MASTER OF BUSINESS ADMINISTRATION EXECUTIVE)
&
MASTER OF BUSINESS ADMINISTRATION EXECUTIVE)
HEALTH CARE ADMINISTRATION

(EVENING PROGRAMMES)

RULES, REGULATIONS
AND
COURSE CONTENTS

FACULTY OF MANAGEMENT STUDIES
UNIVERSITY OF DELHI
DELHI – 110007
2012

RULES, REGULATIONS AND COURSES

AFFILIATION

The Master of Business Administration (MBA) Executive and Master of Business Administration (MBA) Executive (Health Care Administration) Programmes shall be governed by the Faculty of Management Studies, University of Delhi.

THE PROGRAMME STRUCTURE

The Master of Business Administration (MBA) - Executive and Master of Business Administration (MBA)- Executive (Health Care Administration) programmes have been divided into two parts. Each part consists of two semesters as under:

Table 1

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

The two-year MBA-Executive and two-year MBA-Executive (Health Care Administration) programmes, each shall have a total of 1120 contact hours built into 19 core courses and 9 elective courses, as outlined in the below mentioned tables(Table 2 and Table 3):

Table 2

MBA-Executive & MBA-Executive (Health Care Administration)	First & Third Semesters		Second & Fourth Semesters		Total Number of Cours-es	Total Number of Marks
	Core Courses	Elective Courses	Core Courses	Elective Courses		
1st Year	7	0	7	0	14	1400
2nd Year	3	4	2	5	14	1400
Total	**10**	**4**	**9**	**5**	**28**	**2800**

Table 3

Total Number of Core Courses	19
Total Number of Elective Courses	9
Total Number of Courses	28
Number of Weeks per Semester	16

Number of Contact Hours per Course per Week	2.5
Total Number of Hours per Course	40
Total Number of Contact Hours	1120 Hrs

Notes:

i. As given in Table 3, each candidate will be required to choose 4 and 5 elective courses in the 3rd and 4th semesters of the MBA-Executive and MBA-Executive (HCA) programmes respectively. 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.

ii. In both the programmes, courses could be offered through on-line virtual class room mode, provided proper infrastructure is available.

iii. In the 2nd year of MBA-Executive programme, any candidate seeking to specialize in a Functional Area such as Finance, Marketing, Operations, Strategy and Leadership, Information Technology, Entrepreneurship, would be required to take a minimum of Five Elective Courses in the chosen area. Such candidates shall be awarded MBA-Executive degree with specialization in the chosen Functional Area.

iv. Candidates pursuing MBA-Executive (Health Care Administration) programme will be required to choose their all elective courses from the Health Care Administration and Contemporary Courses areas only.

PART I: FIRST YEAR

The schedule of First Year Part-I examination shall comprise of two semesters: Semester-1 and Semester-2. The schedule of papers during the First Year of the programme shall be as follows:

Semester -1

MBAEX 8101	Organizational Behaviour & Managing Transitions
MBAEX 8102	Quantitative Methods for Management
MBAEX 8103	Managerial Economics
MBAEX 8104	Accounting for Managerial Decisions
MBAEX 8105	Marketing Management
MBAEX 8106	Managerial Finance
MBAEX 8107	Managing Information Technology for Organisations

Semester -2

MBAEX 8201	Human Resource Management

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

PART II: SECOND YEAR

Admission to Part-II 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, compris¬ing of 1st and 2nd Semesters taken together.

The schedule of Second Year (Part II) examination shall comprise of two semesters: Semester 3 and Semester 4. The schedule of papers during Second Year of the programme shall be as follows:

Semester - 3

During Semester 3 of Part-II of the programme, in addition to the following three compulsory papers, a student shall have to choose four elective courses from the list of elective papers announced in the beginning of the semester:

MBAEX-8301	Business Ethics & Corporate Governance
MBAEX-8302	Strategic Management
MBAEX-8303	Sustainable Business & Development

Semester 4

During Semester 4 of Part-II of the programme, in addition to the following two compulsory papers, a student shall have to choose five elective courses from the list of elective papers announced in the beginning of the semester:

MBAEX-8401	Managing Multinationals
MBAEX-8402	Legal Environment of Business

Although students pursuing the MBA(Executive) HCA Programme are expected to take most of their elective papers mainly from Area 8:Health Care Administration, but if papers are offered from Area 9: Contemporary Courses, they shall have choice to take not more than two papers from this area as well.

A candidate may take Project Study (MBAEX-9906) as one of the elective papers.

LIST OF ELECTIVE COURSES (MBA-Executive)

AREA -1: FINANCE

MBAEX-9101	Financial Decision Analysis
MBAEX-9102	Security Analysis
MBAEX-9103	Financial Markets and Investment Management
MBAEX-9104	Portfolio Management
MBAEX-9105	Multinational Business Finance
MBAEX-9106	Merchant Banking and Financial Services
MBAEX-9107	Management Control Systems
MBAEX-9108	Corporate Tax Planning
MBAEX-9109	Derivatives and Risk Management
MBAEX-9110	Fixed Income Securities
MBAEX-9111	Financial Modelling and Business Forecasting
MBAEX-9112	Private Equity and Venture Capital
MBAEX-9113	Behavioural Finance
MBAEX-9114	Personal Investing
MBAEX-9115	Commodity Markets
MBAEX-9116	Working Capital Management

AREA - 2: MARKETING

MBAEX-9201	Consumer Behaviour
MBAEX-9202	Advertising Management
MBAEX-9203	Competitive Marketing
MBAEX-9204	Business Marketing
MBAEX-9205	Sales Force Management
MBAEX-9206	Service Marketing
MBAEX-9207	Sales Promotion Management
MBAEX-9208	Brand Management
MBAEX-9209	Internet Marketing
MBAEX-9210	Retailing Management
MBAEX-9211	Marketing Channel
MBAEX-9212	Analytical Marketing
MBAEX-9213	Advanced Research Techniques in Marketing

AREA - 3: STRATEGY & LEADERSHIP

MBAEX-9301	Strategic Analysis
MBAEX-9302	Managing Diversity

MBAEX-9303	Cross Cultural and Global Management
MBAEX-9304	Performance Management and Training Intervention
MBAEX-9305	Counselling Skills for Managers
MBAEX-9306	Change and Intervention Strategies
MBAEX-9307	Managing Interpersonal and Group Processes
MBAEX-9308	Industrial Relations
MBAEX-9309	Competitive Strategy
MBAEX-9310	Learning Organization
MBAEX-9311	Organizational Leadership: Inspiration, Dilemmas & Action
MBAEX-9312	Power, Politics and Organizational Decision Making
MBAEX-9313	Organizational Theories: Structure and Design
MBAEX-9314	Personal Power & Leadership through Asian Values
MBAEX-9315	Negotiation, Persuasion and Social Influence Skills
MBAEX-9516	Manpower Development for Technological Change
MBAEX-9517	Human Resource Development: Strategies and Systems
MBAEX-9518	Compensation and Rewards Management
MBAEX-9519	Career Management
MBAEX-9520	Management Development

AREA - 4: PRODUCTION & OPERATIONS MANAGEMENT

MBAEX-9401	Management Science for Executives
MBAEX-9402	Operations Strategy
MBAEX-9403	Total Quality Management
MBAEX-9404	World Class Manufacturing
MBAEX-9405	Environment and Safety Management
MBAEX-9406	Quantitative Analysis of Risk and Uncertainty
MBAEX-9407	Supply Chain Management
MBAEX-9408	Technology, Innovation & New Product Management
MBAEX-9409	Service Operations Management

AREA - 5: ENTREPRENEURSHIP

MBAEX-9501	Entrepreneurial Management
MBAEX-9502	Entrepreneurship, Creativity and Innovation
MBAEX-9503	Social Entrepreneurship
MBAEX-9504	Family Business and Entrepreneurship
MBAEX-9505	Financing the Entrepreneurial Business
MBAEX-9506	Managing the Growing Business

MBAEX-9507	Micro Finance & Entrepreneurship
MBAEX-9508	Venture Financing & Entrepreneurship
MBAEX-9509	Managing Marketing of Small & Medium Enterprises
MBAEX-9510	Corporate Entrepreneurship

AREA - 6: INFORMATION TECHNOLOGY MANAGEMENT

MBAEX-9601	Information Technology for Creating Business Value
MBAEX-9602	Managing Software Projects
MBAEX-9603	Business Process Re-engineering
MBAEX-9604	Executive Effectiveness through Information Technology
MBAEX-9605	Business Analytics & Business Intelligence
MBAEX-9606	System Analysis & Design
MBAEX-9607	Managing E-Business
MBAEX-9608	Managing Information Technology Enabled Services
MBAEX-9609	Knowledge Management

AREA - 7: SERVICES MANAGEMENT

MBAEX-9701	Management of Non-Profit Organisations
MBAEX-9702	Global Environment of Service Sector
MBAEX-9703	Transportation Management
MBAEX-9704	Hospitality Marketing
MBAEX-9705	Hospitality Operations Management
MBAEX-9706	Civil Aviation Management
MBAEX-9707	Total Service Quality Management

LIST OF ELECTIVE COURSES (MBA-Executive Health Care Administration)

AREA - 8: HEALTH CARE ADMINISTRATION

MBAEXHCA-9801	Hospital Organization and Control
MBAEXHCA-9802	Medical Staff Organization
MBAEXHCA-9803	Epidemiology and Public Health
MBAEXHCA-9804	Hospital Planning
MBAEXHCA-9805	National Health Plan
MBAEXHCA-9806	Comparative Health Administration
MBAEXHCA-9807	Health Entrepreneurship
MBAEXHCA-9808	Health, Society & Ethics
MBAEXHCA-9809	Health Laws
MBAEXHCA-9810	Health System Research
MBAEXHCA-9811	Health Economics
MBAEXHCA-9812	Total Quality Management and Accreditation for Health Care
MBAEXHCA-9813	Purchasing and Supply Chain Management for Health Care
MBAEXHCA-9814	Healthcare Operations Strategy
MBAEXHCA-9815	Healthcare Analytics and Optimization

AREA - 9: CONTEMPORARY Courses*

MBAEX-9901
MBAEX-9902
MBAEX-9903
MBAEX-9904
MBAEX-9905

* Before the beginning of an academic session a maximum number of five courses on contemporary issues may be announced by faculty members as elective courses, to be offered during the ensuing academic session, under intimation to the University.

MBAEX-9906 Project Study

Note: Students will receive an input of 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Scheme of Examination

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 thirty internal assessment marks shall be based on the following components:

(A) Class Tests/Quizzes/ Term Papers
(B) Case Studies/Group Assignments/Projects and class participation therein
(C) Individual Class Assignment/Viva-Voce
(D) Class Attendance

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, and the allocation of marks shall be as under:

71% - 80%	2 Marks
81% - 90%	3 Marks
91% - 99%	4 Marks
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 another chance for remedial 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 columanised 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-9906 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

The minimum marks for passing the examination for each semes¬ter 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, 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.

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:

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

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.

ATTENDANCE

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, University of Delhi to have attend¬ed 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 very 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.

COURSE CONTENTS

COMPULSORY COURSES

SEMESTER - 1: MBAEX-8101 to MBAEX-8107

MBAEX-8101: ORGANIZATIONAL BEHAVIOUR & MANAGING TRANSITIONS

Objective

To help executives gain an understanding of some basic behavioural and organizational processes. The course aims to adopt a strategic approach to managing people and ensuring positive organizational performance. It would help understand individual, group and organizational behaviour for the purpose of increasing personal and organizational effectiveness.

Course Contents

Organizational behaviour: opportunity and challenges for managers; personality, perception and attribution; Attitudes, values and emotions; Motivation at work; Stress and well-being at work; Interpersonal communication; Work teams and groups; Decision making by individuals and groups; Power and political behaviours in organizations; Leadership and followership; Role of leadership in creating cultures; Contemporary leadership styles, Strategic leadership and high performance, Substitutes of leadership, leadership and ethics, global differences in leadership; Managing multicultural groups, management of conflicts and negotiations; Organizational structure; Organizational culture; Managing organizational change and development.

Suggested Readings

1. Cummings, T. G., & Worley, C. G. (2007). Organization Development and change (8th ed.). USA: Thomson Cengage Learning.
2. Harigopal, K. (2006). Management of Organizational Change, Leveraging Transformation (2nd ed.). New Delhi: Response Books .
3. Luthans, F. (2009). Organizational Behaviour (10th ed.). New Delhi: McGraw- Hill.
4. McShane, L. S., & Glinow, V. M. (2008). Organizational Behaviour (4th ed.). New Delhi: Tata McGraw-Hill.
5. Nelson, D., Quick, J. C., & Khandelwal, P. (2012). Understanding Organisational Behaviour. New Delhi: Cengage Learning India (Forthcoming).
6. Nilakant, V. (2006). Change Management. New Delhi: Sage Publications.
7. Nilakant, V., & Ramnarayan, S. (2006). Change management: altering mindsets in a global context (1st ed.). New Delhi: Response Books Sage Publications.

8. Nilakant, V., & Ramnarayan, S. (2009). Changing Tracks. India: Harper Collinsa.
9. Pareek, U. (2010). Understanding Organizational Behaviour (2nd ed.). New Delhi: Oxford University.
10. Ramnarayan, S., & Rao, T. V. (2011). Organization Development: Accelerating Learning and Transformation. New Delhi: Sage Publications.
11. Robbins, S. P., & Judge, T. A. (2011). Organizational Behaviour (14th ed.). New Delhi: Prentice-Hall of India.
12. Singh, K. (2009). Organization Change and Development (2nd ed.). New Delhi: Excel Books.
13. Singh, K. (2009). Organizational Behaviour: Text and Cases. New Delhi: Pearson Education.
14. Sinha, J. B. P. (2009). Culture & Organizational Behaviour (1st ed.). New Delhi: Sage Publications.

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

MBAEX 8102: QUANTITATIVE METHODS FOR MANAGEMENT

Objective

This course introduces participants to basic methods for collection, presentation and analysis of business data. It would introduce basic statistical methods useful for managers. Use of spread-sheet software would be highly encouraged. The emphasis would be on business applications as examples and cases from business and industry would be discussed. This course would also develop a conceptual understanding of the role that management science plays in the decision making process. It emphasizes the application of a wide variety of quantitative techniques to the solution of business and economic problems. The objective includes recognizing business problems that are amenable for Management Science study and to develop ability to select appropriate tool for a decision problem.

Course Contents

Collection and presentation of data, Descriptive statistics; Probability, Probability distribution; Sampling, sampling distributions, confidence interval estimation; Introduction of hypothesis testing, z, t, F and chi-square tests; Analysis of variance, Correlation and Regression; Nature and scope of Operations Research/Management Science; Linear Programming (LP): Model formulation, Concept of solution of LP problem using graphical method, Solving LP problem using spreadsheet, Concept of duality and complimentary slackness, Sensitivity analysis (use of spreadsheet recommended), Application of linear programming: Transportation and trans-shipment problems, Assignment problems.

Suggested Readings

1. Aczel, A., & Sounderpandian, J. (2006). Complete Business Statistics (6th ed). New Delhi: Tata Mcgraw Hill Education.
2. Albright, S. C., & Winston, W. L. (2009). Management Science: Modelling with spreadsheets (1st ed.). New Delhi: Cengage Learning.
3. Anderson, D. R., Sweeny, D. J., & Williams, T. A. (2002). Statistics for Business and Economics (1st ed.). New Delhi: Cengage Learning India.
4. Anderson, D. R., Sweeny, D. J., & Williams, T. A. (2009). An Introduction to Management Science (13th ed.). New Delhi: Cengage Learning.
5. Black, K. (2009). Business Statistics: For Contemporary Decision Making, (5th ed.). New Delhi: Wiley India Pvt Ltd.
6. Hillier, M. (2010). Introduction to Management Science: A Modelling and Case Studies Approach with Spreadsheets, (4th ed.). India: Tata McGraw Hill Higher Education.
7. Levin, R. I., & Rubin, D. S. (2011). Statistics for Management, (7th ed.). New Delhi: Pearson.
8. Newbold, P. (2009). Statistics for Business and Economic. New Delhi: Pearson.
9. Stevenson. (2006). Introduction to Management Science. New Delhi: Tata McGraw Hill Education Private Limited.
10. Webster, A. (2010). Applied Statistics for Business and Economics (3rd ed.). New Delhi:Tata McGraw Hill Education Private Limited.
11. Winston, W. L. (2004). Operations Research: Applications and Algorithms, (4th ed). New Delhi: Cengage Learning.

MBAEX- 8103: MANAGERIAL ECONOMICS

Objective

The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic Theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations. While conducting this course importance is given to the complexity of decision making process emanating from evolutionary changes that have occurred in the business firms over time.

Course contents

Decisions of business firms under different objectives; Marginal analysis and its uses in the business decision making; Theories of demand: indifference and revealed preference approach; income and distribution effects; demand functions and demand forecasting; Managerial Applications. Production and Cost: The Production Function; Returns to Scale; Productivity Measurements; Constrained Optimization Approach to Developing Optimal Input Combination Relationships; Derivation of Cost Curves; Firm Size and Plant Size; Managerial Applications; Learning Curves; Economies of Scope. Managerial and Behavioural Theories of Firm: Sales maximization, growth maximization and satisfying theory of a firm. Theory of Firm: Profit maximization under different market structures; Pricing Strategies of firms; Cost plus Pricing; Pricing of Inputs; Applications; Decision making under Risk and Uncertainty.

Suggested Readings

1. Allen, W. B., Doherty, N. A., Weigelt, K., & Mansfield, E. (2010). Managerial Economics: Theory, Applications and Cases (7th ed.). London: W. W. Norton & company.
2. Baumol, W. J. (2009). Economic Theory & Operations Analysis (4th ed.). New Delhi: Prentice Hall.
3. Brickley, J. A, Smith, C. W., & Zimmerman, J. L. (2008). Managerial Economics & Organizational Architecture (5th ed.). New Delhi: McGraw Hill.
4. Hirschey, M. (2010). Managerial Economics: An Integrative Approach (1st ed.). USA: Cengage Learning.
5. Koutsoyiannis, A. (2010). Modern Micro Economics (2nd ed.). New Delhi: Palgrave, McMillan.
6. Mark, H. (2009). Fundamentals of Managerial Economics (9th ed.). USA: Cengage Learning.
7. Petersen, H. C., Lewis, W. C., & Sudhir, K. J. (2009). Managerial Economics (9th ed.). New Delhi: Prentice Hall of India.
8. Salvatore, D. (2007). Managerial Economics (6th ed.). London: Oxford University press.

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

MBAEX- 8104: ACCOUNTING FOR MANAGERIAL DECISIONS

Objective

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

Course Contents

Accounting Theory: Concept, Importance, Scope, Generally Accepted Principles of Accounting, Indian Accounting Standards, IFRS, Harmonization of Accounting Standards, Preparation of Financial Statements, Corporate Balance Sheet–Terms, Contents and Format; Depreciation Accounting and Inventory Valuation: Meaning and Techniques of Depreciation, Methods employed by Indian Companies, Inventory valuation, Methods, Policies of Indian Companies; Presentation and Disclosure of Accounting Information: Presentation of Financial Position. Financial Statements of Companies; Analysis of Accounting Information: Financial Statement Analysis. Interpretation of Accounting information, Cash Flow Statement, Preparing a statement of cash flows, Cost Analysis for Decision making: Classification of costs, Cost Sheet; Cost-Volume-Profit analysis: Relevance of costs and Marginal costing, Using marginal costing for managerial decision making, Budgeting: Framework of Budgetary Control, Types of Budgets, Zero-Base Budgeting; Standard Costing and Variance Analysis: Variance Computation and its attribution., Responsibility Accounting, Criteria for divisional performance measurement; Recent developments in the field of Accounting.

Suggested Readings

1. Anthony, R. N., Hawkins, F. D., & Merchant, K. A. (2006). Accounting: Text and Cases (12th ed.). New Delhi: Tata McGraw Hill.
2. Belverd, E., Needles, Jr. & Powers, M. (2010). Principles of Financial Accounting (11th ed.). South Western Publication.
3. Hilton, R.W. (2010). Managerial Accounting. New Delhi: Tata McGraw Hill.
4. Horngren, C. T., Datar, S. M., Foster, G., Rajan, M. V., & Ittner, C. (2009).Cost Accounting: A Managerial Emphasis. New Delhi: Prentice Hall of India.
5. Horngren, C. T., Sundem, G. L., Stratton, W. O., Schatzberg, J., & Burgstahler, D. (2007). Introduction to Management Accounting. New Delhi: Pearson Education.
6. Narayanaswamy, R. (2009). Financial Accounting: A Managerial Perspective (3rd ed.).. New Delhi: Prentice Hall Learning.

