<td>Quizzes to evaluate knowledge with concepts and terminologies.</td>
</tr>
<tr>
<td>II.</td>
<td>Appreciate the strategic role of transformation processes, flows and their layout and capacity</td>
<td>Case study. Standard problems</td>
<td>Individual assignments</td>
</tr>
<tr>
<td>III.</td>
<td>Develop and analyse innovation, new product and process development strategies.</td>
<td>Use of Small cases</td>
<td>Assignment questions.</td>
</tr>
<tr>
<td>IV.</td>
<td>Develop operations improvement strategies</td>
<td>Assignments that would use conceptual frameworks and tools.</td>
<td>Assignments would evaluate communication and presentation skill</td>
</tr>
<tr>
<td>V.</td>
<td>Build knowledge and skills about strategic purchasing and outsourcing of materials.</td>
<td>Corporate Case lets</td>
<td>Minor project works on real life managerial decision problems</td>
</tr>
<tr>
<td>VI.</td>
<td>Analyse process of operations strategy in terms of sustainable alignment.</td>
<td></td>
<td>Mid-term test</td>
</tr>
<tr>
<td>VII.</td>
<td>Appreciate the new approaches to operations and develop substitute strategies.</td>
<td>Corporate studies</td>
<td>Group assignments</td>
</tr>
<tr>
<td>VIII.</td>
<td>Analyse process of strategy formulation.</td>
<td>Cases</td>
<td></td>
</tr>
</tbody>
</table>

### 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 ISO-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 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


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

**Facilitating the achievement of Course Learning Outcomes**

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Appreciate nature of total quality management and its relationship with operational and then business excellence.</td>
<td>Corporate snapshots</td>
<td>Quizzes to evaluate knowledge with concepts and terminologies.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Individual assignments</td>
</tr>
<tr>
<td>II.</td>
<td>Appreciate the quality of design, off-line control and costs of quality.</td>
<td>Case study.</td>
<td>Assignment questions</td>
</tr>
<tr>
<td>III.</td>
<td>Develop and analyse hazard analysis</td>
<td>Numerical problems</td>
<td></td>
</tr>
<tr>
<td>IV.</td>
<td>Understand and appreciate concepts of TPM and OEE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>V.</td>
<td>Build knowledge about statistical process control through process capability studies</td>
<td>Use of Small cases</td>
<td>Minor project works on real life managerial decision problems</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assignments</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Mid-term test</td>
</tr>
</tbody>
</table>
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**


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

**Facilitating the achievement of Course Learning Outcomes**

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>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</td>
<td>Lectures, Short cases, Individual and group work, Training on software packages</td>
<td>Quiz, Assignments, Written test</td>
</tr>
<tr>
<td>II</td>
<td>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</td>
<td>Lectures, Short cases, Individual and group work, Training on software packages</td>
<td>Quiz, Assignments, Written test</td>
</tr>
<tr>
<td>III</td>
<td>Develop skills with advanced OR/MS tools; Ability to model and solve larger problems; Ability to develop custom solutions;</td>
<td>Lectures, Short cases, Individual and group work, Training on software packages</td>
<td>Quiz, Assignments, Written test</td>
</tr>
<tr>
<td>IV</td>
<td>Familiarity with software packages used in the industry</td>
<td>Develop skills with advanced OR/MS tools; Ability to model and solve larger problems; Ability to develop custom solutions;</td>
<td>Lectures, Short cases, Individual and group work, Training on software packages</td>
</tr>
<tr>
<td>V</td>
<td>Familiarity with software packages used in the industry</td>
<td>Lectures, Short cases, Individual and group work, Training on software packages</td>
<td>Quiz, Assignments, Written test</td>
</tr>
<tr>
<td>VI</td>
<td>Familiarity with software packages used in the industry</td>
<td>Lectures, Short cases, Individual and group work, Training on software packages</td>
<td>Quiz, Assignments, Written test</td>
</tr>
<tr>
<td>VII</td>
<td>Familiarity with software packages used in the industry</td>
<td>Lectures, Short cases, Individual and group work, Training on software packages</td>
<td>Quiz, Assignments, Written test</td>
</tr>
</tbody>
</table>

**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


Teaching Plan: A detailed teaching plan would be announced before the commencement of the semester.

**Facilitating the achievement of Course Learning Outcomes**

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
</table>
| 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:  
- Group projects  
- Case |
<p>| 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 | A case would be handled to explain the nuances of | |</p>
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>improved supply chain coordination which would result in better operational efficiency of the supply chain</td>
<td>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.</td>
<td></td>
<td>Analysis</td>
</tr>
</tbody>
</table>
| . 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. |   | • Quiz  
• Mid-term test  
• Corporate reports referencing |
| 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, |   |   |
| 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. |   |   |
| 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**
2. Gareth, J., Witten, D., Hastie, T., & Tibshirani, R. (2013). *An Introduction to Statistical Learning with Applications in R*. Springer.