7. Spiceland, J. D. (2010). Financial Accounting (2nd revised ed.). New Delhi: Tata McGraw Hill.
8. Vij, M. (2009). Management Accounting. New Delhi: MacMillan India Ltd.

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-8105: MARKETING MANAGEMENT

Objective

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

Course Contents

Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing; Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing; Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information; Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process; Product Mix Strategies : Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling; Developing Pricing Strategies: Setting Price, Factors influencing Price Determination; Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics; Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion, Public Relations, Personal Selling and Sales Management.

Suggested Readings

1. Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). Marketing (14th ed.). New Delhi: Tata McGraw-Hill.
2. Iacobucci, D. (2006). Kellogg on Marketing (1st ed.). New Jersey: Wiley.
3. Kotler, P., & Armstrong, G. (2007). Principles of Marketing (12th ed.). New Delhi: Prentice Hall.
4. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2008). Marketing Management : A South Asian Perspective (13th ed.). New Delhi: Pearson.

5. Ramaswamy, V. S., & Namakumari, S. (2010). Marketing Management: Global Perspective- Indian Context (4th ed.) India: Macmillan.
6. Saxena, R. (2010). Marketing Management (4th ed.). New Delhi:Tata McGraw Hill.
7. Winer, R., & Dhar, R. (2010). Marketing Management (4th ed.). New Delhi: Prentice Hall.

MBAEX-8106: MANAGERIAL FINANCE

Objective

The course is designed to provide an understanding of the essential elements of financial management and the financial environment in which the business firm operates. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context.

Course Contents

Financial Management – An Overview Evolution of finance, The Basic Goal: Creating Shareholder Value, Agency Issues, Business Ethics and Social Responsibility, Time value of money concept; Strategic Investment Decisions - Capital Budgeting Decisions, Techniques - Payback period, Accounting rate of return, NPV, IRR, Profitability index, Discounted payback period, Estimation of cash flows, NPV vs. IRR, Risk analysis in Capital Budgeting - Sensitivity analysis, Certainty Equivalent Approach; Cost of Capital - Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting cost of capital for risk, International Dimensions in cost of capital; Strategic Financing Decisions - Capital Structure, Theories and Value of the firm - Net income approach, Net operating income approach, Traditional approach, Modigliani Miller model, Determining the optimal capital structure, Checklist for capital structure decisions, Costs of bankruptcy and Financial distress; EBIT-EPS Analysis - Concept of leverage, Types of leverage: Operating leverage, Financial leverage, Combined leverage; EBIT-EPS Analysis; Dividend Decisions -Factors determining dividend policy, Theories of dividend - Gordon model, Walter model, MM Hypothesis, Forms of dividend – Cash dividend, Bonus shares, Stock split, Dividend policies in practice; Working Capital Management -Working capital policies, Risk – Return trade off, Cash management, Receivables management.

Suggested Readings

1. Bhalla, V. K. (2011). Financial Management. New Delhi: Anmol Publications.
2. Brealey, Myers, Allen., & Mohanty .(2007). Principles of Corporate Finance (8th ed.). New Delhi: Tata McGraw Hill.

3. Brigham., & Houston. (2006). Fundamentals of Financial Management (10th ed.). Thomson.
4. Brigham., & Phillip, Daves. (2006). Intermediate Financial Management. (9th study guide ed.). South Western.
5. Chandra, P. (2007). Financial Management (7th ed.). New Delhi: Mc-Graw Hill.
6. Horne, V. et.al. (2009). Fundamentals of Financial Management (13th ed.). New Delhi: PHI Learning.
7. Keown, Martin. Petty., & Scott, Jr. (2008). Foundations of Finance (6th ed.). New Delhi: Pearson Prentice Hall.
8. Megginson, Smart., & Gitman. (2009). Corporate Finance (2nd ed.). Thomson.
9. Ross, S., Field, R. W., & Jordon, B. (2007). Fundamentals of Corporate Finance (8th ed.). New Delhi: Tata Mc-Graw Hill.
10. Watson., & Head, Anthony. (2002). Corporate Finance–Principles and Practice (2nd ed.). New Delhi: Pearson Education.

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-8107: INFORMATION TECHNOLOGY

Objective

The objective of this course is to develop executive appreciation of the use and management of contemporary Information Technology Tools and data processing systems existing in organizations. The various issues and concerns facing the organizations will be discussed through cases and exercises.

Course Contents

Elements of Information Technology: Hardware, Software, Data, Telecommunications and People; Planning an Information Technology set up for an organization. Creation, management and maintenance of an IT facility; IT Governance; Leadership principles for IT Management: Indian Computing Environment: Growth of IT Sector in India; Trends in IT and ITeS sectors; Applications of information technology in businesses, government and service organizations; E-Commerce and E-Governance. Application Portfolio Development; Latest developments in IT applications; Relevance of Data Base Management Systems and Integration of Applications; Distributed Data Base Systems; Managerial Issues related to Data Base Management; Evaluation Criteria; Implementation and Maintenance Issues; Data Base Administration; Data base Security and Disaster Recovery Strategies;Internet: Intranets and Extranets; Application of Internet technology in organizations. Data Communications; Networking: LAN & WANs. Applications Service Providers and Internet Service

Providers; Management of Data Processing Systems in Organiza¬tions; Software/Program Develop¬ment Cycle; A manager's perspective of IT; IT Investments and Business Value Analysis. Computer Based Information Systems; Managing Implementation of IT systems.

Suggested Readings

1. Brian, W. K., Sawyer, S. C., & Hutchinson, Sarah. E. (2005). Using Information Technology: A Practical Introduction to Computers & Communications (6th ed.). New Delhi: Tata McGraw Hill Publishing.
2. Hansson, Thomas. (2008). Handbook of Research Digital Information Technologies: Innovations, Methods and Ethical Issues. New York: Information Science Reference.
3. Haynes, J. D. (2002). Internet Management Issues: A Global Perspective. Hershey: IGI Global.
4. Kelley, George. (2009). Selected Readings on Information Technology Management: Contemporary Issues. New York: Information Science Publishing.
5. Norton, P. (2010). Introduction to Computers (7th ed.). New Delhi: Tata McGraw Hill Education.
6. Peter, Weill., & Ross, Jeane. W. (2004). IT Governance. Boston: Harvard Business School Press.
7. Rahman, Hakikur. (2009). Global Information Technology: Contemporary Applications. New York: Information Science Reference.
8. Turban, E., & Wetherbe, J. (2006). Information Technology for Management: Transforming Organizations in the Digital Economy Introduction to Information Technology (4th ed.). John Wiley & Sons.

Semester 2

MBAEX- 8201: HUMAN RESOURCE MANAGEMENT

Objective

The objective of the course is to enable the participants understand the key components of managing people in organizations. Focus would be to understand the nuances of human resource management systems, develop competencies for designing appropriate HR systems, and skills for managing and developing human resources across industry sectors. The course is designed to provide better understanding of using HR practices as competitive tool for organizational excellence.

Course Contents

Foundations of Human Resource Management; Leadership issues in HR; Corporate objectives and Human Resource Challenges in a dynamic business environment; Job Analysis and Competency Profiling; Human Resource Planning and Optimal Deployment; Recruitment, Selection and Induction; Performance Management; Training and Development; Compensation and Reward Management; Employee Relations and Trade Unions; Grievance Redressal, Dispute Resolution and Conflict Management; International Dimensions of HRM; Contemporary Issues and Challenges in HR management*

Suggested Readings

1. Armstrong, M. (2009). Armstrong's Handbook of Human Resource Management Practices (11th ed.). London: Kogan page.
2. Cascio, W. (2009). Managing Human Resources. New Delhi: McGraw Hill.
3. De Cenzo, D. A., & Robbins, S. P. (2006). Fundamentals of Human Resource Management (10th ed.). New York: John Wiley & Sons.
4. Dessler, G. (2008). Human Resource Management (9th ed.). N. Delhi: Pearson Prentice Hall.
5. Gomez-Mejia, L., Balkin, D., & Cardy, R. L. (2010) Managing Human Resources. (6th Ed.). New Delhi: Prentice Hall-Pearson.
6. Greer, C. R. (2001). Strategic Human Resource Management: A General Managerial Approach (2nd ed.). New Delhi: Pearson Education.
7. Hernandez, R. S., & O'Conner, S. J. (2009). Strategic Human Resource Management in Health Services Organizations (3rd ed.). USA: Cengage Learning.
8. Martin, J. (2010). Key Concepts in Human Resource Management (1st ed.). New Delhi: Sage Key Concepts Series.
9. Mathis, R. L., & Jackson, J. H. (2010). Human Resource Management (13th Ed.). USA: Cengage Learning.
10. Pynes, J. E., & Lombardi, D. N. (2011). Human Resource Management For Health Care Organizations: A Strategic Approach. John Wiley.
11. Sen, R. (2009). Industrial Relations in India (2nd ed.). New Delhi: Macmillan India.
12. Som, A. (2009). Organization Redesign and Innovative HRM. USA: Oxford University Press

* To be indicated during the introductory session.

List of cases and other specific references will be announced by the instructor at the time of launching the course.

MBAEX- 8202: OPERATIONS MANAGEMENT FOR EXECUTIVES

Objective

The course is designed to familiarize the Executive students with the concepts, tools and techniques of Operations Management and enable them to apply the same in both manufacturing and service organizations. The focus of the course would be on emphasizing the strategic importance of operations in overall business decisions as also on the decision making and applicability of appropriate tools and techniques in real-life situations for improving the operational performance. The teaching pedagogy of the course would involve lectures, case discussions, exercises and mini-projects to be carried out in groups etc.

Course Contents

Nature and scope of Operations Management, Operations as a Competitive Strategy; Product and Service design, Facility location, Production processes and Facility layout, Work Simplification. Aggregate Production Planning, Production Scheduling. Introduction to project scheduling techniques, Management of Quality, TQM approach, Statistical process control, Six Sigma approach, Introduction to TPM, Inventory Management: Models and Applications; JIT and Lean Operations; Concept of Supply Chain Management; Introduction to emerging concepts in Production & Operations Management such as Environment, occupational safety, behavioural , sustainability and humanitarian aspects in operations management.

Suggested Readings

1. Bozarth, Cecil. C., & Handfield, R. B. (2007). Introduction to Operations and Supply Chain Management (2nd ed.). New Delhi: Prentice Hall.
2. Chase, Aquilano., & Agrawal. (2006). Operations Management for Competitive Advantage (11th ed.). New Delhi: Tata McGraw Hill.
3. Heizer, J., & Render, B. (2010). Operations Management. USA: Prentice Hall.
4. Krajewski, L., Ritzman, L., & Malhotra, M. (2009). Operations Management (9th ed.). New Delhi: Prentice-Hall India.
5. Kruger, David., Wit Piet de., & Ramdass, Kenn. (2005). Operations Management.

CapeTown: Oxford University Press.

6. Mahadevan, B. (2010). Operations Management: Theory and Practice (2nd ed.). Delhi: Pearson Education.
7. Martinich, J. S. (2008). Production and Operations Management. Wiley India.
8. Ray, Wild. (2004). Operations Management. Singapore: Thomson Asia.
9. Schroeder, R. G., & Goldstein, S. (2010). Operations Management: Contemporary Concepts and Cases. New Delhi: McGraw Hill International.

Journals

1. Journal of Operations Management, Elsevier.
2. Production and Operations Management Journal, POM Society, USA.
3. Journal of Supply Chain Management, Institute for Supply Management, USA.
4. Journal of Quality Progress, American Society for Quality.

MBAEX-8203: ECONOMIC ENVIRONMENT OF BUSINESS

Objective

The objectives of this course are, to acquaint the students with concepts and macroeconomic frameworks, which can help them in understanding the economic environment of an economy and also to present their usefulness for business decision making in the prevailing economic environment in India. The focus of this course will be on policy regime changes in India since independence.

Course Contents

National income accounting frameworks and its usefulness in understanding economic environment of an economy. Classical, Keynesian micro-economic theories; IS - LM analysis and their policy implication for monetary and fiscal policies. Open economy macroeconomics for understanding international linkages. Evolution of planned development in India, and different regulations, which conditions the working of the Indian economy. The process of structural adjustment and economic reforms- industrial policy, sectoral reforms. Disinvestment in public enterprises. Corporate governance in private sector. Foreign direct investment and evaluation of the processes of globalization in India.

Suggested Readings

1. Blanchard, O. (2010). Macroeconomics (5th ed.). New Delhi: Prentice Hall.
2. Dhar, P. N. (2003). The evolution of economic policy in India. New Delhi: Oxford University Press.
3. Dornbush, R., & Fisher, S. (2007). Macroeconomics. New Delhi: McGraw Hill Publishing Company.
4. Errol, D. S. (2009). Macroeconomics (2nd ed.). New Delhi: Pearson Education.
5. Joshi, V., & Little, I. M. D. (1996). India's economic reforms 1991-2001. New Delhi: Oxford University Press.
6. Mankiw, N. G. (2008). Principles of macro economics (5th ed.). New Delhi: Thompson.

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-8204: STRATEGIC FINANCIAL MANAGEMENT

Objective

The objective of the course is to develop understanding about the key elements in designing and managing the organization's financial strategy, It discusses the strategic financial objectives of an organization; interrelationships between decisions concerning, investment, financing and dividends and analyses the impact of internal and external constraints on financial strategy.

Course Contents

Formulation of Financial Strategy: Identify an organization's objectives in financial terms; evaluate the attainment of an organization's financial objectives; evaluate current and forecast performance taking account of potential variations in economic and business factors; evaluate alternative financial strategies for an organization taking account of external assessment of the organization by financiers and other stakeholders, Including likely changes to such assessment in the light of developments in reporting; Analyzing complex Investment decisions, Risk analysis in capital budgeting – project selection under risk, sensitivity analysis, APV method, Real Options and Decision Trees, Investment strategy and process – Understanding options, valuing options, strategic real options, The abandonment option, The timing option, Market efficiency and Financing decisions –patterns of corporate

financing, raising long term finance, Financing and valuation – lessons of market efficiency, costs of financial distress, the pecking order of financing choices; Mergers, Control and Corporate Governance – Motives and Mechanics of a merger, Takeover battles, Leveraged Buyouts, Conglomerates, Bankruptcy, Deal structuring, Corporate Governance and Legal structure, ESOPs, Joint Ventures in business strategy, International mergers and restructuring, performance measurement and balanced scorecard.

Leasing, Hire purchase and Project Financing, Hybrid Financing.

Corporate Valuation – DCF approach – 2 stage and 3 stage growth models, Shareholder value creation, Free cash Flow valuation, Guidelines to corporate valuation, EVA approach, Practical approaches; International Financial Management – Basics, The foreign exchange market, foreign exchange risk management, International Financial Institutions.

Suggested Readings

1. Bhalla, V. K. (2011). Financial Management. New Delhi: Anmol Publications.
2. Brealey, Myers, Allen, & Mohanty. (2010). Principles of Corporate Finance (10thed.). New Delhi: Tata Mc-Graw Hill.
3. Buckley, A. (2009). Multinational Finance (5th ed.). New Delhi: Pearson Education.
4. Clark, J. J., Hindelang, T. J., & Pritchard, R. E. (1989). Capital budgeting: planning and control of capital expenditures (3rd ed.). New York: Prentice Hall.
5. Horne, Van. et.al. (2008). Fundamentals of Financial Management (13th ed.). New Delhi: Prentice Hall.
6. Lee, A. C., Lee, J. C., & Lee, C. F. (2009). Financial analysis, planning & forecasting: Theory and application (2nd ed.). New Jersey: World Scientific.
7. Levy, H., & Sarnat, M. (1995). Capital investment and financial decisions (5th ed.). USA: Prentice Hall.
8. Vij, M. (2010). International Financial Management (3rd ed.). New Delhi: Excel Books.
9. Weston, F., Chung, K. S., & Hoag, S. E. (1990). Mergers Restructuring and Corporate Control. New Delhi: Prentice Hall of India.

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- 8205: MARKETING RESEARCH

Objective

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

Course Contents

Introduction to Marketing Research, Marketing Research Process, Formulation of research problem, Research Design: Exploratory and Conclusive research Design Scaling techniques: Comparative and Non Comparative Scaling Techniques, Reliability and Validity of Scales, Data Collection Methods: primary and Secondary Data, Sources of Secondary Data. Conducting review of literature, Survey and Questionnaire Design: Form and layout, Pilot testing Sampling Techniques: Probability and Non Probability Sampling Techniques, Sample Size determination Data Coding and Data Preparation: Tabulation, Graphical presentation and frequency distribution, Hypothesis Testing: Concepts, Parameter and Non parametric Testing , Use of Statistical Software; Correlation and Regression: Bivariate Correlation and Regression Analysis of Variance: one way, two Way and n-way, Introduction to Multivariate Analysis, Ethical issues in Marketing Research, Project report writing: Types of report, Format of writing the report.

Suggested Readings

1. Bradley, N. (2010). Marketing Research: Tools and Techniques (2nd ed.). Delhi: Oxford University Press.

2. Burn., & Bush .(2009). Marketing Research (6th ed.).New Delhi: Prentice Hall.

3. Churchill, G., Iacobucci, D., & Israel, D. (2009). Marketing Research: A south Asian Perspective. Delhi: Cengage Learning India.

4. Malhotra, N., & Dash, S. (2009). Marketing Research: An Applied orientation (6th ed.) New Delhi: Pearson Education Ltd.

5. Schmidt., & Hollenson. (2006). Marketing Research: An International Approach. New Delhi: Pearson Education.

6. Tull, D. S., & Hawkins D. (1980). Marketing Research: Measurement and Method. New York: Collier MacMillan.

7. Zikmund, W. C. (2003). Exploring Marketing Research (8th ed.). Findasale: Dryden Press.

MBAEX-8206: BUSINESS COMMUNICATION

Objective

The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through written and the oral medium. Sensitivity towards cross cultural communication will be developed with familiarity with global business etiquette and protocols. The pedagogical focus of the course will be workshop based with emphasis on practice and skills development.

Course Contents

Conceptual issues in Communication: Process of Communication, Barriers and Facilitators; Principles of Written Communication: 7 C.s of written business communication; Approaches to Written Communication - Deductive and Inductive; Writing for enquiries, Claims, Invitations, Reservations and Orders, Refusal & Collection Letters, Sales Letters. Resume Writing & Recommendation Letters; Report Writing - Long & Short Business Reports and Business Proposal; Oral Communication: Presentation skills, Business Meetings, Job Interviews; Business Negotiations; Technology and Business communication. Office Automation, Telephone Culture, Video Conferencing; Internet Communication; Legal aspects of Business Communication; Cross Cultural Issues in Communication.

Suggested Readings

1. Argenti, P., & Forman, J. (2002). The Power of Corporate Communication: Crafting the Voice and Image of your Business. New Delhi: Tata McGraw Hill.

2. Bovee, C., & Thill, J. (2011). Business Communication Today (11th ed.). Prentice Hall Inc.

3. Post, Emily. (2005). The Etiquette Advantage in Business (2nd ed.). New York: Collins.

4. Sandra, M. O. (2004). Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied. Routledge.

MBAEX-8207: DELIVERING INFORMATION SERVICES

Objective

This course has been designed to develop a macro-level perspective of information services in an organization. The course primarily focuses on competitive advantage, business transformation through IT and innovative practices in IT.

Course Contents

Emerging Technology Issues and Data Processing in Organizations. Using IT for competitive advantage; Role of Internet and emerging technologies; IT enabled services; Web enabled computing as a strategic tool; Outsourcing as a strategic alternative; CIO and CEO. The new challenges and responsibilities of CEO. Innovative use of IT and Leadership. Cost and Value of IT in organizations. IT and Productivity in an organization. Investing in IT and Change Management. IT and Organizational Culture. IT and Management Boards; Managing IT Projects and Crisis. Outsourcing and Facilities Management. Managing Talent. Inter-organizational and Multinational Information Systems, Seamless organizations; Virtual corporations; Seamless organizations; Virtual corporations; CIO and Global Perspective. Execu¬tive Information Systems. Competitive advantage and Information systems; Planning and Building IT Architecture; Information Infrastructure; Legal Issues and National Information Infrastructure. System Development Life Cycle. Cases on strategic use of IT in different industries. Discussion on ERP, CRM and SCM and Web 3.0.;Leadership & IS Strategy. Managing the development of an IS Strategy.