**Teaching plan:** A detailed teaching plan would be shared before the start of the semester.
<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Understand what is big data analytics</td>
<td>Lectures, Short business cases, Laboratory sessions and exercises.</td>
<td>Quizzes, Assignments, Written tests</td>
</tr>
<tr>
<td>II</td>
<td>Ability to apply analytics methods and techniques in solving business problems; Ability to use technical skills in predictive modelling to support business decision-making.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>Ability to apply analytics methods and techniques in solving business problems; Ability to use technical skills in predictive modelling to support business decision-making.</td>
<td></td>
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</tr>
<tr>
<td>IV</td>
<td>Ability to apply analytics methods and techniques in solving business problems; Ability to use technical skills in predictive modelling to support business decision-making.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Ability to apply analytics methods and techniques in solving business problems; Ability to use technical skills in predictive modelling to support business decision-making.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VI</td>
<td>Ability to apply analytics methods and techniques in solving business problems; Ability to use technical skills in predictive modelling to support business decision-making.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VII</td>
<td>Understand opportunities and challenges in investments on analytics in organizations; Ability to communicate analytics results to diverse audience</td>
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</tr>
</tbody>
</table>
**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 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


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

Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Appreciate the concept and need of world class manufacturing</td>
<td>Corporate Snapshots/videos</td>
<td>Quizzes to evaluate knowledge with concepts and terminologies.</td>
</tr>
<tr>
<td>II.</td>
<td>Recognise the need to implement agility and flexibility in manufacturing system in current context</td>
<td>Case study/field plant study.</td>
<td>Assignment questions</td>
</tr>
<tr>
<td>III.</td>
<td>Lay down frameworks of various product and process design structures and systems in modern manufacturing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IV.</td>
<td>Conceptually analyse the implementation of TQM, JIT and Theory of Constraints.</td>
<td></td>
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</tr>
</tbody>
</table>
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.

VII. Appreciate the framework of a computer integrated manufacturing system and deploying ERP in manufacturing

VIII. Develop benchmarks for operational excellence through world class manufacturing practices.

<table>
<thead>
<tr>
<th>Course Learning Outcomes</th>
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</thead>
<tbody>
<tr>
<td>1. Learn the importance of data-driven supply chains and different analytics techniques relevant to supply chain management (SCM).</td>
</tr>
</tbody>
</table>
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:

7. Relevant research papers.
### Relevant white papers.

#### Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Learn the importance of data-driven supply chains and different analytics techniques relevant to supply chain management (SCM).</td>
<td>Concepts would be introduced through lecture and small real-life examples.</td>
<td>Assessment of different units constituting the whole course outline would be carried out through following components: Group projects, Case Analysis, Quiz, Mid-term test.</td>
</tr>
<tr>
<td>II</td>
<td>Develop an understanding on estimating unbiased estimate of forecast demand through various statistical tools and also an understanding on price optimization.</td>
<td>Concepts would be introduced through exercises and a research-based case.</td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>Learn the tools of evaluating the sources of supply and establishing supply chain contracts.</td>
<td>Small case exercises would be discussed to explain the concepts and tools.</td>
<td></td>
</tr>
<tr>
<td>IV</td>
<td>Learn the tools of determining differentiated service level for different products, determining plant location, product line mix and production schedule.</td>
<td>Small case exercises would be discussed to explain the concepts and tools.</td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Learn the framework/techniques for distribution of products to distribution centre and retail store.</td>
<td>A case and small exercises would be introduced to discuss the concepts and tools.</td>
<td></td>
</tr>
<tr>
<td>VI</td>
<td>Learn the framework/tools for collecting products from customers and retail store.</td>
<td>A Case and research papers would be discussed to introduce the concepts and tools.</td>
<td></td>
</tr>
<tr>
<td>VII</td>
<td>Learn mathematical tools to capture and analyse data on supply chain carbon footprint.</td>
<td>Research papers would be discussed to introduce the concepts and tools.</td>
<td></td>
</tr>
</tbody>
</table>

### MBAEX9808: Integrated Management Systems

#### Course Objectives

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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**