Suggested Readings

1. Austin, Robert. D., Nolan, Richard. L., & O'Donnell, Shannon. (2009). The Adventures of an IT Leader. Boston: Harvard Business Press.
2. Eom, Sean. B. (2005). Inter-organizational Information Systems in the Internet Age. Hershey: Idea Group Publishing.
3. Kelley, George. (2008). Selected Readings on Information Technology Management: Contemporary Issues. New York: Information Science Reference.
4. Laudon, Kenneth. C., & Jane, P. Laudon. (2011). Management Information Systems: Managing the Digital Firm (12th ed.). New Delhi: Pearson Education.
5. Miller, Lisa. (2008). MIS Cases: Decision Making with Application Software (4th ed.). New Delhi: Prentice Hall.
6. O'Brien, J. A., Marakas, G. M., & Behl, R. (2010). Management Information Systems (9th ed.). New Delhi: Tata McGraw Hill Education.
7. Oz, Effy. (2008). Management Information Systems (6th ed.). Boston: Course Technology.

8. Stephen, H., Baltzan, P., & Phillips, A. (2008). Business Driven Technology (3rd ed.). New Delhi: Tata McGraw Hill Education.

Semester - 3

MBAEX-8301 Business Ethics & Corporate Governance

Objective

The course seeks to bridge the gap between the ethical behaviour of the individual and the challenges posed by organized business activity in the global marketplace. It further seeks to educate participants about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions. The course does not provide solutions to ethical dilemmas, but encourages critical ethical thinking and decision making.

Course Contents

Conceptual Framework: Ethical considerations in everyday business. Business ethics as corporate governance tool, the costs of being unethical. Nature of business-purpose and goals: profit maximization versus corporate social responsibility. Global business environment, capitalism and free economy, changing work values from modernism to post-modernism. Philosophical frameworks for ethical decisions: Normative theories of ethics-Utilitarianism & Kant's ethos, Distributive Justice and Economic wealth, Islam and Business ethics, Asian spiritual philosophies of Vedanta, Taoism & Buddhism and the notion of dharma. Workplace issues: personnel policies and procedures for hiring, promotions; Discipline & discharge, of remuneration. Standard deviations & performance related pay and perks, reorganization, rationalization & redundancy. Union tactics, Organizational influence on private lives, obtaining information and informed consent ;Financial issues: mergers & acquisitions, insider trading, financial statement. Job discrimination: gender & caste issues, sexual harassment. Ethical choices facing employees: obligation & loyalty to the firm, abuse of official position – insider trading & proprietary data, bribes & kickbacks, gifts & entertainment, whistle blowing. Issues before consumers: product safety, price, packaging, labelling, deception and unfit advertising. Environmental issues: pollution control, animal protection, value & protection of the eco system;Institutionalizing ethics in organization: ethical decision making, ethical eco system; ethical accountability, ethical systems & structures, corporate wrongdoing. Ethical audit, codes of conduct. Ethical training. Corporate governance: theories, guidelines and practices. Corporate disclosure practices. SEC & SEBI codes, ICRA ratings etc. Ethics issues in Multinational organizations, Corporate Social responsibility and triple bottom line.

Suggested Readings

1. AIMA. (2007). Corporate Governance & Business Ethics. New Delhi: Excel.
2. Blair, M. M., & Bruce, M. K. (1994). Ownership and Control: Rethinking Corporate Governance for the 21st century. Washington: Brookings Institution.
3. Carrol, S. J., & Gannon, J. J. (1997), Ethical Dimensions of International Management, New Delhi: Sage.
4. Chakraborty, S. K. (2001). The Management and Ethics Omnibus. USA: Oxford University Press.
5. Coomaraswamy, A. K. (1993). Spiritual Authority and Temporal Power in the Indian Theory of Government. New Delhi: Indira Gandhi National Centre for the Arts.
6. Flynn, G. (2010). Leadership and Business Ethics. U K: Springer.
7. Holden, P. (2000). Ethics for Managers. Hampshire: Gower.
8. Johnson, C. E. (2011). Meeting the Ethical Challenges of Leadership: Casting Light or Shadow (4th ed.). New Delhi: Sage.
9. Maclagan, P. (1998). Management and Morality: A Developmental Perspective. New Delhi: Sage.
10. Malachowski, A. (2001). Business Ethics: Critical Perspective on Business and Management. London: Routledge.
11. Malden, M. (2002). The Blackwell Guide to Business Ethics. New York: Blackwell.
12. Murray, D. (1997). Ethics in Organization. India: Kogan Page.
13. Petrick, J. A., & Quinn, J. F. (1997), Management Ethics: Integrity at Work. New Delhi: Response Books.
14. Robert, A. (2008), Business Ethics and Ethical Business. USA: Oxford University Press.
15. Sekhar, R. C. (2003). Ethical Choices in Business (2nd ed.). New Delhi: Sage.
16. Shiva, R. S. (2002), Corporate Crisis Management, New Delhi: Response.
17. Valasquez, M. G. (2011). Business Ethics: Concepts and Cases (7th ed.). USA: Prentice Hall.
18. Williams, O. F. (Ed.). (2003). Business Religion and Spirituality: A New Synthesis. USA: Notre Dame Press.

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

MBAEX-8302 STRATEGIC MANAGEMENT

Objective

The course is designed to cover the implementation and process aspects of strategy.

Course Contents

Introduction and Overview: The link between strategic analysis and strategic management, Interdependence of strategic analysis, strategic choice and strategy implementation, Feedback loops

Firms versus Markets: The nature of firms, When are firms superior to markets?, Theory and empirical evidence; Boundaries of the Firm: Economies of scale and scope, Vertical and horizontal integration, Costs and benefits of diversification, Mergers and acquisitions, Alternative modes of organization, Franchising, alliances, joint ventures and networks; Strategy Implementation: Role of structure and process, Aligning strategy, structure and process, Power and stakeholders, Culture and values, Management of strategic change, Learning in organisations

Strategic Management in an International Firm

Suggested Readings

1. Bartlett, C. A., Ghoshal, S., & Beamish, P. W. (2010). Translational management: Text, cases & readings in cross-border management (6th ed.). London: McGraw-Hill.
2. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2009). Economics of Strategy (5th ed.). London: Wiley.
3. Fitzroy, P., Hulbert, J. M., & Ghobadian, A. (2012). Strategic Management: The Challenge of Creating Value. New York: Routledge. New York.
4. Grant, R. M. (2010). Cases to accompany contemporary strategy analysis (7th ed.). London: John Wiley.
5. Grant, R. M. (2010). Contemporary strategy analysis. London: Blackwell.
6. Johnson, G., Scholes, K., & Whittington, R. (2010). Exploring corporate strategy (8th ed.). New Delhi: Pearson Education.
7. Porter, M. E. (1998). Competitive advantage of nations. London: Free Press.
8. Porter, M. E. (1998). Competitive strategy. (2004). New York: Free Press.
9. Prahalad, C. K., & Krishnan, M. S. (2008). The New Age of Innovation: Driving co created value through global networks. New York: McGraw Hill.

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

MBAEX-8303 SUSTAINABLE BUSINESS & DEVELOPMENT

Objective

The basic purpose of this course is to develop a strategic and policy perspective with respect to the sustainability of businesses in long term by sensitising the organisational operations with respect to environmental, social and economic concerns of the society. This paper will help the participants in integrating the role of sustainability into business operations, policies & practices.

Course Contents

Sustainability: Definitions; Historical & recent perspective; Challenges of sustainability; Relevance for corporate sustainability; Sustainability concerns & strategies: Concerns of sustainability: Energy, Materials, Natural resources, Social justice, etc. Life-cycle analysis; Inter-generational equity; Natural Capitalism; Waste Management; Resource distribution; Sustainability planning & control: Sustainability benchmarking & indicators; Appropriateness & measurement of sustainability; Integrated reporting: GRI, NRE, etc. Sustainability planning & goal setting; Adaptive management strategies; Barriers to change.
Corporate sustainability: 'Triple Bottom Line' based work ethics; Sustainability planning for staff & focused execution; Redefining business model, strategies & tools; Internal & external co-operation & communications; Community participation & stakeholders' activism.

Suggested Readings

1. Austin, J., & Kohn T. (1998). Strategic Management in Developing Countries. The Free Press.
2. Blackburn, W. R. (2007). The Sustainability Handbook: The Complete Management Guide to achieving Social, Economic and Environmental Responsibility. Environmental Law Institute.
3. Christopher Laszlo. (2005). The Sustainable Company: How to Create Lasting Value through Social and Environmental Performance. Island Press.
4. International Institute of Sustainable Development at http://www.iisd.org
5. Rainey, D. L. (2010). Sustainable Business Development: Inventing the future through Strategy, Innovation, and Leadership. Cambridge University Press.
6. Wirtenberg, J., & Russell, William. G., & Lipsky, D. (2009). The sustainable enterprise field book: when it all comes together. AMACOM Division American Management Association.
7. Willard, B. (2005). The Next Sustainability Wave: Building Boardroom Buy-in. New Society Publishers.
8. Willard, B., & Elkington, J. (2002). The Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line. New Society Publishers.

Semester – 4

MBAEX-8401 MANAGING MULTINATIONALS

Objective

The objective of this course is to develop capacity of the students to understand the contemporary challenges experienced by the managers of multinational enterprises. To achieve this objective student will be familiarized with the extent of embeddedness of global business in the international institutional setting.

Course Contents

International Business Theories; Liberalisation: Tariff and Non-tariff barriers; Institutional setting of global businesses; Recent Trends and main Drivers of International Trade-Real Merchandise Trade and Trade in services; Regional Blocks: Regional Integration Agreement (RIAs) and Trade - Economic Effects of RIAs; Trade Creation and Diversion and the Types of RIA; The Proliferation of Regional Preference Systems; India's Regional Integration Agreements; Regional Integration Agreements and Foreign Investment; Making Regionalism Complementary to Multilateralism: Building Blocks versus Stumbling Blocks; International Production: An Interdisciplinary Approach; Global Trends in International Production; Trade in Services: Opportunities and Constraints; Internationalization of Service Firms; Operation Management in International Companies; Global Competitiveness; Internationalisation of Technological Innovations; Designing Global Organizational Structure and Control; Global Knowledge Management; Globalisation and Human Resource Developments; Multicultural Management; International Marketing; Export Management; India's Foreign Trade; Policy and Trends; Financing on International Trade; Licensing; Joint Ventures; International Capital Flows: Foreign Direct Investment- Global FDI Patterns; FDI Distribution by Regions; Sectoral Analysis of FDI; Cross-border Mergers and Acquisitions; Strategic Issues in International Management; Global e-business.
International Monetary Systems; Forex Markets and Risk Management; Corporate Governance; Business Ethics; Corporate Social Responsibility; World Economic Growth and the Environmental Issues; Country Risk Analysis; Taxation in an International Economy.

Suggesting Readings

1. Bhalla, V. K. (2011). International financial management. New Delhi: Anmol Publishers.
2. Bhalla, V. K., & Ramu, S. S. (2011). International business environment. New Delhi: Anmol Publishers.
3. Hill, C. W. L., & Jain, A. K. (2008). International business competing in global market place. New Delhi: McGraw Hill.

4. Mead, R. (2004). International management: cross cultural imensions (3rd ed.). New York: Wiley.
5. Rugman, A. M., & Brewer, T. L. (eds) .(2010). The Oxford Handbook of International Business (2nd ed.). UK: Oxford University Press.
6. Salvator, D. (2009). International economics (10th ed.). Singapore: John Wiley.
7. Seth, V. K. (2006). Economics of services: A story of transformation of Cinderella with the queen of heart. New Delhi: Ane Books.
8. United Nations. (2011). World Investment Report. U.N.O., Geneva and New York.
9. Yarbraugh, B. V., & Yarbraugh, R. M. (2005). The world economy: Trade and finance (7th ed.). USA: Holt Rinehart.

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-8402 LEGAL ENVIRONMENT OF BUSINESS

Objective

To acquaint the students with the basic laws which govern and regulate business entities and transactions.

Course Contents

The objectives, basic provisions and issues relating to the following:
The Indian Contract Act, 1872: Meaning and essentials of contracts; law relating to offer, acceptance, consideration, competency to contract, free consent, agreements declared void, performance of contracts, discharge of contracts, breach of contracts and quasi-contracts; The Sale of Goods Act, 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of an unpaid seller; The Consumer Protection Act, 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers; The Negotiable Instruments Act, 1881: Meaning and types, negotiation, crossing of cheques, discharge of instruments and dishonour of cheques; The Patents Act, 1970: Meaning and objectives of patents, patentable and non-patentable subject matter, rights of patentee, procedure for granting patent; The Arbitration and Conciliation Act, 1996: Objectives and methods of alternate dispute resolution, matters fit for arbitration, arbitration procedure and arbitral award; The Partnership Act, 1932: Meaning and essentials, relations between partners, dissolution, Limited liability partnership; The Companies Act, 1956: Meaning and types, incorporation, memorandum and articles of association, prospectus, shares and debentures, meetings and management, protection of minority rights and winding up.

Suggested Readings

1. Aggarawal, Rohini. (2007). Mercantile and Commercial Laws. New Delhi: Taxmann Allied Services.
2. Gulshan, S. S. (2009). Business Law. New Delhi: Excel Books.
3. Kapoor, N. D. (2010). Elements of Mercantile Law. New Delhi: Sultan Chand & Sons.
4. Kapoor, N. D. (2009). Elements of Company Law. New Delhi: Sultan Chand and Sons.
5. Kuchchal, M. C. (2010). Business Law (5th ed.). New Delhi: Vikas Publishing.
6. Kumar, Ravinder. (2009). Legal Aspects of Business. New Delhi: Cengage Learning India.
7. Tuteja, S. K. (1998). Business Law for Managers. New Delhi: Sultan Chand and Sons.
8. Wadhera, B. L. (2008). Law relating to Intellectual Property. New Delhi: Universal Law Publishing.

ELECTIVE COURSES

AREA – 1: FINANCE: MBAEX- 9101 TO MBAEX- 9115

MBAEX-9101: FINANCIAL DECISION ANALYSIS

Objective

This course develops concepts and techniques that are applied to 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.

Course Contents

Financial Decisions: Risk and return: CAPM and APT, Allocation of Asset in risky and non risky assets. Capital rationing, Linear regression Analysis, Capital investment decisions under risk, Capital structure, EBIT-EPS analysis, Corporate Debt Capacity Management Decisions, Cost-volume-profit analysis under conditions of uncertainty. Estimation and Projection of working capital Decisions, Replacement decisions, leasing Vs borrowing Decisions. Business Failure and Reorganization- Application of Multiple Discriminent Analysis; Decision Tree Analysis, Forecasting Business Failure, Mergers and Acquisitions, Valuing stocks and bonds, Project Valuation using Real Options
Application Software: Eviews, SPSS.

Suggested Readings

1. Bhalla, V. K. (2012). Investment Management (18th ed.). New Delhi: Sultan Chand & Sons.
2. Brooks, C. (2008). Introductory Econometrics for Finance (2nd ed.). Cambridge: Cambridge University Press.
3. Clark, J. J., Hindelang, T. J., & Pritchard, R. E. (1989). Capital Budgeting: Planning and Control of Capital Expenditures (3rd ed.). New York: Prentice Hall.
4. Hampton, J. J. (1989). Financial Decision Making (4th ed.). USA: Prentice Hall.
5. Lee, A. C., Lee, J. C., & Lee, C. F. (2009). Financial Analysis, Planning & Forecasting: Theory and Application (2nd ed.). New Jersey: World Scientific.
6. Levy, H., & Sarnat, M. (1995). Capital investment and Financial Decisions (5th ed.). USA: Prentice Hall.
7. Thomas, Ho. S. Y., & Lee, S. B. (2004). The Oxford Guide to Financial Modelling (1st ed.). Canada: Oxford University press.

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

MBAEX-9102: SECURITY ANALYSIS

Objective

The basic purpose of this course is to develop a strategic and policy perspective with respect to the principles of Investment decisions of an investor with respect to various avenues of investment and their management strategies. The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

Course Contents

Investment Theory: Real & Financial Investments. Investment, Speculation & Gambling. Return and Risk measurement. Investible surplus. Investment Objectives, Constraints and Policies; Investment Alternatives: Types and Attributes. Investment environment. Current scenario and developments; Approaches to Investment: Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis and Behavioural anomalies; Equity Investment: Price & Value. Absolute & Relative valuation. EIC Analysis. Active & Passive investment strategies. Investment styles; Fixed Income Investment: Bond prices & yields. Systematic & Unsystematic risks of bond investments. Structure & Theories of interest rates. Active & Passive investment strategies; Alternative Investments: Cash markets & derivative markets. Real markets & financial markets. Active markets & Passive markets. Valuation and Investment Strategies; Efficient Market & Behavioural anomalies: Types & level of efficiencies. Implications of market efficiencies. Tests of market efficiency. Empirical results of market efficiencies. Behavioural biases and investments; Technical Analysis: Premises of Technical Analysis. Types of Technical tools. Market Indicators and signalling. Security Indicators and signalling. Effectiveness of Technical Analysis; Investment Philosophies and wisdom.

Suggested Readings

1. Bhalla, V. K. (2012). Investment Management (18th). New Delhi: Sultan Chand.
2. Bodie, Z. A., Kane. A., & Marcus, A. J. (2009). Essentials of Investments (8th ed.). New Delhi: McGraw Hill.
3. Chandra, P. (2008). Investment Analysis and Portfolio Management. New Delhi: Tata McGraw Hill.
4. Fischer, D. E., & Jordan, R. J. (1995). Security Analysis and Portfolio Management (6th ed.). New Delhi: Prentice Hall of India.
5. Ranganathan, M., & Madhumathi, R. (2006). Investment Analysis and Portfolio Management. New Delhi: Pearson Education.
6. Reilly, F. K., & Brown, K. C. (2008). Investment Analysis and Portfolio Management. India: Cengage Learning.
7. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. (1998). Investments (6th ed.). New

Delhi: Prentice Hall of India.

MBAEX-9103: FINANCIAL MARKETS & INVESTMENT MANAGEMENT

Objective

The objective of this course is to provide an in-depth understanding of the functioning of the financial markets and investment decision making process followed by portfolio managers in order to construct the optimal portfolio. The course shall also dwell into the understanding of the operations of Indian and international stock markets.

Course Contents

Financial assets, Financial markets, Globalization of Financial markets, Derivative markets, Role of the government in financial markets, central Banks and the creation of money, pension fund, properties and pricing of financial assets, the level and structure of interest rates, the term structure of interest rates, Asset Pricing models and investment decisions, Market Efficiency and investment decisions, Risk – Return Preference and Investment strategy, Markets for government debt, Market for Corporate securities, clearance and settlement Process, International stock markets, Mortgage and securitized asset markets, Financial future markets.

Suggeste3d Readings

1. Alexander, G. J., Sharpe W. F., & Bailey J. V. (2009). Fundamentals of Investments (3rd ed.). New Delhi: Prentice Hall.
2. Chance, D. M., & Brooks, R. (2009). Derivatives and Risk Management (8th ed.). USA: South-Western College.
3. Fabozzi, F. J., & Markowitz, H. M. (2011). Theory and Practice of Investment Management (2nd ed.). New Jersey: John Wiley.
4. Fabozzi, F. J., Modigliani, F., Jones, F. J., & Ferri, M. G. (2009). Foundations of Financial Markets and Institutions (4th ed.). Delhi: Pearson.
5. Grinblatt, M., & Titman, S. (2001). Financial Markets and Corporate Strategy. New Delhi: McGraw – Hill.
6. Levy, H., & Sarnat, M. (2005). Capital Investment and Financial Decisions (5th ed.). USA: Prentice Hall.
7. Mishkin, F. S., & Eakins, F. S. (2011). Financial Markets and Institutions (7th ed.). New Delhi: Prentice Hall.

8. Saunders, A. (2010). Management of Financial Markets and Institutions (4th ed.). New Delhi: Tata McGraw Hill.

MBAEX-9104: PORTFOLIO MANAGEMENT

Objective

The basic purpose of this course is to develop a strategic and policy perspective with respect to the principles of Portfolio Management. The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

Course Contents

Introduction to portfolio theory; Investor Preferences: Objectives, constraints, policies. Utility analysis; Portfolio Formation: Return-risk analysis. Two-security and Multi-security cases; Leveraged Portfolios; Asset Pricing: Capital Asset Pricing Model, Arbitrage Pricing Model. Multifactor Models; Simple Portfolio Formulation: Optimum risky portfolio using Single Index model; Active Portfolio management: Alpha hunting. Models of active management; Portfolio Performance Evaluation: Absolute and Relative measures. Return Decomposition and Attribution; Recent developments in the field of Investment Management.