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

**Facilitating the achievement of Course Learning Outcomes**

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Appreciate the role of ergonomics, safety and human factors of engineering in a work setting.</td>
<td>Corporate snapshots</td>
<td>Quizzes to evaluate knowledge with concepts and terminologies.</td>
</tr>
<tr>
<td>II.</td>
<td>Compare global safety frameworks and statues with those of India.</td>
<td>Case study.</td>
<td>Assignment questions</td>
</tr>
<tr>
<td>III.</td>
<td>Develop and analyse failure and hazard analysis</td>
<td>Standard problems</td>
<td>Minor project works on real life managerial decision problems/Individual assignment</td>
</tr>
<tr>
<td>IV.</td>
<td>Introducing Total Productive Maintenance (TPM); its strategies and Master Plan</td>
<td>Use of Small cases</td>
<td>Mid-term test</td>
</tr>
<tr>
<td>V.</td>
<td>Analyse various elements of Environment Management System (EMS)</td>
<td>Assignments requiring use of concepts and tools</td>
<td>Group assignments</td>
</tr>
<tr>
<td>VI.</td>
<td>Configure various elements of a Total Safety System and Occupational health and safety system.</td>
<td>Corporate Case lets</td>
<td>Situation analysis and Discussion</td>
</tr>
</tbody>
</table>
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
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


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

Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Understanding the diversity of types of innovation, innovators and innovation environment</td>
<td>Theory and concepts would be introduced through lectures</td>
<td>Quizzes to evaluate conceptual understanding</td>
</tr>
<tr>
<td>II.</td>
<td>Understanding a strategic perspective of the role of innovation and the major tools that are used to assist innovation management</td>
<td>Corporate Examples and exercises with data sets for learning techniques.</td>
<td>Homework exercises to evaluate the student’s skill with the tools discussed in the class and ability to implement them; Videos</td>
</tr>
<tr>
<td>III.</td>
<td>Understand the nature and extent of technological change and potential roles of incremental and</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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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


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

Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Appreciate complex nature of services and their classification</td>
<td>Corporate snapshots</td>
<td>Quizzes to evaluate knowledge with concepts and terminologies.</td>
</tr>
<tr>
<td>II.</td>
<td>Appraise the factors related to location and capacity planning for services.</td>
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</tr>
</tbody>
</table>
### 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.

<table>
<thead>
<tr>
<th>III.</th>
<th>Analyse various service design and delivery systems</th>
<th>Case study.</th>
<th>Assignment questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>IV.</td>
<td>Study job and work design in services and develop standards</td>
<td>Standard problems</td>
<td>Minor project works on real life managerial decision problems/Individual assignment</td>
</tr>
<tr>
<td>V.</td>
<td>Develop skills to measure, control and improve quality of services.</td>
<td>Use of Small cases</td>
<td>Mid-term test</td>
</tr>
<tr>
<td>VI.</td>
<td>Develop skill to schedule services and resources.</td>
<td>Assignments requiring use of concepts and tools</td>
<td>Group assignments</td>
</tr>
<tr>
<td>VII.</td>
<td>Study supply chain and distribution of services</td>
<td>Corporate studies/Cases</td>
<td>Case analysis and discussion</td>
</tr>
<tr>
<td>VIII.</td>
<td>Analyse requirements to Ensure maintainability and reliability in services</td>
<td>Case lets</td>
<td>Set up maintainability and reliability requirements in a service system.</td>
</tr>
</tbody>
</table>
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 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 XI: Measuring Sustainability: Sustainable Development Measurement, Stakeholder (Customers, Suppliers, Employees, Community, NGOs, and Investors) Engagement, Sustainability Metrics, and Sustainability Measurement in Companies.
Suggested Readings

7. Relevant research papers.
8. Relevant white papers.

Facilitating the achievement of Course Learning Outcomes

<table>
<thead>
<tr>
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<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Understand the importance of sustainability in the context of contemporary business environment.</td>
<td>Concepts would be introduced through lecture interspersed with relevant data and historical development.</td>
<td></td>
</tr>
<tr>
<td>II</td>
<td>Understand the significance of sustainable operations management as a source of competitive advantage and learn the framework of sustainable operations management.</td>
<td>A case would be introduced to discuss the concepts and framework of sustainable operations management.</td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>Learn how the concepts of sustainability could be incorporated into new product design.</td>
<td>Real-life examples and small exercises would be handled to introduce the concepts and tools.</td>
<td></td>
</tr>
<tr>
<td>IV</td>
<td>Develop an understanding about the framework/model of sustainable procurement.</td>
<td>Research papers would be referred to for introducing the concepts.</td>
<td>Assessment of different units constituting the</td>
</tr>
</tbody>
</table>
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**


**Facilitating the achievement of Course Learning Outcomes**

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Understand the meaning of the term &quot;artificial intelligence&quot;, Identify capabilities in systems with artificial intelligence and how they are different from conventional technology enabled systems.</td>
<td>Lectures, Examples and exercises with data sets for learning techniques and developing skills with the tools/algorithms. Laboratory/Practical sessions</td>
<td>Quizzes, Assignments. Written tests</td>
</tr>
<tr>
<td>II</td>
<td>Learn basic methods and algorithms; Ability to select appropriate technique for solving problems.</td>
<td>Minor project to help develop wider perspective Case study</td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>Learn basic methods and algorithms; Ability to select appropriate technique for solving problems.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IV</td>
<td>Understand the present technological progress and develop a perspective for future</td>
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</tbody>
</table>

**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

Teaching plan: A detailed teaching plan would be shared before the start of the semester.
### Facilitating the achievement of Course Learning Outcomes

<table>
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<tbody>
<tr>
<td>I</td>
<td>Ability to build spreadsheet models; Analytical skills for structuring decision problems.</td>
<td>Lectures;</td>
<td>Quizzes;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lab sessions for spreadsheet modelling;</td>
<td>Assignments;</td>
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<td></td>
<td></td>
<td>Individual and group work for skills training;</td>
<td>Written test</td>
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<tr>
<td></td>
<td></td>
<td>Case studies</td>
<td></td>
</tr>
<tr>
<td>II</td>
<td>Ability to build spreadsheet models; Develop analytical skills for structuring decision problems.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>Ability to build spreadsheet models; Develop analytical skills for structuring decision problems.</td>
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</tr>
<tr>
<td>IV</td>
<td>Ability to build spreadsheet models; Develop analytical skills for structuring decision problems.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Ability to build spreadsheet models; Develop analytical skills for structuring decision problems.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VI</td>
<td>Ability to build spreadsheet models; Develop analytical skills for structuring decision problems.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VII</td>
<td>Strengthens spreadsheet skills to support managerial problem solving; Develop critical thinking and problem-solving skills.</td>
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</table>

**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

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

<table>
<thead>
<tr>
<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Understand the difference between organisational resources and capabilities.</td>
<td>Group based discussion, Lecture</td>
<td>Case study analysis</td>
</tr>
<tr>
<td>II.</td>
<td>Comprehend how resources are transformed</td>
<td>Lecture, Team based learning</td>
<td>Application to specific industries</td>
</tr>
</tbody>
</table>
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

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

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<th>Teaching and Learning Activity</th>
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</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Understand the key characteristics of social enterprises and the social sector.</td>
<td>Group based discussion, Lecture</td>
<td>Case study analysis</td>
</tr>
<tr>
<td>II.</td>
<td>Explore the distinctive aspects of social enterprises.</td>
<td>Lecture, Team based learning</td>
<td>Application to specific industries</td>
</tr>
<tr>
<td>III.</td>
<td>Examine issues relating to start up and financing of social ventures.</td>
<td>Lecture, Brain-storming session</td>
<td>Class test/assessment</td>
</tr>
<tr>
<td>IV.</td>
<td>Explore issues relating to scaling up and key managerial challenges.</td>
<td>Use of web based audio-visual material, Lecture</td>
<td>Quiz</td>
</tr>
<tr>
<td>V</td>
<td>Explore how the performance of social enterprises can be measured.</td>
<td>Lecture, Brain-storming session</td>
<td>Class test/assessment</td>
</tr>
</tbody>
</table>

### 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**


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**

<table>
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<tr>
<th>Unit No.</th>
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<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Understand the global context in which business operates</td>
<td>Group based discussion, Lecture</td>
<td>Case study analysis</td>
</tr>
<tr>
<td>II.</td>
<td>Explore the various drivers and patterns of international business activity</td>
<td>Lecture, Team based learning</td>
<td>Application to specific industries</td>
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<td>III.</td>
<td>Examine the various forms of international business</td>
<td>Lecture, Brain-storming session</td>
<td>Class test/assessment</td>
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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
Facilitating the achievement of Course Learning Outcomes

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<th>Unit No.</th>
<th>Course Learning Outcomes</th>
<th>Teaching and Learning Activity</th>
<th>Assessment Tasks</th>
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<td>I.</td>
<td>Understand the distinctive nature of start-ups</td>
<td>Group based discussion, Lecture</td>
<td>Case study analysis</td>
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<td>II.</td>
<td>Examine the ideation process</td>
<td>Lecture, Team based learning</td>
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<td>IV.</td>
<td>Understand the possible financing options</td>
<td>Use of web based audio-visual material, Lecture</td>
<td>Quiz</td>
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