Suggested Readings

1. Bhalla, V. K. (2012). Investment Management (18th ed.). New Delhi: Sultan Chand.
2. Bodie, Z. A., Kane. A., & Marcus, A. J. (2009). Essentials of Investments (8th ed.). New Delhi: McGraw Hill.
3. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2009). Modern Portfolio Theory and Investment Analysis (8th ed.). New York.
4. Fabozzi, F. J., & Markowitz, H. M. (2011). Theory and practice of Investment Management (2nd ed.). John Wiley.
5. Levy, H., & Post, T. (2004). Investments (1st ed.). USA: Prentice Hall.
6. Maginn, J. L., Tuttle, D. L., McLeavey, D. W., & Pinto, J. E. (2007). Managing Investment Portfolios: A dynamic Process. Wiley.
7. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. (1998). Investments (6th ed.). New Delhi: Prentice Hall of India.
8. Travers, F. J. (2004). Investment Manager Analysis. John Wiley.

MBAEX-9105: MULTINATIONAL BUSINESS FINANCE

Objective

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

Course Contents

Multinational Business Finance- An overview, Agency problem, Objectives of the firm and risk management, International Financial management and domestic financial management, motivations for international finance; International Monetary system - The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, The European Monetary System, Euro and its implications for Indian banking, International Financial Institutions; The Foreign Exchange markets – Functions of the Foreign Exchange Market, The Foreign Exchange rates –direct and indirect quotations, Spot market and forward market – forward premiums and discounts, Bid - ask spread, Interest Arbitrage - Covered Interest Arbitrage and Interest Parity theory, Practical examples, Theories of Foreign Exchange rate movement and International Parity Conditions - Purchasing Power Parity, International Fisher Effect; 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; Financial Management of the Multinational Firm - Cost of Capital and Capital Structure of the Multinational Firm, Cost of Capital for MNCs vs. Domestic Firms, Capital Structure for the multinational firm, International experiences on Cost of Capital; Multinational Capital Budgeting – Problems and issues in foreign investment analysis, Techniques of capital budgeting – NPV, IRR, APV; Multinational Cash Management – Centralized perspective of cash flow analysis, Techniques to optimize cash flow – leading and lagging, netting, matching, Country risk analysis - Nature of Country Risk Assessment, Techniques to Assess Country Risk, Raters of Country Risk; Managing Foreign Operations – Eurocurrency markets - Eurocurrency Interest Rates, Domestic Issues Vs Euro Issues, International Bonds Markets, External Commercial Borrowings, Advantages of Euro Issues, Performance of Indian Euro Issues, GDRs and ADRs; Interest rate and currency swaps - The Conceptual View of Swaps, Problems with parallel and Back-to-Back loans, Interest Rate Swaps -Rationale for Interest Rate Swaps, Currency swaps.

Suggested Readings

1. Bhalla, V. K. (2011). International Financial Management: Text and Cases. New Delhi: Anmol Publications.
2. Brigham, E. F., & Daves, Phillip. R. (2012). Intermediate Financial Management

(11th ed.). South-Western College.

3. Buckley, A. (2003). Multinational Finance (5th ed.). New Delhi: Pearson Education.
4. Butler, Kirt. C. (2008). Multinational Finance (4th ed.). Thomson South-western.
5. Eun, Cheol. S., & Resnick, Brace. G. (2008). International Financial Management (5th ed.). McGraw Hill International Edition.
6. Hull, J. C. (2011). Options futures and other derivatives (8th ed.). New Delhi: Prentice Hall of India.
7. Kim, S. H., & Kim, S. H. (2006). Global Corporate Finance :Text & Cases (6th ed.). UK: Blackwell Publications.
8. Levi, Maurice. D. (2009). International Finance (5th ed.). Rutledge Publications.
9. Madura, J. (2011). International Financial Management (11th ed.). Cengage Learning India.
10. Shapiro, A. C. (2009). Multinational Financial Management (9th ed.). John Wiley & Sons.
11. Vij, Madhu. (2010). International Financial Management (3rd ed.). New Delhi: Excel Books

MBAEX-9106: MERCHANT BANKING & FINANCIAL SERVICES

Objective

The objective of the course is to understand role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. In addition, the course will examine the present status and developments that are taking place in the financial services sector and developing an integrated knowledge of the functional areas of financial services industry in the real world situation.

Course Contents

Financial Services: An Overview, Indian and Global Perspective – Managing new challenges, regulatory perspectives, financial sector reforms in India, Future challenges for Indian banks, Improving risk management systems, Banking and the Management of Financial Services; Credit Rating Agencies –Importance, Issues, Difference in credit ratings, Rating methodology and benchmarks, Are Indian Credit Ratings Credible? International credit rating agencies –Crisis of confidence; Asset Liability Management – Significance, ALM process, Techniques – Gap, Duration, Simulation, Value at Risk, Book value of equity and market value of equity perspective; Risk Management in Banks – Credit risk management,

Operational risk management, Market risk management, Corporate treasury management, Liquidity risk management, Governance risk and compliance, Asset Liability Management and Basel 2 – Basel 1and 2, IRR and Basel 2, Three Pillars, ALM and Interest rate swaps, Swaps as a risk management tool, ALM and Capital Adequacy, ALM Softwares; Financial Services - Mutual Funds and Pension Funds, Insurance Services, Banc assurance, Reinsurances, Venture Capital –Private Equity –strategic secrets of private equity, Investment strategies, Hedge funds, E banking, Securitization –Indian Banking and the Financial crisis, Asset Reconstruction Companies, Depositaries, Credit Cards. Micro/ Macro finance, Financial Inclusion, Behavioural Finance; Leasing and Hire purchase, Factoring and Forfeiting, IFRS –Issues and Challenges.

Suggested Readings

1. Harrington. (2003). Risk management and Insurance (2nd ed.). New Delhi: McGraw-Hill Publishing Company.
2. MacDonald, S, Scott., & Timothy, Koch. W. (2009). Management of Banking (7th ed.). India: Cengage Learning.
3. Madura, Jeff (2011). Financial Markets and Institutions (10th ed.). Thomson business Information.
4. Mishkin., & Eakins. (2008). Financial Markets and Institutions (10th ed.). New Delhi: Pearson Education.
5. Rose. (2012). Bank Management and Financial Services (9th ed.).
6. Saunders., & Cornett. (2010). Financial Institutions Management: A Risk Management Approach (7th ed.). New Delhi: McGraw-Hill Publishing Company.
7. Saunders. (2010). Management of Financial Markets and Institutions (4th ed.). New Delhi: Tata McGraw Hill.
8. V. K., Bhalla, (2010). Management of Financial services. New Delhi: Anmol Publications.
9. Vij, Madhu. (2008). Management of Financial Services. New Delhi: Excel Books.
10. Whyte, I., Croft, L., & Norton, A. (2004). Management in the Financial services Industry. Financial World Publishing.

MBAEX-9107: MANAGEMENT CONTROL SYSTEMS

Objective

The objective of the course is to allow the student to gain insights and acquire requisite skills required for designing, implementing and using planning and control systems to implement corporate strategies. Efforts would be made to enable the students to understand

the role of management control systems in efficiently managing organizations in the global context.

Course Contents

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; 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, Behavioural aspects of management control such as motivation and morale, Goal Congruency, Participative and Responsive Management; Variation in managerial control system: Controls for Differentiated Strategies, Service Organizations, Multinational Organizations and Management Control of Projects; Strategic Cost Control: Pricing decision including pricing strategies, Pareto Analysis, Just-in-time Approach, Material Requirement Planning, Enterprise Resource Planning, Total Quality Management, Balance Score Card, Bench Marking, Theory of Constraint, Uniform Costing and Inter firm comparison, Profitability analysis - Product wise / segment wise / customer wise.

Suggested Readings

1. Anthony, R. N., & Govindrajan, V. (2006). Management Control Systems (12th ed.). New Delhi: Tata McGraw-Hill.
2. Brandt, R. Allen., Brownlee, E. Richard. II., Haskins, Mark. E., & Luann J. Lynch, L. J. (2004). Cases in Management Accounting and Control Systems (4th ed.). New Delhi: Prentice Hall.
3. Cooper, Robin., & Robert S. Kaplan. (1999). Design of Cost Management Systems (2nd ed.) Upper Saddle River, NJ: Prentice Hall.
4. Kaplan, R. S., & Steven R. Anderson. (2007). Time-Driven Activity-Based Costing: A Simpler and More Powerful Path to Higher Profits. Boston: Harvard Business School Press, 2007.
5. Kaplan, Robert. S., & Norton, D. P. (2008). Execution Premium: Linking Strategy to Operations for Competitive Advantage (1st ed.). Harvard Business School Press.
6. Kumar, V. K. (2009). Strategic Management Accounting Theory and Practise, Cen-

gage Learning.

7. Robin Cooper. (1997). Cost & Effect: Using Integrated Cost Systems to Drive Profitability and Performance. Harvard Business School Press.
8. Shank, John. K. (2005). Cases in Cost Management: A Strategic Emphasis (3rd ed.). Cengage Learning.
9. Shank, John. K., & Govindarajan, V. (2008). Strategic Cost Management: The New Tool for Competitive Advantage. Free Press.

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

MBAEX-9108: CORPORATE TAX PLANNING

Objective

The course is designed to allow students to gain knowledge related to understanding the 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. Efforts will be made to enable the students to find useful application of the knowledge gained in taking different financial/managerial decisions after taking into consideration the impact of corporate tax laws.

Course Contents

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; 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; Corporate Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management; Computation of taxable income and tax liability of companies: Concept and application of Minimum Alternate Tax; Carry forward and set o ff of losses in the case of certain companies; Tax on distributed profits of domestic companies and on income distributed to unit holders; 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 sale of scientific research assets Tax planning with reference to receipt of insurance compensation. Tax planning with reference to distribution of assets at the time of liquidation. Tax Planning in respect of amalgamation or de-merger of companies; Slump sale; conversion of a firm into a company; International Taxation; Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like USA, UK, Mauritius, Singapore, etc; The problems of international double taxation – The assignment rules: source versus residence – methods to alleviate international tax duplication: Tax credit relief; Double tax treaties: OECD Models; International tax avoidance and evasion; transfer pricing; Tax havens – Anti-avoidance measures.

Suggested Readings

1. Ahuja, G., & Gupta, R. (2011). Corporate Tax Planning and Management. Delhi: Bharat Law House.
2. Goyal, S. P. (2011). Direct Tax Planning. Agra: Sahitya Bhawan.
3. Iyengar, A. C. S. (1990). Law of Income Tax. Allahabad: State Mutual Book & Periodical Service.
4. Kanga, P., & Vyas, D. (2004). The Law and Practice of Income Tax (9th ed.). Lexis Nexis.
5. Mittal, D. P. (2009). Law of Transfer Pricing (3rd ed.). New Delhi: Taxmann.
6. Musgrave, R., & Musgrave, P. (1989). Public Finance in Theory and Practice (5th ed.). New York: McGraw Hill.
7. Pagare, D. (2011). Direct Tax Planning and Management. New Delhi: Sultan Chand & Sons.
8. Singhania, V. K. (2011). Direct Taxes: Law and Practice. Delhi: Taxmann.
9. Singhania, V. K., & Singhania, M. (2011). Direct Taxes Planning and Management. Delhi: Taxmann Publications.
10. Srinivas, E. A. (1989). Handbook on corporate tax planning (2nd ed.). New Delhi: Tata McGraw Hill.

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

MBAEX-9109: Derivatives and Risk Management

Objective

The objective of the course is to provide working knowledge of financial Derivatives and the

principles and practices of financial risk management. Firms face risks due to the volatility in financial and commodity markets. An essential aspect of Financial risk management is to analyze, measure, control, and to hedge the financial risks. The course will not only acquaint students with derivative securities but also it integrates risk management as part of financial theory and practice.

Course Contents

Risk Theory in Finance: Risk Appetites. Portfolio Theory and Related Analysis. CAPM and its use in Risk Assessment. Capital Structures and Interest Rate Structures, creating value with Risk Management; Bond Pricing, Options, Futures, Forwards, Swaps, Credit and Other Derivatives. pricing, hedging and trading strategies of derivative instruments; Introduction to Exchange Markets and How Such Instruments Trade Across the Globe; Management of Market Risk in Organizations, Risk Measures in Bonds and Other Common Financial Instruments; Introduction to Value at Risk, CaR and firm value Analytical VaR. Historical Simulations, Monte Carlo VaR Models, Portfolio Risk Measures, Portfolio Stress Testing and Back testing; Management of Credit Risk, Risk of Default, Risk and Credit Agency Rating Frameworks, Credit Scoring, Modelling the Risk Credit Loss, and Probability of Recovery. Credit Derivatives

Management of Operational Risk, Identifying Operational Risk Factors, Calculating Capital Charges, Role of Insurance, Hedges, and Swaps. Catastrophic Risk, Foundations for Modelling Operational Risk and Emerging

Introduction to RAROC and RAPM, Regulatory Capital and Economic Capital

BASEL II and III and implication for Indian Banks

Suggested Readings

1. Allen, L., & Boudoukh, Jacob., & Saunders, Anthony .(2004). *Understanding Market, Credit and Operational Risk: The Value at Risk Approach*. Wiley Blackwell Publishing.
2. Bhalla, V. K. (2012). *Investment Management (18th* ed.). New Delhi: Sultan Chand.
3. Caouette, J., Altman, E., Narayanan, P., & Nimmo, R. (2008). Managing Credit Risk: The Great Challenge for the Global Financial Markets (2nd ed.). N J: Wiley.
4. Chance, D. M., & Brooks, R. (2012). Introduction to Derivatives and risk management (9th ed.). USA: Cengage Learning.
5. Crouhy, M., Galai, Dan., & Mark, Robert .(2001). Risk Management. New York: McGraw Hill.
6. Dowd, K .(2005). Measuring Market Risk (2nd ed.). England: Wiley.

7. Hull, J. C. (2011). Options Futures and Other Derivatives (8th ed.). New Delhi: Prentice Hall of India.
8. Ong, M .(2003). Internal Credit Risk Models: Capital Allocation and Performance Measurement. London: Risk Books.
9. Saunders, A., & Cornett, Marcia. Millon. (2010). Financial Institutions Management: A Risk Management Approach (7th ed.). New York: McGraw Hill.
10. Servigny, Arnaud de., & Renault, Olivier .(2004). Measuring and Managing Credit Risk. New York: McGraw Hill.

MBAEX-9110: FIXED INCOME SECURITIES

Objective

Concepts of fixed income securities, Valuation of fixed income securities, fixed income investment portfolios and evolution of the term structure of interest rates over time. Hedging fixed-income securities, How to price interest rate derivatives.

Course Contents

Bond classes: Money market instruments, STRIPS, callable bonds, putable bonds, bonds with embedded options, treasury securities; Bond pricing: Yield to maturity, yield to call, yield to put, Yields Curve & term structure of interest rate theories. Spot rates and forward rates, Bond potential sources of returns, bonds total returns; Bond Price Volatility: measurement of price volatility, Duration & convexity, duration as a measure of time, changes in interest rates; Bond portfolio management : active portfolio strategies,, tracking error, bond index, indexing strategies, indexing methodologies, liability drive strategy, immunization of a portfolio, bond performance measures and evaluation, Portfolio management by pension funds and insurance companies; Mortgage backed securities: residential mortgage loans pass through certificates, prepayment conventions and cash flows, stripped mortgage backed securities, and asset backed securities, collateralized debt obligations; Bond derivatives: Bond options and Interest rate models: Interest rate futures, Interest rate swaps, Interest rate options, Credit risk, Credit default swaps, Credit Derivatives.

Suggested Readings

1. Chowdhary, M .(2005). The Money Markets Handbook: A Practioners Guide (1st ed.). John Wiley and Sons.
2. Chowdhary, M .(2006). Analysing & Interpreting the Yield Curve (4th ed.). John Wiley and Sons.
3. Chowdhary, M .(2008). Fixed Income Markets: Instruments, Applications and Mathematics (4th ed.). John Wiley and Sons.

4. Crabbe, L. E., & Fabozzi, F. J. (2001). Managing a Corporate Bond Portfolio (1st ed.).
5. Fabozzi, F. J .(1999). Duration, Convexity, and other Bond Risk Measures (1st ed.). John Wiley & Sons.
6. Fabozzi, F. J .(2007). Fixed Income Analysis (2nd ed). John Wiley and Sons.
7. Fabozzi, F. J. (2005). Fixed-income Mathematics: Analytical and Statistical Techniques (4th ed.). McGraw-Hill Companies.
8. Fabozzi, Frank. (2009). Bond Markets, Analysis and Strategies (7th ed.). Prentice-Hall Publishing.
9. Fabozzi, Frank. J. (2011). The Handbook of Fixed Income Securities (8th ed.). McGraw-Hill Companies.
10. Martellini, L., Priaulet, P., & Priaulet, S. (2003). Fixed-Income Securities: Valuation (1st ed.).
11. Rajwade, A. V .(2007). Handbook of debt securities and interest rate derivatives. Tata McGraw-Hill.
12. Sundaresan, Suresh. M .(2009). Fixed Income Markets and Their Derivatives (3rd ed.). Academic Press.
13. Tuckman, B .(2011). Fixed Income Securities: Tools for today's markets (3rd ed.). Wiley Press.

MBAEX-9111: FINANCIAL MODELLING & BUSINESS FORECASTING

Objective

This course develops concepts and techniques that are applied to financial and modelling and business forecasting.

Course Contents

Econometric Methods for Finance: Objective behind building of econometric models, micro and macro models. General Linear Model: Assumptions, least squares estimation, BLUE, confidence intervals for unknown parameters, prediction, linear restrictions, multi-colinearity, hetroscedasticity, autocorrelation, specification error; Modelling and Forecasting Financial Time Series: Financial forecasting with exponential smoothing, stationary time series and their properties; random walk model; unit roots, tests of stationarity; financial forecasting with AR, MA and ARMA models, Box-Jenkins methodology for ARIMA models, co-integration-spurious regression; testing for co-integration; co-integration and error correction model, Vector auto regression, problems with VAR modelling-applications. Model-

ling Financial Volatility: ARCH, GARH, ARCH-M, GJR, EGARH and IGARH models. Application Software: EViews or Stata

Suggested Readings

1. Brooks, C. (2008). Introductory econometrics for finance (2nd ed.). Cambridge: Cambridge University Press.
2. Fabozzi, F. J., Focardi, S. M., & Kolm, P. N. (2006). Financial modelling of the equity market. New Jersey: John Wiley.
3. Gujrati, D. (2008). Basic econometrics (5th ed.). New York: Tata McGraw-Hill.
4. Lee, A. C., Lee, J. C., & Lee, C. F. (2009). Financial Analysis, Planning & Forecasting: Theory and Application (2nd ed.). World Scientific Publishing Company.
5. Pindyck, R. S., & Rubinfeld, D. L. (2000). Econometric models and econometric forecasts (4th ed.). New York: McGraw-Hill.
6. Thomas, Ho. S. Y., & Lee, S. B. (2004). The Oxford Guide to Financial Modelling. USA: Oxford University press.
7. Wooldridge, J. M. (2008). Introductory Econometrics: A Modern Approach (4th ed.). USA: Thomson South-Western.

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-9112: PRIVATE EQUITY & VENTURE CAPITAL

Objective

The main objective is to acquire an understanding of the environment and functioning for private equity and venture capital in the international context at the macro and micro levels. In addition, the idea is to gain an insight in to private equity and venture capital. To learn about issues and context of off shore funding, investment and working of financial markets. To appreciate, learn and manage risks associated with international operations of various investors.

Course Contents

Introduction to Global Financial Market: Heading towards one Integrated World Economy, Equilibrium in financial markets-the loanable funds framework, Opening up of the economy, Global View, Indian scenario, Economic liberalization and Corporate Restructuring; Financial Markets, Instruments, and Institutions: Structure of the financial system, Innovative financial products .The market for central bank reserves and Features of VC PE: the

role of the central banks; Sourcing long term and short term finances: ADR's, GDR's Debt financing ECB's, Medium Term Notes, Bonds – listing, Role of governmental agencies Types of Private Equity Firms: Different investment strategies in PE, Leveraged Buyouts, Venture Capital, Growth capital, Distressed Investments, Mezzanine capital; Business models, Exit strategies, Contribution to nation development, International Investment Appraisal: Assessment of political risk and country risk in foreign investments; Forex markets: The foreign exchange market and exchange rate regimes, Exchange rate systems and speculative attacks, Asset prices and interest rates: bond market and equity markets, term structure of interest rates; Regulation: International Taxation Principles, Tax Havens, Transfer Pricing, SEBI Regulations, FEMA ACT (relevant provisions).

Suggested Readings

1. Baker, James. C .(2003). International Finance: Management, Markets, and Institutions. New Jersey: Prentice Hall.
2. Bare acts SEBI and FEMA latest editions SEBI Regulations from SEBI website.
3. Francis, J. C. et al. (1999). Handbook of Credit Derivatives (3rd ed.) McGraw Hill.
4. Kolb, Robert. W. (2001). The International Finance reader. Cambridge: Blackwell Publishing.
5. Lee., & Sydney .(2001). International Accounting and Multinational Enterprises (5th ed.). John Wiley.
6. Levi, Maurice. D. (2005). International Finance: The markets and Financial Management of Multinational business. Routledge.
7. Martellini, L., Priaulet, P., & Priaulet, S. (2003). Fixed-Income Securities: Valuation, Risk Management and Portfolio Strategies, the Wiley Finance Series (1st ed.).
8. Philippe, Jorion. (2006). Value at Risk (3rd ed.). McGraw-Hill Companies.
9. Saunders .(2010). Management of Financial Markets and Institutions (4th ed.). Tata McGraw Hill.
10. Saunders., & Cornett .(2010). Financial Institutions Management: A Risk Management Approach (7th ed.). McGraw-Hill Publishing Company.
11. Shapiro, Allan. C. (2009). Multinational Financial Management (9th ed.). New Delhi: Prentice Hall of India.
12. Stulz, R. (2009). Introduction to Risk Management and Derivatives (8th ed.). Southwest Publishing Company.
13. Zafar, M. Iqbal .(2001). International Accounting: A Global Perspective 2nd ed.). South Western (Thomson Learning).

MBAEX-9113: BEHAVIOURAL FINANCE

Objective

The basic purpose of this course is to develop a strategic and policy perspective with respect to the principles of Behavioural Finance and Investment Management. The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

Course Contents

Conventional Finance and Behavioural Finance: Assumptions, differences and reconciliation. Neoclassical Finance; Empirical anomalies and their behavioural explanations: Investor behaviour and its modelling. Heuristic- Driven Biases, Frame Dependence, Socio-emotional influences; Information processing: Bayesian rationality, Heuristical shortcuts, Cognitive paths. Bounded rationality.

Behavioural challenges to corporate finance theories: Structure irrelevance and behavioural factors, dividend irrelevance and behavioural factors. Corporate decision-making under behavioural influence; Behavioural challenges to asset management theories: Systematic underperformance. Active portfolio management and alpha hunting; Socio-psychological challenges to financial markets: Market efficiency, Adaptive Markets Hypothesis and Market ecology.

Suggested Readings

1. Bodie, Z. A., Kane, A., & Marcus, A. J. (2010). Investments (9th ed.). McGraw Hill.
2. Cetina, K. K., & Preda, A., (Eds). (2006). The sociology of financial markets. USA: Oxford University Press.
3. Kahneman, D., & Tversky, A., (Eds). (2000). Choices, values and frames Cambridge University Press.
4. Nofsinger, J. R. (2010). The psychology of investing (4th ed.). New Delhi: Pearson Education.
5. Plous, S. (1993). The Psychology of Judgment and Decision Making (1st ed.). McGraw Hill.
6. Pompian, M. M. (2012). Behavioral Finance and Wealth Management (2nd ed.). Wiley.
7. Shefrin, H. (2007). Beyond Greed and Fear. USA: Oxford University.
8. Shleifer, A. (2000). Inefficient Markets: An Introduction to Behavioural Finance. USA: Oxford University Press.

MBAEX-9114: PERSONAL INVESTING

Objective

The objective of the course is to provide understanding of basic investment theories, investment instruments, markets for securities, and techniques for personal investment. The course aims to equip students to perform investment analysis and make sound personal investment decisions.

Course Contents

Financial planning and its relationship to investment planning: Saving vs. Investing, Traditional and Non-traditional investment, purpose of a financial plan, components of a financial plan, developing a financial Plan. Evaluating personal financial statements: Personal balance sheet, Personal income statement, evaluating personal financial position; Key investment concepts and terms: Power of compounding and time value of money, risk and return, diversification, market activity terms, markets for securities; Stocks, bonds, and mutual funds: common stock vs. preferred stock, reading a stock table, types of common stocks based on classification, types of common stocks based on size; anatomy of a Bond, types of bond, bond ratings, reading a bond table; advantages of investing in mutual funds, types of mutual funds based on investment objectives, types of mutual funds based on investment choices, characteristics of a mutual fund, closed-end mutual funds and unit investment trusts, reading a mutual fund table; Types of investment strategies commonly adopted by investors: passive vs. active roles, short-term vs. intermediate-term vs. long-term investment goals, stock picking strategies; mutual fund picking strategies; Putting together and maintaining a portfolio: asset allocation, rebalancing vs. reallocating portfolio, conservative/low cost investing, active investing and aggressive Investing; Retirement Planning: different Types of retirement plans, employer-sponsored retirement plans, retirement plans for self-employed individuals, individual retirement accounts (NPS).
Software: Eviews, Excel.

Suggested Readings

1. Bhalla, V. K. (2012). Investment Management (18th ed.). New Delhi: Sultan Chand.
2. Bodie, Kane. Marcus., & Mohanty .(2010). Investments (9th ed.). McGraw Hill.
3. Brown, Elton. Gruber., & Goetzmann .(2006). Modern Portfolio Theory & Investment Analysis (8th ed.). New York: Wiley.
4. Duran, J. J., & Chambers, L. (2001). The First Time Investor's Workbook: A Hands-On Guide to Implementing a Successful Investment Plan. New Delhi: McGraw-Hill.

5. Fabozzi, F. J., & Markowitz, H. M. (2011). Theory and practice of Investment Management (2nd ed.). John Wiley.
6. Fischer., & Jordan. (1995). Security Analysis and Portfolio Management (6th ed.). Prentice-Hall of India.
7. Levy, H., & Post, T. (2004). Investments. USA: Prentice Hall.
8. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. (1998). Investments (6th ed.). Prentice Hall of India.
9. Travers, F. J. (2004). Investment Manager Analysis (1st ed.). John Wiley.

MBAEX-9115: COMMODITY MARKETS

Objective

Indian commodity markets have undergone a lot of changes since the liberalizations and globalization of the Indian economy. The changing global scenario has also thrown up many opportunities and challenges. Given the tremendous growth witnessed by the commodity market, and the global interconnectedness of commodity markets with capital markets there is a need to understand the functioning of these markets and what influences their price movements and risks.

Course Contents

Commodity Market: A Perspective, Global scenario, Development of Commodity market, Relevance and Potential of Commodity Markets in India, Understanding commodity markets, Significance; Commodity exchanges in India: MCX, NCDEX, NMCE, ICEX, International exchange, Commodities traded on exchange; Commodity and currency derivatives – Introduction, Forwards, Futures, Options, Payoffs, swaps, pricing, risks of commodity derivatives; Currency market: Spot, Forward and Futures market, Fundamental and technical analysis; Risk management, Hedging Speculation, Arbitrage, Clearing and settlement mechanism, Regulatory framework; Impact of the global crisis and its influence on the markets; Online trading using software with simulated trading exercises, Live examples.

Suggested Readings

1. Bhalla, V. K. (2008). Investment Management. New Delhi: Sultan Chand.
2. Butler, K. C. (2004). Multinational Finance (3rd ed.). Thomson South-western.
3. Chance, D. M., & Brooks, R. (2009). Derivatives and risk management (8th ed.). USA: Cengage Learning.

4. Hull, J. C. (2009). Options futures and other derivatives (7th ed.). New Delhi: Prentice Hall of India.
5. Madhu, Vij. (2010). International Financial Management (3rd ed.). New Delhi: Excel Books.
6. Madura, J. (2008). International Financial Management. USA: Cengage Learning India.
7. Publications of National Stock Exchange of India and other stock exchanges.

MBAEX-9116: WORKING CAPITAL MANAGEMENT

Objective

The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management both at micro and macro level.

Course Contents

Concept of Working Capital Management; Levels of Working Capital Investment; Profitability Versus Risk Tradeoff for Alternative Levels of Working Capital Investment; Optimal Level of Working Capital Investment; Proportions of Short-term and Long-term Financing; Profitability Versus Risk Tradeoff for Alternative Financing Strategies; Cash Management Systems: Motives for Holding Cash and Marketable Securities; The Cash System; Managing the Cash Flow; Collection System; Collection System Costs; Types of Collection Systems; Cash Concentration Systems; Disbursement Systems; Disbursement Tools; Investment in Marketable Securities; Forecasting Cash Flows; Methods of Financial Forecasting; Sources of Uncertainty in Cash Forecasting; Hedging Cash Balance Uncertainties; Corporate Liquidity and Financial Flexibility; Cash Management Optimization Models: The Baumol Model; The Beranek Model; The Miller-Orr Model; The Stone Model; Optimization Models for Short-term Investments in Perspective; Receivables Management: Trade Credit; Determining the Appropriate Receivable Policy; Receivables Management: Credit Granting Decisions; Sources of Credit Information; Credit Granting to Marginal Accounts; Heuristic approach; Discriminant analysis; Sequential Decision Analysis; Monitoring Accounts Receivables; Payables Management and Instruments of Short-term Financing; Inventory Management; Inventory Control Models; Programming Working Capital Management; Planning Working Capital with Multiple Objectives in a Programming structure; Application of GP to Working Capital Management; Mathematical Formation of the GP Problem; Integrating Working Capital and Capital Investment Processes; Working Capital as an Investment; Money Market in India; Money Market Instruments; Changing

Monetary Policy Paradigm; Managing Liquidity and Capital Flows; Money Market Price and Rates; The Term Structure of Interest Rates and the Yield Curve; YTM Vs. ZCYC; Shape of the Yield Curves; Working Capital Control and Banking Policy; Electronic Trading (ET) and Banking; Instruments of the International Money Market; Foreign Exchange Market; International Banking ; Short-term Investment Portfolio Strategy: Assessing the Riskiness of Bank's Foreign Claims; Managing Short-term International Financial Transactions.

Suggested Readings

1. Bhalla, V. K. (2012). Working Capital Management: Text and cases (11th ed.). Delhi: Anmol.
2. Bhattacharya, Hrishkesh. (2004). Working Capital Management. New Delhi: Prentice hall of India.
3. Hampton, J. J., & Wagner, C. L. (1989). Working capital management. John Wiley and Sons.
4. Mannes, T. S., & Zietlow, J. T. (2010). Short term Financial management. West Publishing.
5. Smith, Kein., & Gallinger, G. W. (1998). Readings on short term financial management (3rd ed.). West Publishing Company.

AREA - 2: MARKETING

MBAEX-9201 Consumer Behaviour

Objective

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

Course Contents

Marketing success and failure and consumer behaviour: manager and consumer perspectives, strategy consistency and inconsistency; Consumer behavior models: Mapping consumer's mind, deterministic and probabilistic approaches, Howard and Sheth, Nicosia and Engle and Blackwell model; 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 consumer perception and knowledge: categorization process and discrimination; Consumer learning: connectionist and non-connectionist approaches; Motivation and drive: theories and means and end chain; Personality and self-concept influence: consistency hypothesis, creating aspiration brand ;Demographic and psychographic segmentation: life style and psychographics; Reference group influence: categories and types of influence; Consumer culture: values and orientation, sub-culture, social class ;Family decision making: decision making unit, roles and influence, types of decisions.

Suggested Readings

1. Assael, H. (2009). Consumer Behaviour and Marketing Action. New Delhi: Cengage Learning.
2. Blackwell, R. D., Miniard, P. D., & Engle, J. F. (2009). Consumer Behaviour. USA: Thomas-South Western.
3. Evans, M., Jamal, A., & Foxall, G. (2006). Consumer Behaviour. New Jersey: John Wiley & Sons.
4. Hawkins, D. I., Best, R. J., Coney, K. A., & Mookerjee, A. (2007). Consumer Behaviour: Building Marketing Strategy. New Delhi: McGraw Hill.
5. Lindquist, J. D., & Sirgy, J. M. (2009). Consumer Behaviour. New Delhi: Cengage

Learning.

6. Schiffman, L. G., & Kanuk, L. L. (2007). Consumer Behaviour (9th ed.). New Delhi: Prentice Hall.
7. Sheth, J. N., & Mittal, B. (2003). Consumer Behaviour: A Managerial Persepective. Singapore: Thomson Asia.

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

MBAEX-9202 ADVERTISING MANAGEMENT

Course Objective

To acquaint the students with concepts, techniques and role of advertising in promoting products and services and to give experience in the application of concepts for developing an effective advertising programme.

Course Contents

Understanding Marketing Communication- Objective of Marketing Communication, Communication Model, Integrated Marketing Communications. Introduction to Advertising- Meaning and Importance of Advertising, Role of Advertising in Marketing Mix, Stimulation of Demand, Effects of Advertising. Determining Advertising Goals- Defining Advertising Objectives, DAGMAR Approach, Hierarchy-of-Effects Model, Building Advertising Programmes- Determination of Target Audience, Message Decisions-Content, Structure, Source and Format, Appeals in Advertising, 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, Evaluating Advertising Effectiveness- Need and Importance of Measuring Advertising Effectiveness, Communication and Sales Effect; Opinion and Attitude Tests, Recognition and Recall Tests, Controlled Experiments, Advertising Organization and Regulation- Advertising Agency and its Functions, Choosing the Agency, Agency Compensation, Legal, Ethical and Social Aspects of Advertising in India.

Suggested Readings

1. Aaker, D. A., Batra, R., & Myers, J. G. (1995). Advertising Management (5th ed.). New Delhi: Prentice Hall of India.
2. Belch, G. E., & Belch, M. A. (2004). Advertising and Promotion: An Integrated Marketing Communication Perspective (6th ed.). New Delhi: Tata McGraw Hill Publishing.

3. Duncan, T. (2007). Principles of Advertising and IMC (2nd ed.). New Delhi: Tata McGraw Hill.
4. Guinn O', T. C., Allen, C. T., & Semenik, R. J. (2009). Advertising Management with Integrated Brand Promotion. New Delhi: Cengage Learning.
5. Sharma, Kavita. (2011). Advertising Planning and Decision Making. New Delhi: Taxmann Publications.
6. Shimp, T. A. (2007). Advertising and Promotion: An IMC Approach. New Delhi: Cengage Learning.
7. Wells, W., Moriarty, S., & Burnett, J. (2007). Advertising: Principles and Practice (7th ed.). New Delhi:Hall of India.

MBAEX-9203 COMPETITIVE MARKETING

Objective

To develop skills for analyzing market competition and design competitive marketing strategies to be a winner at the market place.

Course Contents

Introduction to the 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, 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 nicher strategies, Portfolio Analysis – PLC, Portfolio Matrix, Porter's Strategies Framework, Designing and Managing value networks and marketing channels – channel design decisions, channel management decisions, channel dynamics, Managing Integrated marketing communication, Managing Advertising , sales promotion, public relations and Direct marketing.

Suggested Readings

1. Aaker, David. A. (2008). Strategic Market Management (7th ed.). Wiley India.
2. Craven, D. W., & Nigel, F. Piercy. (2008). Strategic Marketing (9th ed.). New Delhi: McGraw-Hill Higher Education.
3. Fahey, L. (1999). Outwitting, Outmanoeuvring and Outperforming Competitors. New York: John Wiley & Sons.

4. Kotler, P., Keller, Kevin., Koshy, Abraham., & Jha, Mithileshwar. (2009). Marketing Management: a South Asian Perspective (13th ed.). New Delhi: Pearson Education.
5. Michael, E. J., Walker, Bruce J., Stanton, William. J., & Pandit, A. Marketing (14th ed.). New Delhi: Tata McGraw Hill.
6. Rao, Vithala. R., & Steckel, Joel. H. (1998). Analysis for Strategic Marketing. New Delhi: Pearson Education.

MBAEX-9204: BUSINESS MARKETING

Objective

To develop an understanding of the complex dimensions of the business marketing by focusing on the critical elements of value offerings in business markets and apply models and methods for design of marketing strategies in a business-to-business context.

Course Contents

Introduction to Business Marketing: Nature and scope of Business Marketing (B2B), Differences between B2B and B2C marketing, Nature of Demand in Business Markets, Organizational Buying Behavior : Understanding B2B customers and markets, Types of B2B markets, Vendor selection and development, Organizational buying behavior, Buy-Grid Framework, Managing Relationships in Business Marketing: Types and nature of relationships, value adding exchanges, strategic choices, Assessing Market Opportunities : Segmenting the Business Market, Evaluating the Competitive and Technological environment, Organizational Demand Analysis, Business Marketing Strategies: Strategic Planning in Business Markets, Business Market Strategies for Global Markets, Managing Products and Services for Business Markets, Innovations and New Product development, Channel Design and selection, E-channels, Pricing Strategies, Business Marketing Communications, Future Perspectives : B2B e-marketplaces, Evolution of marketing networks

Suggested Readings

1. Anderson, James. C., & Narus, James. A. (2003). Business Market Management: Understanding, Creating and Delivering Value (2nd ed.). New Delhi: Pearson Education.
2. Business Marketing Association. (2011). Advice from The Top: The Expert Guide To B2B Marketing. Dog Ear Publishing.
3. Chan, Kim. W., & Mauborgne, R. (2005). Blue Ocean Strategy: How To Create Uncontested Market Space And Make The Competition Irrelevant. Harvard Business Review.

4. Daniel, M., Naude, P. R., Salle, R., & Valla, Jean-Pau. (2003). Business-to-Business Marketing: Strategies and Implementation (3rd ed.). New York: Palgrave Macmillan.
5. Dwyer, Robert. F., & Tanner, John. F. (2008). Business marketing: Connecting Strategy, Relationships and Learning (3rd ed.). New Delhi: Tata McGraw Hill Publications.
6. Hutt, Michael., & Speh, Thomas. W. (2009). Business Marketing: B2B (9th ed.). New Delhi: Cengage.
7. Sundarm, V. (2009). *Methods of Business Marketing.* Alfa Publications.

MBAEX-9205 SALES FORCE MANAGEMENT

Objective

The purpose of the course is to acquaint the students with the concepts which are helpful in developing a sound sales policy and in organizing and managing the sales force.

Course Contents

Introduction to Sales Management- Understanding Sales Management, Personal Selling and Salesmanship, Nature and Scope of Personal Selling, Formulating Personal Selling Objectives. Sales and Marketing Policies- Determining Sales related Marketing Policies, Sales Role in the Marketing Mix, Designing and Developing the Sales Force- Recruiting and Selecting Sales Personnel, Developing and Conducting Sales Training Programme, Directing Sales Force- Designing and Administering Compensation Plan, Supervision of Salesmen, Motivating Sales Efforts, Objectives and Quotas for Sales Personnel, Sales Force Evaluation and Control- Developing and Managing Sales Evaluation Programme, Sales Cost and Profitability Analysis.

Suggested Readings

1. Anderson, Robert. B. (2000). Professional Selling (4th ed.). Universe.
2. Futrell, C. M. (2005). Sales Management: Teamwork, Leadership and Technology (6th ed.). Dryden Press.
3. Jhonston, M. W., & Marshall, G. W. (2002). Sales Force Management (9th ed.). New Delhi: McGraw-Hill.
4. Jobber, D., & Lancaster, G. (2011). Selling and Sales Management (8th ed.). Pearson Education.
5. Spiro, R. L., Rich, G. A., & Stanton, W. J. (2008). Management of a Sales Force (12th ed.). McGraw Hill- International Edition.

6. Still, R. R., Cundiff, E. W., & Govoni, N. (2005). Sales Management Decisions: Strategies and Cases (5th ed.). New Delhi: Prentice Hall of India Private Ltd.
7. Tyagi, C. L., & Kumar, Arun. (2004). Sales Management, Atlantic. Publishers: New Delhi.
8. Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2004). Sales Force Design for Strategic Advantage, New York: Palgrave Macmillan.

MBAEX-9206 SERVICES MARKETING

Objective

Most of the developed economies of the world have become service dominated 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 for effective marketing of services.

Course Contents

The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation; Unique aspects of services: goods, services, products, managerial challenges; Marketing mix: concept of value and value drivers, extended framework; Service marketing system: production, marketing, human resources, sequential analysis; Service system positioning: service delivery process, blueprinting; Service buying behavior: difference in perspective, risk analysis, decision process; Service marketing strategy: segmentation, targeting and positioning, market innovation; Competitive differentiation: competitive advantage and value chain analysis; Service quality: concept, technical and functional quality, Service quality models and measurement; Demand and Supply imbalances management: challenges and strategies; service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value

Suggested Readings

1. Fisk, R. P., Grove, S., & John, J. (2007). Interactive Service Marketing (3rd ed.). New York: Houghton Mifflin.
2. Hoffman, K. D., & John, E. G. B. (2010). Marketing of Services: Concepts, Strategies and Cases (4th ed.). New Delhi: Thomson-South Western.

3. Lovelock, C., & Chatterjee, J. (2006). Service Marketing: People, Technology and Strategy. New Delhi: Pearson Education.
4. Mudie, P., & Pirrie, A. (2006). Service Marketing Management. New Delhi: Butterworth Heinemann.
5. Shanker, R. (2002). Service Marketing: The Indian Perspective. New Delhi: Excel Books.
6. Verma, H. V. (2007). Services Marketing: Text and Cases. New Delhi: Pearson Education.
7. Zeithmal, V., Gremler, D., Bitner, M. J., & Pandit, A. (2011). Service Marketing: Integrating Customer Focus Across the Firm. New Delhi: McGraw Hill.

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

MBAEX-9207 SALES PROMOTION MANAGEMENT

Objective

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

Course Contents

Introduction and Overview- Meaning and Importance of Sales Promotion, Nature and Scope of Sales Promotion, Advantages and Limitations, Objective and Impact- Sales Promotion and Marketing Mix, Relationship between Advertising and Sales Promotion Strategy, Setting Objectives, Impact of Sales Promotion, Consumer Behaviour and Sales Promotion- Theories of Consumer Behaviour, Deal Prone Consumer, Brand Equity and Sales Promotion, Sales Promotion Budget- Determining Budget for Promotion, Methods of Sales Promotion Budgeting, Allocating funds between Sales Promotion and Advertising, Tools and Techniques- Designing Sales Promotion Strategies, Consumer-Oriented Tools and Techniques of Sales Promotion, Trade Dealings and Retail Promotions, Analysis of various Schemes, Planning, Implementation and Evaluation- Manufacturer Promotion Planning Process, Retail Promotion Planning Process, Strategic Issues in Designing Promotional Strategies, Testing the Programme, Review and Evaluation of Sales Promotion Strategies.

Suggested Readings

11. Blattberg, R. C., & Neslin, S. A. (1990). Sales Promotion: Concept, Methods and Strategies. NJ: Prentice Hall, Englewood Cliffs.

12. Cummins, J. (2008). Sales Promotion: How to Create and Implement Campaigns that Really Work. Kogan Page.
13. Kazmi, S. H., & Batra, S. K. (2002). Advertising and Sales Promotion. New Delhi: Excel Books.
14. Schultz, D. E., & Robinson, W. A. (1982). Sales Promotion Management. Chicago: Crain Books.
15. Shah, K., & D'Souza, A. (2009). Advertising and Promotion: An IMC Perspective (5th ed.). New Delhi: McGraw-Hill.
16. Totten, J. C., & Block, M. P.(1987). Analyzing Sales Promotion: Text and Cases. Chicago: Commerce Communication.
17. Quelch, John. A. (1989). Sales Promotion Management. Prentice Hall.

MBAEX-9208 BRAND MANAGEMENT

Objective

The drivers of a firm's performance at the market place have undergone a radical change. Brands have risen to the top of the hierarchy of assets. Financial and manufacturing related assets run common across players in an industry. Therefore brands have come to acquire an important role in transforming value in higher plane. This course is designed to prove insight to students into the process by which brands create superior marketing results. More specifically, the course aims to develop specific competencies involved in navigating brands effectively in a dynamic marketing environment.

Course Contents

Branding context: assets and the asset, concept of value, brand and marketing matrix; Brand meaning: brand image and personality, brand and product; Brand Planning: brand vision and visioning process, business of brand; Brand audit: brand reality check and brand appraisal; Brand positioning; choice of context, party and differentiation, repositioning; Brand equity: brand assets and liabilities, equity creation and management ;Leverage: concept of stretch, line and brand extensions: type of extensions, Branding strategies; portfolio decisions, optimal portfolio, portfolio structure; Brand naming decisions: names and meaning, semiotic analysis, semantic name and creation; Brand concept management: functional, symbolic and experiential brands; managing brand over time: revitalization decisions; Brand valuation: valuation process and methods; Branding across categories: commodity, industrial, service and consumer products; Branding across markets: geographies and cultures. Branding in special areas such as sports, political, social cause and digital entertainment.

Suggested Readings

1. Aaker, D. A. (1996). Building Strongs Brands. New York: Free Press.
2. Aaker, D. A. (2004). Brand Portfolio Strategy. New York: Free Press.
3. Kapferer, J. N. (2001). Strategic Brand Management. London: Oxford University Press.
4. Keller, K. L. (2008). Strategic Brand Management:Building Measuring & Managing Brand Equity(3rd ed). New Delhi: Pearson.
5. Tybout, A., & Calkins, T. (2006). Kellogg on Brand Management. New Delhi: Wiley.
6. Verma, H. V. (2007). Brand Management: Text and Cases (2nd ed.). New Delhi: Excel Books.
7. Verma, H. V. (2010). Branding Demystified:From Plans to Payoffs. New Delhi: Response Books (Sage).

MBAEX-9209 INTERNET MARKETING

Objective

To introduce the students to the emerging dimensions of the internet marketing and develop suitable strategies to leverage the potential of e-marketing for achieving organizational goals.

Course Contents

Introduction to Internet Marketing: Nature and scope, Evolution of WWW and the Digital World: Digital Marketing Process, Marketing with Networks: Internet and Intranet, Global Matrix, Web Business Models in the world of Marketing: E-Commerce, E-marketing Channels, Suppliers and Intermediaries, Marketing: Blogs, RSS, Podcasting, Online Communities and Social Networks, their influence on Consumers, Personalization, Online Consumer behavior, Customer Support and Online Service Quality, Internet Marketing Strategy : Macro Environmental Analysis and strategy formulation, Internet Marketing Plans , Internet and the Marketing Mix ,Channels : E-tailing, B2B e-marketing, Online Relationship Marketing: E-CRM, Permission Marketing: Models and applications, New Product development and the Net: Innovations and rapid New Product development, Traffic and Brand Building: Battle for Web Traffic, Internet Marketing Communications - Publicity and Viral Marketing.

Suggested Readings

1. Bailey, M. (2011). Internet Marketing: An Hour A Day. New Delhi: Times Group Publishers.
2. Bayne, Kim. M. (2002). Internet Marketing Plan (2nd ed.). John Wiley & Sons.

3. Bhatia, M. (2011). Internet Marketing: History, Concept, Strategies. Regal Publications.
4. Dave, Chaffey., Ellis-Chadwick, F., Johnston, K., & Mayer, R. Internet Marketing: Strategy, Implementation and Practice (4th ed.). New Delhi: Pearson.
5. Hanson, W., & Kalyanam, K. (2006). Internet Marketing and E-Commerce. Cengage.
6. Roberts, Mary. Lou. (2007). Internet Marketing: Integrating Online and Offline Strategies (2nd ed.). Atomic Dog Publishing.
7. Siegel, Carolyn. F. (2006). Internet Marketing: Foundations and Applications. Houghton Mifflin.

MBAEX-9210 RETAILING MANAGEMENT

Objective

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 Contents

Introduction to the World of Retailing – Functions, Economic Significance of Retailing, Retail Mix, The Retailing environment in India, Types of Retailers – Retail Formats, Theories of Retail Development, The Retail Life Cycle, The Retail Strategy : Retail Market Strategy, Financial Strategy, Retail Locations, Human Resource Management, Information Systems and Supply Chain Management, Customer Relationship Management, Merchandise Management : Managing Merchandise Assortments, Merchandise Planning Systems, Buying Merchandise, National brands or Private labels, Retail Pricing, Store Management : Store Layout and Design, Visual Merchandising, Retail Communication Mix, Customer Service.

Suggested Readings

1. Berman, B., & Evans, J. R. (2006). Retail Management (10th ed.). New Delhi: Prentice Hall India.
2. Berman, B., Evans, J. R., & Mathur, M. (2011). Retail Management (11th ed.). New Delhi: Pearson Education.
3. Levy, M. (2011). Retailing Management (8th ed.). McGraw-Hill Publication.
4. Michael, Lervy. M., Weitz, B. W., & Ajay, Pandit .(2008). Retailing Management (6th ed.). New Delhi: Tata McGraw Hill.
5. Newman, Andrew. J., & Cullen, Peter. (2002). Retailing Environment & Operations. Cengage Learning.

6. Pradhan, S. (2009). Retailing Management: Text & Cases (3rd ed.). New Delhi: Tata McGraw Hill.
7. Zentes, J., Morschett, D., & Hanna S. K. (2007). Strategic Retail Management Text and International Cases. Springer.

MBAEX-9211 Marketing Channel

Objective

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 Content

Marketing Channel: structure and function, Relationship with sales management, Design of marketing channel: Segmentation, steps of channel design process, selecting the marketing channel: selection process, criteria of selection, distribution strategies, Behavioural process in marketing channel: bases of power, source of conflict and conflict management , Motivation the channel member: need, objectives and methods, Product issues in Channel management, Pricing Issues in Channel management, Promotion through Channel management, Logistics and Channel management: relationship and impact, Evaluating Channel member performance: Importance, methods, Marketing Channel for services, International Channel perspective, Strategic Alliances in marketing channel, Legal constraints on marketing channel polices.

Suggested Readings

1. Christopher, M., & Peck, H. (2002). Marketing Logistics: Customer service and Supply chain strategy (2nd ed.). Oxford: Butterworth-Heinemann.
2. Coughlon, A., Anderson, Stern, L., & Ansary, A. (2008). Marketing Channel (7th ed.). New Delhi: PHI learning.
3. Panda, T., & Sahdev, S. (2012). Sales and Distribution Management (2 ed.). USA: Oxford University Press.
4. Rakowski, Cheuk, T., & Kammala. (2010). Supply Chain and Distribution Management. Grin Verlag.
5. Rodnicki, K. (1998). Marketing Channel of distribution. New York: AMACOM.
6. Rosenbloom, B. (2004). Marketing Channel: A Management View (7th ed.). Thomson Learning.
7. Venugopal, P. (2001). Marketing Channel Management: A customer centric approach. New Delhi: Response.

MBAEX-9212 Analytical Marketing

Objective

The course will introduce multidisciplinary analytical methods that lead to better decision making in Marketing Management. The use of quantitative data such as how to use Marketing research results and tools like spread sheet applications in Marketing will be discussed. Analysis of current trends and practices followed in the industry would be discussed.

Course Contents

Complexity in Marketing decision making and the need for analytical methods, Market response models, Forecasting, Optimal Marketing mix decisions, New product and service decisions, Customer Relationship Management.

Database marketing: Database marketing strategies, data and customer privacy, customer lifetime value, Database marketing tools: Data collection, storage and analysis, Database management tools, Introduction to relevant statistical tools using software packages like SPSS/Eviews/R.

Suggested Readings

1. Blattberg, R. C., Kim, B. D., & Neslin, S. A. (2008). Database Marketing: Analyzing and Managing Customers. Springer.
2. Drozdenko, R. G., & Drake, P. (2002). Optimal Database Marketing: Strategy, Development, and Data Mining. New Delhi: Sage Publications.
3. Farris, P. W., Bendle, N. T., Pfeifer, P. E., & Reibstein, D. J. (2010). Marketing Metrics: The Definitive Guide to Measuring Marketing Performance (2nd ed.). New Delhi: Pearson Prentice Hall.
4. Jeffery M. (2010). Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know. Wiley.
5. Leeflang P. S. H., Whittink, D. R., Wedel M., & Naert, P. A. (2000). Building models for Marketing Decisions. Springer.
6. Lilien, G. L. & Rangaswamy, A. (2006). Marketing Engineering (2nd ed.). Trafford Publishing.
7. Ratner, B. (2003). Statistical Modeling and Analysis for Database Marketing: Effective Techniques for Mining Big Data. Chapman and Hall.

The detailed course outline, reading list and grading scheme will be announced at the beginning of the semester.

MBAEX-9213 Advanced Research Techniques in Marketing

Objective

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

Course Contents

Introduction to advanced research techniques in marketing: scope and application. Multiple Regression Analysis: stepwise regression, multi-collinearity, cross validation, regression with dummy variable, Multiple Analysis of variance, Conjoint Analysis: basic concepts, assumption and limitation, hybrid, Canonical Correlation Analysis, Cluster Analysis, Multi Dimensional Scaling: overviews, basic concepts, statistics associated with cluster analysis, application of non-hierarchical and two steps clustering. Structure Equation Modelling: objectives, overview and basic concepts, foundation and conducting SEM, measurement of reliability and validity of models, Discriminanat Analysis: objectives, overview and concept, relationship with ANOVA and Regression analysis, statistics associated discriminanat analysis

Suggested Readings

1. Anderson, H., & Black, Tatham .(2006). Multivariate Data Analysis (5th ed.). New Delhi: Pearson Education Limited.
2. Bartholomew, D. J. (2008). Analysis of Multivariate Social Science Data (2nd ed.). New Delhi: CRC Press.
3. Bowen, N., & Guo, S. (2011). Structural Equation Modelling. USA: Oxford University Press.
4. Hair, J. (2008). Multivariate Data Analysis (7th ed.). New Delhi: Pearson Education.
5. Ho, R. (2006). Handbook of Univariate and Multivariate Data Analysis and Interpretation with SPSS. Taylor & Francis Group.
6. Lattin, J., Carroll, J., & Green, P. (2007). Analyzing Multivariate Data. India: Thomson learning.
7. Malhotra, N., & Dash, S. (2010). Marketing Research: An Applied orientation (6th ed.). New Delhi: Pearson Education.

AREA - 3: STRATEGY & LEADERSHIP MBAEX-9301 to MBAEX-9320

MBAEX- 9301: STRATEGIC ANALYSIS

Objective

The course is designed to cover the fundamentals of strategic analysis. It gives a holistic perspective of an enterprise, critical from the point of view of top executives.

Course Contents

Introduction and Overview: The concept of strategy, Strategy as the art and science of creating value, Goals and means, Deliberate versus emergent, Influence of stakeholders, Strategic choices, Levels of strategy, Vision, mission, intent and objectives, Strategic fit, leverage and stretch, The strategy process, Limitations of strategic analysis; Analysis of the External Environment: Demand and competitor analysis, Macro models and industry models, Industry attractiveness, Defining industries, Segmentation Analysis, Strategic Groups.

Analysis of Organisational Resources and Capabilities: Distinction between resources and capabilities, Types of resources and capabilities, Nature and development of capabilities; Competitive Advantage: The notion of core competence, Sustainability of competitive advantage, The role of innovation, Competencies as barriers to change; The Creation of Value: Value chain analysis, Industry life cycle; Generic Strategies: Cost based versus differentiation strategies, Cost leadership and focus, Sources of cost advantage, Broad differentiation versus focus, Types of differentiation, Product and market diversification strategies, Portfolio models; Static versus Dynamic Competitive Advantage.

Suggested Readings

1. Bartlett, C. A., Ghoshal, S., & Beamish, P. W. (2009). Translational Management: Text, cases & readings in cross-border management (6th ed.). London: McGraw-Hill.
2. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2009). Economics of Strategy (5th ed.). India: Wiley.
3. Grant, R. M. (2010). Cases to accompany contemporary strategy analysis (7th ed.). New York: John Wiley.
4. Grant, R. M. (2010). Contemporary strategy analysis. London: Blackwell.
5. Johnson, G., Scholes, K., & Whittington, R. (2008). Exploring corporate strategy. NewDelhi: Pearson Education.
6. Porter, M. E. (1998). Competitive advantage of nations. London: Macmillan Press.

7. Porter, M. E. (2004). Competitive strategy. (2004). New York: Simon & Schuster
8. Prahalad, C. K., & Krishnan, M. S. (2008). The new age of innovation: Driving co-created value through global networks. New York: McGraw Hill.

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

MBAEX- 9302: MANAGING DIVERSITY

Objective

The purpose of this course is to create awareness and understanding among students about the role and importance of valuing and managing diversity and the importance of taking human resource initiatives.

Course Contents

Overview of the Diversity Challenge; Recruiting and selecting a diverse work force; Social Psychological perspectives of workforce diversity;; Relationship of valuing diversity to Organizational Issues(Conflict, Empowerment, Interpersonal Relationship, Leadership, Team Work);Role of Developing a Holistic Diversity Strategy; Skills required for Managing Diversity & Change ;Understanding the Impact of Cultural, Gender and other Stereotypes; Managing the Multicultural Workforce; Sources & Dimensions of Diversity in India; Managing disability based diversity; Evaluating Effective Diversity Strategies & Programmes ; Linking Diversity to Organizational strategy.

Suggested Readings

1. Barak, M. E. M. (2005). Managing Diversity: Toward a Globally Inclusive Work-place. USA: Sage Publications.
2. Clements, P., & Jones, J. (2002). The Diversity Training. London: Kogan Page.
3. Clutterback, D., & Raggins, B. R. (2002). Mentoring and Diversity: An International Perspective. USA: Butterworth- Heinemann.
4. Kirton. G., & Greene, A. M. (2005). Dynamics of Managing Diversity: A Critical Approach. USA: Butterworth-Heinemann.
5. Kossek, E. E., & Lobel, S. A. (1997). Managing Diversity. New York: Oxford/Blackwell Publishers.
6. Ruffino, N. C. (1999). Diversity Success Strategies. USA: Butterworth.

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

MBAEX- 9303: CROSS CULTURAL AND GLOBAL MANAGEMENT

Objective

The objective of the course is to provide conceptual clarity and diagnostic tools to identify and understand how social and cultural factors influence management systems, management styles, human resource practices and behaviour of people in transnational and global organizations.

Course Contents

Defining culture and understanding cultural stereotypes; Influence of Social and Cultural concepts in business organizations; Cross-cultural analysis: Theoretical perspectives; Cross-Cultural Research and Hofstede's Hermes Study; Ethics in International Business; Human Resource Management in Cross Cultural Context: Recruiting and Managing Expatriates: Entry, Culture Shock and re¬entry challenges; Expatriate compensation; Regulatory and legal framework for expatriates; Managing Performance and Development of Expatriates; Communication and Negotiation in cross-cultural context; Regional and country cluster analysis.

Suggested Readings

1. Adler, N. J., & Gundersen, A. (2008). International Dimensions of Organizational Behaviour (5th ed.). USA: Thomson Learning.
2. Briscoe, D., Schuler, R., & Tarique, I. (2011) International Human Resource Management: Policies and Practices for Multinational Enterprises (4th ed.) Routledge.
3. Browaeys, M. J., & Price, R. (2011). Understanding Cross-cultural Management (2nd ed.). New Delhi: Prentice Hall.
4. Dowling, P. J., Festing, M., & Engle, Sr. A. D. (2008). International Human Resource Management (5th ed.) London: Thompson Learning.
5. Gannon, M. J., & Newman, K. L. (2001). The Blackwell Handbook of Cross Cultural Management. UK: Blackwell Publications.
6. Hofstede, G. (2001). Cultures Consequences: Comparing Values, Behaviour, Institutions and Organisation across Nations (2nd ed.). New Delhi: Sage.
7. Mendenhall, M. E., Punnett, B. J., & Ricks, D .A. (1995). Global Management. UK: Blackwell.
8. Moran, R. T., Harris, P. R., & Moran, S. V (2011). Managing Cultural Differences. (8th Ed.). Butterworth-Heineman.
9. Schuler, R. S., Briscoe, D. R., & Claus, L. (2009). International Human Resource Management (3rd ed.). New York: Rutledge.

10. Solomon, C., & Schell, M. S. (2009) Managing Across Cultures: The Seven Keys to Doing Business with Global Mindset. NY: McGraw Hill.
11. Thomas, D. C. (2008). Cross Cultural Management: Essential Concepts (2nd ed.).New Delhi: Sage.

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

MBAEX-9304 PERFORMANCE MANAGEMENT & TRAINING INTERVENTION

Objective

The objective of this course is to provide a comprehensive conceptual and practical insight into the entire cycle of performance management (including performance planning, evaluation, feedback, and potential assessment) and use of training and development as an intervention for developing skills and competencies. The course content shall facilitate participants towards a skill based approach to identifying KPAs/ KRAs, designing performance evaluation form, conducting training needs assessment, and evaluation of training outcomes.

Course Contents

Key Issues and challenges in Performance Management System; Performance Review Methods: GRS to BSC Method; Performance Feedback and Counseling; Cognitive Stereotypes; Competence Mapping and Potential Assessment; Performance Planning and Performance Targets; Designing Performance Management System: Designing of PMS; Identifying and defining performance indices (KPAs/ KRAs) and metrics; Formats for scaling and measurements; integrating performance management with training sub-system; Training intervention and organizational effectiveness; Managing training function; Assessing training needs (TNA); Designing training modules (lesson plan, learning styles and climate); Effectiveness of training techniques; Measuring and Evaluating training effectiveness.

Suggested Readings

1. Armstrong, M. (2010). Armstrong's Handbook of Performance Management: (4th ed.). London: Kogan Page.
2. Cokins, G. (2009). Performance Management: Integrating Strategy Execution, Methodologies, Risk and Analytics. New Jersey: John Wiley.
3. Kozlowski, S. W. J., & Salas, E. (Ed.) (2010). Learning, Training, and Development in Organisations. New York : Routledge.

4. Lawson, K. (2011). The Trainer's Handbook (2nd ed.). New Jersey: Pfeiffer-Wiley.
5. Lynton, R., & Pareek, U. (2000). Training for Organisational Transformation (3rd ed.).(3 Vols.). New Delhi: Sage.
6. Moskowitz, M. (2008). A Practical Guide to Training and Development: Assess, Design, Deliver, and Evaluate. New York: John Wiley.
7. Niven, P. R. (2008). Balanced Scorecard step-by-step: Maximizing Performance and Maintaining Results (2nd ed.). New Jersey: John Wiley.
8. Noe, R. A. (2009). Employee Training & Development (4th ed.). USA: McGraw-Hill.
9. Phillips, J. J., & Stone, R. (2002). How to Measure Training Results: A Practical Guide to Tracking the Six Key Indicators. USA: McGraw Hill.
10. Piskurich, G. R, Beckschi, G. P., & Hall, B. (2000). The ASTD Handbook of Training, Design and Delivery. USA: McGraw Hill.
11. Rao, T. V. (2004). Performance Management and Appraisal Systems. New Delhi: Response Books.
12. Sanghi, S. (2008). The Handbook of Competency Mapping (2nd ed.). Delhi: Response Books.

List of cases and specific references will be announced at the time of launching the course.

MBAEX- 9305: COUNSELLING SKILLS FOR MANAGERS

Objective

The objective of this course is to provide some insights to students into handling behavioural issues at work place by developing counselling skills. It is to help the budding and existing managers and supervisors to develop counselling skills and apply them appropriately in the right situation with the expected outcomes.

Course Contents

Introduction to Counselling; Historical evolution; Counselling, Psychotherapy and Instruction; Approaches to Counselling: Psychoanalysis; Behaviourism and Humanism; Goals and Process of Counselling; Counselling Procedures and Skills; Organizational Application of Counselling Skills; Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

Suggested Readings

1. Carroll, M. (1996). Workplace Counselling. New Delhi: Sage.
2. Kottler, J. A., & Shepard, D. S. (2008). Introduction to Counselling: Voices from the Field. USA: Cengage Learning.
3. Moursund, J. (2002). The Process of counselling and therapy. (4th ed.). New Jersey: Prentice Hall.
4. Patterson, L. E., & Welfel, E. R. (2004). The Counselling Process: A Multi-theoretical Integrative Approach (6th ed.). New York: Brooks Cole.
5. Rogers, C. R. (1965). Client Centred Therapy: Its Current Practice, Implications, and Theory. Boston: Houghton-Mifflin.
6. Rogers, C. R. (1995). On Becoming a Person: A Therapist View of Psychotherapy. New York: Houghton-Mifflin.
7. Singh, K. (2010). Counselling Skills for Managers (2nd ed.). New Delhi: Prentice Hall of India.

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- 9306: CHANGE & INTERVENTION STRATEGIES

Objective

The course is designed to facilitate the learning of organization development theory and change interventions techniques. It aims to help students connect theories on organizational change and intervention techniques and to help them learn to develop a plan for the analysis of a concrete problem of change and formulate proposals for intervention.

Course Contents

Organizational effectiveness and excellence, measures and perspectives of organizational effectiveness; Perspectives on Organizational Change –Theoretical frameworks and Models of organizational transition, Planned, emergent, Episodic & continuous change; Difference between Organizational Change and Organizational Development - Concept, strategic dimensions and features of OD; Triggers for OD; Relevance of OD techniques in contemporary times. Factors and Drivers of change—Environmental scanning, competitive intelligence; Diagnosis of need for change - OD models and strategic tools of assessment; Restructuring organizations- Techniques of restructuring- new organizational designs, role of critical success factors in organizational design, HRIS and Organizational design, Organizational culture and design, Change Management Strategies- Kotter's model, Lewin's model of change, Planned model of change, role of change agent; Change & Leader-

ship- Strategic Leadership for change, cultural issues, Empowerment; Implementation of Change – Process, challenges and issues. Organizational development tools; Change and Human resource interventions - Management during Mergers and Acquisitions and management of IR in the context of change ;Resistance to change- reasons for resistance to change, management of organizational resistance ;Strategies for Communication of Change; Consolidation of Change & Prevention of failure of change.

Suggested Readings

1. Anderson, D., & Anderson, L. A. (2001). Beyond Change Management: Advanced Strategies for Today's Transformational Leaders. San Francisco: Jossey-Bass/ Pfeiffer.
2. Axelrod, Richard. H. (2003). Terms Of Engagement: Changing The Way We Change Organizations (2nd ed.). San Francisco, California: Berrett-Koehler Publishers, Inc.
3. Brown D., & Harvey, D. (2006). An Experiential Approach to Organisational Development (4th ed.) . New Delhi: Pearson.
4. Cummings, T., & Worley, T. (2008). Organizational Development & Change. Thomson Press.
5. Demers, C. (2007). Organizational Change Theories: A Synthesis. Thousand Oaks: Sage Publications.
6. Galpin, Timothy. J. (1996). The Human Side Of Change. San Francisco, California: Jossey-Bass Inc.
7. Gary, S., Holland, B., Rogers, B., & Landon, D. (1995). The Change Management Toolkit: A Step-By-Step Methodology for Successfully Implementing Dramatic Organizational Change (2nd ed.). Houston, Texas: Win Hope Press
8. Kanter, Rosabeth Moss. (1989). When Giants Learn To Dance. New York: A Touchtone Book.
9. Kim, W. Chan., & Mauborgne, R. (2006). Tipping Point Leadership. Harvard Business.
10. Kotter, J. (2006). Leading change: Why Transformation Efforts Fail. Harvard Business Review.
11. Kotter, J. (2008). A Sense of Urgency. Boston: Harvard Business Press.
12. Kotter, John. P., & Cohen, D. S. (2002). The Heart Of Change. Boston, Massachusetts: Harvard Business School Press.
13. Maginn, M. (2005). Managing in Times of Change. San Francisco: McGraw-Hill.
14. Nilakant, V., & Ramnarayan, S. (2006). Change Management. New Delhi: Response books.

15. Sharma, R. R. (2008). Change Management Concepts and Applications. New Delhi: Tata McGraw Hill.
16. Senge, Peter. M. (2006). The Fifth Discipline. New York: Bantam Doubleday Dell Publishing Group, Inc.
17. Singh, K. (2010). Organization Change and Development (2nd ed.). New Delhi: Excel Books.

MBAEX- 9307: MANAGING INTERPERSONAL AND GROUP PROCESSES

Objective

The purpose of this course is to advance understanding regarding interpersonal and group processes and help the students to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Course Contents

Group as a medium of learning, developing and change; Group cohesiveness; Influence processes; Interpersonal communication; Interpersonal awareness and Feedback process; Interpersonal trust; Interpersonal &Inter group Conflict; Power dynamics in Groups; Group decision making; Group synergy; Team Development.

Suggested Readings

1. Corey, M. S., & Corey, G. (2006). Groups: process and practice (7th ed.). Belmont: Thompson Books.
2. Donelson, R. F. (2009). Group dynamics (5th ed.). New York: Cengage Learning.
3. Goleman, D. (2006). Social intelligence: The new science of human relationships. New York: Bantom Books.
4. Levi,.D. (2007). Group dynamics for teams (2nd ed.). London: Sage.
5. Seligman, M. E. P. (1998). Learned optimism: how to change your mind and your life. New York: Free Press.
6. Thatchenkery, T., & Metzker, C. (2006). Appreciative intelligence: Seeking the mighty oak in the Acorn. San Francisco: Berrett-Koehler.

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

MBAEX- 9308: INDUSTRIAL RELATIONS

Objective

Industrial Relations play an important role in organizations. Organisational efficiency and performance are intricately interlinked with industrial relations. This course will expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels.

Course Contents

Industrial Relations: Concept & Scope; Industrial Relations Perspectives: Conflict model Vs. Collaboration model. Globalisation and the emerging socio-economic scenario and their impact on Industrial Relations. I.R and the State: Role of state, Legal Framework of Industrial Relations. Trade Unions: philosophy and perspectives; history and structure of Trade Unions; Impact of Globalisation, Technology and economic reforms on Trade Unions; Emerging changes in Trade
Unions; Discipline and Disputes: Negotiation, Mediation, Arbitration – Works Committee, Conciliation, Board of Conciliation, Court of enquiry; Labour Court, Industrial Tribunal, National Tribunal; Role of Judiciary & its impact on industrial relations. Disciplinary procedures and Grievance Management machineries; Industrial Disputes Act, Negotiation and Collective Settlements; Productivity Bargaining and Gain Sharing; Employee Empowerment, worker participation in Management and their impact on Quality of Work Life and Industrial Relations.

Suggested Readings

1. Dundon, T., & Derek, R. (2004). Employment Relations in Non-Union Firms. New York: Routledge.
2. Joseph, J. (2004). Industrial Relations towards a Theory of Negotiated Connectedness. New Delhi: Response Books.
3. Kaufman, B. (Ed.). (2004). The Global Evolution of Industrial Relations: Events Idea and the IIRA. Geneva: International Labour Office.
4. Kelly, E. J. (2004). Industrial Relations: Critical Perspectives on Business and Management, vols 1-5. London: Routledge.
5. Ratnam, V. C. S. (2006). Industrial Relations. New Delhi: Oxford University Press.
6. Sen, R. (2009). Industrial Relations: Text and Cases (2nd ed.). New Delhi: Macmillan Publishers.
7. Webb, S., & Webb, B. (1897). Industrial Democracy. London: Longman.

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- 9309: COMPETITIVE STRATEGY

Objective

The objective of this course is to understand why some firms perform better than others, how certain firms sustain good performance over years while others fold and whether there are common patterns that can be identified that explains, at least partially, the workings of successful firms.

Course Contents

Understanding the Business Landscape: Understanding the External Business Environment; Understanding the Interaction between External and Internal Environments: Tools for Analysis; Nature and Sources of Competitive Advantage: Emergence of Competitive Advantage; Types of Competitive Advantage - cost and differentiation; Creating Competitive Advantage: Cost versus Differentiation Analysis; Added Value; Tools for Analysis; Understanding Competition and Cooperation: Game Theory; Behavioral Theory; Evolutionary Dynamics; Competitive Strategy in Fragmented Industries: Problems with Industry; Development; Overcoming/coping with Fragmentation; Strategic Choices; Competitive Analysis in Emerging Industries: Structural Environment; Problems with Industry Development; Strategic Choices; Competitive Analysis in Declining Industries: Structural Determinants; Strategic Alternatives; Diversification Strategy: Trend in Diversification; Competitive Advantage from Diversification; Diversification and Performance; Strategic Analysis of Vertical Integration and Capacity Expansion: Strategic issues in Forward Integration; Strategic Issues in Backward Integration; Strategic issues in Capacity Expansion.
Sustaining Competitive Advantage: Activities versus Resources; Developing capabilities; Sustaining capabilities; Competing Globally: Analyzing Competitive Advantage in an International context; Multinational Strategies; Tools for Analysis.

Suggested Readings

1. Albert, Kenneth. J. (1983). The Strategic Management Handbook. New Delhi: Mc-Graw Hill.
2. Ghemawat, Pankaj. (2011). Strategy and the Business Landscape. New Delhi: Pearson.
3. Grant, Robert. M. (2008). Contemporary Strategic Management (6th ed.). UK: Blackwell Publishing.
4. Porter, Michael. E. (2004). Competitive Advantage. Free Press.
5. Stalk, George. (1990). Competing Against Time. Free Press.
6. Besanko, David., Dranove, David., Shaneley, Mark., & Schaefer, Scott. (2005). Economics of Strategy. John Wiley & Sons.

7. Prahlad, C. K., & Krishnan, M. S. (2008). The New Age of Innovation: Driving co-created value through Global Networks. New Delhi: McGraw Hill.

In addition there will be case discussions in class. Cases and extra readings will be announced in class.

MBAEX- 9310: LEARNING ORGANIZATION

Objective

The course aims at the learning organisation with its capacity for continuous change is ideally suitable for the complex and unpredictable economic, legal and political environment in which Indian organisations operate. The course is planned to develop some insights on how the organisation can learn, what are the factors that influence the process of learning, the facilitative role of information technology, etc.

Course Contents

Learning concepts and applications; Introducing organisational learning; link between individual and organisational learning; Learning Organisations- The role of top leaders; Role of information technology in learning organizations; Organisational learning for creativity and high performance; The key to organisational learning in the 21st Century; Maintaining levels of innovation and remaining competitive; Being better placed to respond to external pressures; Having the knowledge to better link resources to customer needs; Improving quality of outputs at all levels; Improving corporate image by becoming more people oriented; Increasing the pace of change within the organization.

Suggested Readings

1. Argyris, C. (1957). Personality and Organization. New York: Harper Collins.
2. Argyris, C. (1964). Integrating the Individual and the Organization. New York: Wiley.
3. Argyris, C., & Schön, D. (1978). Organizational learning: A Theory of Action Perspective, Reading, Mass: Addison Wesley.
4. Argyris, C., & Schön, D. (1996). Organizational Learning II: Theory, Method and Practice, Reading. Mass: Addison Wesley.
5. Bulman, L. G., & Deal, T. E. (1997). Reframing Organizations. Artistry, Choice and Leadership. San Francisco: Jossey-Bass.
6. Coopey, J. (1998). Learning to Trust and Trusting to Learn: A Role for Radical Theatre' Management Learning 29(3): 365-82.

7. Daniel, Y. (1981). New Rules: Searching for Self Fulfilment in a World Turned Upside Down. New York: random House.
8. Dewey, J. (1933). How We Think: A Restatement of the Relation of Reflective Thinking to the Educative Process (revised ed.). Boston: D. C. Heath.
9. Edmondson, A., & Moingeon, B. (1999). Learning, Trust and Organizational Change in M. Easterby
10. Easterby-Smith, M., & Araujo, L. (1999). Current Debates and Opportunities in M. Easterby.
11. Schön, D. A. (1983). The Reflective Practitioner: How Professionals Think in Action. London: Temple Smith.
12. Senge, P. (1990). The Fifth Discipline. New York: Doubleday.
13. Smith, L. Araujo., & J. Burgoyne (eds.). (1999). Organizational Learning and the Learning Organization. London: Sage.
14. Smith, L. Araujo., & Burgoyne, J. (eds.) Organizational Learning and the Learning Organization. London: Sage.

MBAEX- 9311: ORGANIZATIONAL LEADERSHIP: INSPIRATION, DILEMMAS & ACTION

Objective

The course aims at understanding organizational leadership by drawing insights from ancient wisdom traditions based on great works of literature and classic pieces in humanities.

Course Contents

Leadership and vision, idealism, heroism, values, beliefs, ambition, virtue, myths, rituals; Skills and tasks necessary for successful leadership; Primary secondary leadership style; Leadership goals; Issues of delegation; Self directed leadership and professional development; Role of leadership in contemporary organizations; Perspectives of leadership in literature; Leadership across groups communities and organizations; Dilemmas of leaderships Discovery of self and understanding of socio cultural context; Asian/Eastern approach to leadership.

Suggested Readings

1. Blake, R. 1., & Mouton, J. (1964). The Managerial Grid: The Key to Leadership Excellence, Houston: Gulf Publishing Co.
2. Carlyle, Thomas .(2011). On Heroes, Hero-Worship, and the Heroic History. Createspace.

3. Fiedler, Fred. E. (1967). A Theory of Leadership Effectiveness. Mc Graw-Hill: Harper and Row Publishers Inc.
4. Heifetz, Ronald .(1998). Leadership without Easy Answers Cambridge. Bellnap Press.
5. Hemphill, John. K. (1949). Situational Factors in Leadership, Columbus: Ohio State University Bureau of Educational Research.
6. Hersey, Paul., Blanchard, Kenneth., & Johnson, D., (2008). Management of Organizational Behavior: Leading Human Resources (9th ed). PHI Learning.
7. Miner, John. B. (2005). Organizational Behavior: Essential Theories of Motivation and Leadership. Armonk: M.E. Sharpe
8. Spencer, Herbert. (1841).The Study of Sociology. New York: D. A. Appleton.
9. Vroom, Victor., Harold, Yetton., & Phillip, W. (1973). Leadership and Decision-Making. Pittsburgh: University of Pittsburgh Press.
10. Vroom, Victor. H., Jago, Arthur. G. (1988). The New Leadership: Managing Participation in Organizations. Englewood Cliffs, NJ: Prentice-Hall.
11. Wormer, V., Besthorn, K., Fred, H., Thomas, Keefe. (2010). Human Behavior and the Social Environment: Macro Level: Groups, Communities, and Organizations. US: Oxford University Press.

MBAEX- 9312: POWER, POLITICS & ORGANIZATIONAL DECISION MAKING

Objective

The objective of this course is to expose the management students to understand the psychological processes involved in power, politics and organizational decision making. This course offers a broad overview of political psychology & internal dynamics of organization.

Course Contents

Personality; Perception; Dynamics of social groups; Emotions and Mood; Intuition; Rational decision making; Media and political advertising; Workforce diversity; Formation of opinions and ideologies; Organizational politics; Influence tactics; Political games; Managing with positive power; Political behaviour and ethics.

Suggested Readings

1. Charles, Perrow .(1986). Complex Organizations: A Critical Essay (3rd ed.). New Delhi: McGraw Hill.
2. Gerard. P., Starbuck, W. H. (2008). The Oxford Handbook of Organizational Decision Making.

3. Forester, J (1989). Planning in the face of power. Berkeley, C.A: University of California Press.
4. Pfeffer, J. (1992) – Management with Power. Boston: Harvard Business School Press.
5. Pfeffer, Jeffrey., & Salancik, Gerald. R. (2003). The External Control of Organizations: A Resource Dependence Perspective. Stanford.
6. Shafritz, Jay. M., & Ott, Steven. J. (2001). Classics of Organization Theory (5th ed.). Harcourt.
7. Simon, Harbert. A. (1997). Administrative Behaviour: A Study of Decision Making in Administrative Organizations (4th ed.). The Free Press.
8. Tedeschi, J. T. (2008). Social Power and Political Influence (4th ed.). Transaction Books.
9. Vigoda – Gadet, E & Drory, A. (Eds.) (2006) Handbook of organizational Politics. Cheltenham: Edward Elgar.

MBAEX – 9313: ORGANIZATIONAL THEORIES: STRUCTURE & DESIGN

Objectives

This course covers organizational theory, research and applications important to managerial and organizational effectiveness. It aims to provide understanding of contemporary organizational designs in the globalized environment.

Course Contents

Organization theory; Organization Structure; Contemporary Organizational designs; Life cycle and decline; Control systems; Electronic surveillance; Management of transnational organizations; Challenges and Management of virtual organizations Bureaucracies and Authority; Inter-organizational relationship; Organization-environmental relations; Goals and Strategy; Innovation and Change; Organization design and culture.

Suggested Readings

1. Bailey, Kenneth. (2007). Methods of Social Research (4th ed.). New York: The Free Press.
2. Benkler, Y. (2002). Coase's Penguin or Linux and the Nature of the Firm. The Yale Law Journal, 112(3), 369-4461
3. Cosley, D., Fankowski, D., Kiesler, S., Terveen, L., & Riedl, J. (2005). How oversight improves Member-maintained Communities. In: A. Kellogg, S. Zhai, C. Gale, C. van der Veer (Eds.), In: Proceedings of the SIGCHI, Conference on Human Factors in Computing Systems (pp1 11-20).New York, NY: ACM Press

4. Garfinkel, H. (1967). Studies in Ethno methodology. Englewood Cliffs, NJ: Prentice-Hall.
5. Gasser, L., & Stvilia, B. (2003). Using Multi-agent Models to understand the Quality of Organizational Information bases over time. In: Proceedings of the NAACSOS Conference. Pittsburgh, PA.
6. Giles, J. (2005). Internet Encyclopaedias go head to head. Nature, 438(7070), 900–901.
7. Glaser, B., & Strauss, A. (1999). The Discovery of Grounded Theory: Strategies for Qualitative Research.
8. McArthur, T. (1986). Worlds of Reference: Lexicography, Learning and Language from the Clay Tablet to the Computer, Cambridge, UK: Cambridge University Press.
9. Orlikowski, W., & Yates, J. (1994). Genre Repertoire: The Structuring of Communicative Practices in Organizations. Administrative Science Quarterly, 39, 541–574.
10. Pentzold, C., & Seindenglanz, S. (2006). Foucault@wiki: First steps towards a Conceptual Framework for the analysis of wiki discourses In: Proceedings of the 2006 International Symposium on Wikis (pp1 59–68).
11. Schmidt, K., & Bannon, L. (1993). Taking CSCW seriously: Supporting Articulation Work. Computer Supported Cooperative Work, 1(1–2), 7–40.
12. Schmidt, K., & Simone, C. (1996). Coordination Mechanisms: Towards a Conceptual Foundation of CSCW Systems Design Computer Supported Cooperative Work, 5, 155–200.

MBAEX–9314: PERSONAL POWER & LEADERSHIP THROUGH ASIAN VALUES

Objective

The objective of the course is to develop a holistic perspective towards managerial actions, unleash personal power, foster organizational excellence and to nurture value based leadership that supports diversity and manages change effectively. The course contents are based on principles embodied in the Asian knowledge traditions.

Course Contents

Ontology of Human and Organizational Existence; Model of Personality & Holistic Growth: Panch Kosh; Excellence in Actions: Guna theory; Dynamics of Human Motivation: Purushartha. Constructive and Destructive Emotions: Rasa theory. Strategic & Value based Leadership: Dharma-Danda. Leveraging on competencies: Svabhava Sanskar & Svadharma model. Change Management: Ekkatoparaya; Unleashing Creativity & Personal

power: Techniques from Ashtanga Yoga, Zen- Buddhism and Taoism; Work values & relationship management through Confucian values.

Suggested Readings

1. Gardner, D. K. (2007). The Basic Teachings of the Later Confucian Tradition. Indianapolis: Hackett Publishing Company.
2. Goldman, R. P., & Tokunaga, M. (2009). Epic Undertaking. Delhi: Motilal Banarsidas Publishers.
3. Gerardo, N. J. (2009). Myth and Meaning in Early Daoism: The themes of Chaos. Hundun: First Three Pines Press Edition.
4. Iyengar, B. K. S. (2005). Light on Life. London: Rodale.
5. Jue, R., & Wedemeyer, R. (2002). The Inner Edge: Achieving Spiritual Fulfilment in Life and Work. New Delhi: Tata McGraw Hill.
6. Kao, Hanry. S. R., & Sinha, D., (1997). Asian Perspectives on Psychology. New Delhi: Sage.
7. Karve, I., (1991). Yuganata. Hyderabad: Orient Longman Ltd.
8. Lau, D. C. (1979). Confucius: The Analects. London: Penguin
9. Roy, R. (1999). Beyond Egos Domain: being and order in the veda. New Delhi: Shipra Publications.
10. Ross, N. W., (1960). The World of Zen. New York: Random House.
11. Sharma, A. (Ed.) (2007). Essays on Mahabharata. Delhi: Motilal Banarsidas Publishers Pvt. Ltd.
12. Shri Aurobindo. (1993). Essays on Gita (9th ed.). Pondicherry: Shri Aurobindo Ashram.
13. Shri Aurobindo. (1996). The Upanishads: Texts Translations & Commentary Pondicherry: Sri Aurobindo Ashram.
14. Batchelor, S. (2008). Understanding the Mind. London: Harper Collins Publishers.
15. Tiwari, K. (2007). Classical Indian Ethical Thought: A Philosophical Study of Hindu, Jaina and Bauddha Morals. Delhi: Motilal Banarsidas Publishers Pvt. Ltd.
16. Sarma, Vishnu. (1993). The Panch Tantra .New Delhi: Penguin.
17. Watts, A. W., (1957). The Way of Zen. London: Penguin.
18. Wong, E. (2000). The Shambala Gguide to Taoism. Boston: Shambala, South Asia Editions.

The list of supplementary learning materials including video films and audio cassettes will be announced by the instructor at the time of launching of the course.

MBAEX-9315 NEGOTIATION, PERSUASION & SOCIAL INFLUENCE SKILLS

Objective

The objective of this course is to help students develop a superior ability to influence decision-making processes, preparing them for leadership positions. This course will focus on the problems and possibilities of effective negotiations, persuasion and influence at work and other settings. The course will treat a variety of situations, including conflict between individuals, between departments, across levels, across cultural differences, and among different organizations.

Course Contents

Social Influence processes- Persuasion and Negotiation; principles of influence; influence tactics; Negotiation: Definition and scope; types of negotiation; negotiation styles; role of trust in negotiations; negotiation strategies and tactics (distributive, integrative, and mixed-motive); negotiation process – underlying mechanisms; distant negotiations: negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; win-win negotiation; context of mediation; negotiation as persuasion; Persuasion: Definition; rules of effective persuasion; seeking and resisting compliance; principles of persuasion; persuasion strategy

Suggested Readings

1. Cialdini, R. (1993). Influence: The psychology of persuasion. New York: Morrow.
2. Cialdini, Robert. B. (2008). Influence: Science and Practice. Allyn & Bacon.
3. Howard, R. & Johan. S .(1985). The Art & Science of Negotiation. Belknap Press.
4. Korobkin, Russell. (2009). Negotiation Theory and Strategy (2nd ed.).
5. Lewicki, R., Saunders, D., Minton, J., & Barry, B. (2002) Negotiations: Readings, Exercises and Cases (4th ed.). Chicago: McGraw-Hill.
6. R. B. (2001).The Science of Persuasion, Scientific American, pp.76-81.
7. Seiter, J. S., & Gass, R. H. (eds.). (2004). Perspectives on Persuasion, Social Influence and Compliance Gaining. New York: Allyn & Bacon.
8. Thompson, Leigh. L. (2009). The Mind and Heart of the Negotiator (4th ed.). Prentice Hall.
9. Ury, William. (1991). Getting Past No: Negotiating with Difficult people. New York: Bantam Books.
10. Watkins, M. (2006). Shaping the Game: The New Leader's Guide to effective Negotiating. USA: HBS Press.

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

MBAEX-9316 MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Objective

Globalization and the advent of Information technology have made major impact on work, employees, work places and organizations alike. This course aims to examine the major aspects of technological change and its impact on human resources management strategies and how human resources management strategies facilitate or hinder technological changes.

Course Contents

Evolution of human resources management philosophies; environmental impact on human resources management strategies; challenges of globalization and global markets on competitiveness; technological change and technology management, technology and culture, innovation and new technology; changing profile of work and its impact on employee competency; structural, cultural and HRM implications of technological change; Performance management and career development issues.

Suggested Readings

1. Brennan, L. L., & Johnson, V. E. (2003). Social, Ethical and Policy Implications of Information Technology. USA: Information Science Publishers.
2. Griffeth, Rodger., Neiderman, F., & Ferrah, T. W. (2006). IT Workers Human Capital Issues in a Knowledge Based Environment. USA: Information Age Publishing.
3. I.U. (2009). Effects of flexibility in workplace on workers: Work, Environment and the Unions. Geneva: International Labour Office.
4. Ihlenfeld, Julia. (2007). The Impact of Knowledge Sharing on Corporate Culture: An Outlook on Small and Medium-sized Enterprises. Germany: VDM Verlag.
5. Mangaraj, Sujata. (2008). Globalization and Human Resource Management. New Delhi: Excel Books.
6. Rowley, C., & Warner, M. (2007). Globalizing Internatonal Human Resource Management. New York: Routledge.

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-9317 HUMAN RESOURCE DEVELOPMENT: STRATEGIES & SYSTEMS

Objective

The objective of the Human Resource Development Course is to provide the students with a clear understanding of the concepts, processes, practices and strategies that form the basis of successful HRD in organizations. The course is intended to facilitate the development of knowledge and skills that HR specialists need in performing their strategic role. The content of the course is also designed to familiarize students with the role of line managers and HR specialists in HRD.

Course Contents

HRD Concepts: Definition, Evolution, HRM & HRD, Challenges & Goals of HRD. HRD Function: HRD department structure, functions, and staffing HRD Professionals: Roles and Competencies. Developing HR Strategies: HRD System Design Principles, Systems Approach to HRD; Design & Administration of Select HRD Systems: Career Management and Development, Mentoring at Workplace, Work-Life Integration, Performance Management System; HRD & Diversity: HRD for culturally diverse employees, Developing global managers, HRD systems for International managers. Applications of HRD: HRD Climate, HRD for managing organizational change, HRD for Workers (blue collar employees), HRD Audit.

Suggested Readings

1. Agarwala, T. (2007). Strategic human resource management. New Delhi: Oxford University Press.
2. Dayal, Ishwer. (1993). Designing HRD systems. New Delhi: Concept.
3. Dowling, P. J., & Welch, D. E. (2009). International human resource management: managing people in a multinational context (4th ed.). New Delhi: Cengage Learning.
4. Harvey, Carol. P., & Allard, M. J. (2010). Understanding and managing diversity: readings cases and exercises (4th ed.). New Delhi: Prentice Hall of India.
5. Maheshwari, B. L., & Sinha, D. P. (1991). Management of change through HRD. New Delhi: Tata McGraw Hill.
6. Mankin, D. (2009). Human resource development. India: New Delhi: Oxford University Press.
7. McCall, Jr. M. W., & Hollenbeck, G. P. (2002). Developing global executives: The lessons of international experience. Boston: Harvard Business School press.
8. Mello, J. A. (2009). Strategic human resource management (4th ed.). New Delhi: Cengage Learning.

9. Pareek, U. (1992). Managing transitions: The HRD response. New Delhi: Tata McGraw Hill.
10. Rao, T. V. (1988). Alternative approaches & strategies of human resource development. Jaipur: Rawat.
11. Rao, T. V. (1999). HRD audit. New Delhi: Response Books.
12. Som, Ashok. (1997). Organization redesign and innovative HRM. New Delhi: Oxford University Press.
13. Venkataratnam, C. S. (2006). Industrial relations. New Delhi: Oxford University Press.
14. Werner, J. M., & DeSimone, R. L. (2010). Human resource development: Foundation: Framework & Application (5th ed.). New Delhi: Cengage Learning.

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-9318 COMPENSATION AND REWARDS MANAGEMENT

Objective

The objective of the course is to develop, among students, an understanding on various issues, approaches and practices of compensation management and the ability to design, analyze and restructure reward management policies, systems and practices.

Course Contents

Wage, Salary and Compensation: concepts and theories; Intra and inter-industry differentials in compensation; Equity in Compensation Systems: Internal and External; Job Evaluation: Methods and key considerations; Compensation structures: Job-Based/ Person-Based; Compensation Strategy; Design and implementation of compensation management systems; Reward Systems: financial/ non-financial rewards; Reward Planning; Compensation and Rewards for Special Groups: Knowledge workers, Senior executives, etc.; Rewarding Individual, Team and Organizational performance; Pay-for-Performance programmes; Planning and design of employee benefits; Role of Union in wage and Salary administration; Government and legal issues in Compensation;

Suggested Readings

1. Armstrong, Michael. (2010). Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward (3rd ed.). London: Kogan Page.
2. Armstrong, Michael., & Murlis, H. (1988). Reward Management: A Handbook of

Salary Administration. London: Huperion Books.

3. Gerhart, Barry., & Rynes, Sara. L. (2008). Compensation: Theory, Evidence, and Strategic Implications. India: Sage Publications (South Asia Edition).
4. Henderson, R. I. (2003). Executive Compensation. San Francisco: American Management Association.
5. Lawler, E. E. (1999). Rewarding Excellence: Pay Strategies for New Economy. California: Jossey-Bass.
6. Milkovich, G., & Newman, J. M. (2008). Compensation. Ninth Edition. New Delhi: Mc-Graw Hill Publishing Company.
7. Seth, Vijay. K., & Agarwal, Suresh. Chanel. (2003). Economics of Labour Market. New Delhi: Ane Books.

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-9319 CAREER MANAGEMENT

Objective

In a highly competitive business environment, the traditional notions of career and career management have taken on entirely new dimensions for both employees and organizations. The course aims to focus on the basics of career management. Key issues for career success and career satisfaction will also be examined.

Course Contents

New employment reality and labour market trends; Career contexts; Career stages and exploration; career paths; geography: location, relocation and global mobility; Age, generational and Cultural influences; internal mobility and performance management; Stress and managing resources; Work-life harmony and fulfillment; Mentoring and Career Management; Organizational career systems and culture; Career and Talent Management Strategies: Organizational Perspective; Organizational role in development planning.

Suggested Readings

1. Agarwala, Tanuja. (2007). Strategic Human Resource Management. Oxford University Press: India.
2. Buckingham, M., & Clifton, D. (2001). Now, Discover Your Strengths. The Free Press: NY.

3. Caliguiri, P. (2010) Get a Life, Not a Job: Do what you love and let your talents work for you. FT Press.
4. Clawson, J., Kotter, P., Faux, V. A., & McArthur, C. C. (1992). Self Assessment and Career Development. (3rd ed.). N J, Englewood Cliffs: Prentice-Hall.
5. Goldsmith, Marshall., & Carter, L. (2009). Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent (Edited). San Francisco: Pfeiffer, San Francisco.
6. Greenhaus, J. H., Callanan, G. A., & Godshalk, V. M. (2009). Career Management. New Delhi: Sage Publications.
7. Hall, D.T. (1976). Careers in Organizations. Goodyear: California.
8. Israelite, L. (2011). Talent Management. Strategies for Success from Six Leading Companies (Editor) American Society for Training and Development. Baltimaore,MD: United Book Press.
9. Morgan, M. A. (1980). Managing Career Development. New York: D. Van Nostrand.
10. Pollack, L. (2007). Getting from College to Career. Collins.

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-9320 MANAGEMENT DEVELOPMENT

Objective

The purpose of this course is to advance an understanding on concepts, methods, and strategies underlying the development of executives.

Course Contents

Field of HRD: Definition, Objectives and Functions of HRD Professionals; Open Systems Theory Perspective for Training; Strategic Planning Approach; Organizational Environment and Training-Principles of Learning: Learning and Behaviour, Teaching/ Learning Debate, Training and / or Development ; Management Development- Perspectives, MD and management education, pitfalls, continuing need, need for effective MD, MD Policy and Committees; Planning the strategies and Programme to reach MD objectives; Training Methodology. An overview of the training process; Management Effectiveness Audit and Management Inventory : Training needs Assessment and Training objectives; Designing training for effective learning; Methods of MD including Training for Human Relations, leadership, Team Work, Communication and creativity; conduction of MD Programme-Role

of Programme Co-ordinator, trainee, top Management; Evaluation; Getting Management Training to Ply-Off.

Suggested Readings

1. Bienvenu, B. J. (1969). New Priorities in Training. American Management Association.
2. Binsted, Don. (1989). Developments in Interpersonal Skills Training. London: Gower.
3. Brinkerhoffm, Robert. (2009). Achieving Results from Training: How to evaluate HRD to Strengthen Programs and Increase Impact. San Francisco: Jossey Bass.
4. Craig, Robert. L. (1987). Training and Development Handbook: A guide to HRD. (3rd ed.). New York: McGraw Hill.
5. Kinlaw , Dennis. C. (1991). Developing Superior Work Term : Building Quality and the Competitive Edge. California: University Associates.
6. Lynton, Rolf. P., & Pareek, Udai. Training for Development (3rd ed.). New Delhi: Sage Publication.
7. Mathur. B. L. (2000). Strategy for Human Resources Development. RBSA Publication.
8. Rao, Leslie. (1985). The Skills of Human Relations Training: A Guide for Managers and Practitioners. England: Gower.
9. Rao, T. V., Verma, K. K., Khandelwal, Anil. K., & Abrahan, S. J. (1988). Alternative Approaches and Strategies of Human Resource Development. Jaipur: Rawat.
10. Robinson, Kenneth. R. (1992). A Handbook of Training Management. Delhi: Aditya Books.
11. Singh, P. N. (1984). Training for Management Development. Bombay: Forum of Asian Managers.

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

AREA - 4: PRODUCTION & OPERATIONS MANAGEMENT MBAEX-9401 to MBAEX-9409

MBAEX-9401 Management Science for Executives

Objective

The objective of the course is to introduce advanced Operations Research tools for modelling and optimization of complex systems. These methods provide a holistic approach towards decision making. Students would be able to use the models and solution methods in different functional areas of management. Relevant software tools would be used as part of curriculum.

Course Contents

Discrete optimization models: Model building and solution using optimization software; Network models and Optimization: flow optimization, vehicle routing, transportation; Non-Linear Programming: Quadratic programming, portfolio optimization models; Introduction to multi-objective optimization and Goal Programming; Decision making under uncertainty: decision tree, various decision criteria; Introduction to Simulation: Design and evaluation of simulation experiments; Introduction to Queuing theory; Project Management Techniques (PERT/CPM etc.).

Suggested Readings

1. Albright, S. C., & Winston, W. L. (2009). Management Science: Modelling with Spreadsheets. New Delhi: Cengage Learning.
2. Bertsimas, D., & Tsitsiklis, J. N. (1997). Linear Optimization. Athena Scientific.
3. Bertsimas, D., & Freund, R. (2004). Data Models and Decisions: The Fundamentals of Management Science. Dynamic Ideas.
4. Powel, S. G., & Baker, K. R. (2007). Management Science: The Art of Modelling with Spreadsheets (2nd ed.). Wiley.
5. Stevenson. (2006). Introduction to Management Science, Tata McGraw Hill Education Private Limited.
6. Williams, H. P. (1999). Model Building in Mathematical Programming (4th ed.). John Wiley & Sons.
7. Winston, W. L. (2004). Operations Research: Applications and Algorithms (4th ed.). India: Cengage Learning.

The detailed course plan, text books and supplements, list of cases and details on grading would be announced at the start of the semester.

MBAEX-9402 Operations Strategy

Objective

The objective of this course is to expose the students to the need for formulating appropriate Operations strategy which would be in tune with the overall business strategy. The students would also get an understanding of the need for alignment of the operations strategy with other functional strategies of the Organization. It would equip them with the concepts, tools and techniques for the development of appropriate strategy of an Organization in keeping with the fast-changing globalized business environment. The pedagogy of the course would involve lectures, case discussions, exercises and mini-projects to be carried out in groups.

Course Contents

Operations Strategy and competitive priorities, Strategic fit to operations, Value Chain analysis in Global Business Environment, Developing Operations strategy in manufacturing and services. Strategic capacity planning for products and services, Process of designing, analyzing and implementing operations' strategies, Strategic Outsourcing decisions. Strategic Purchasing and Supply management, Strategic Quality management, Managing innovations, new product and process development, Strategic aspects of managing technology, World Class Manufacturing Strategies, Manufacturing for Sustainability, Strategic aspects of Environmental Management System (EMS), Leveraging IT for Strategic management of Operations.

Suggested Readings

1. Brown, Steve., Lamming, Richard., Bessant, John., & John. Peter .(2005). Strategic Operations Management. New Delhi: Butterworth Heinemann.
2. Eberhard, A., Meyer, T., & Naher, U. (2008). Global Production: A Handbook for Strategy and Implementation', Springer Verlag, Berlin.
3. Hill, Terry. (2000). Manufacturing Strategy. Palgrave MacMillan, Basingstoke Hants.
4. Lowson, R. H. (2002). Strategic Operations Management. London: Routledge.
5. Meredith, Jack R. (1987). The Strategic Advantage of its Factory of the Future', California Management Review, XXIX, No.3, Spring..
6. Porter, Michael. E. (2008). The Five Competitive Forces that Shape Strategy', Harvard Business Review, January. pp 78-93.
7. Schonberger, Richard. J. (1986). World Class Manufacture. New York: The Free Press.

8. Skinner, Wickham. (1985). Manufacturing: The Formidable Competitive Weapon. New York: John Wiley & Sons.
9. Slack, N., & Lewis, M. (2011). Operations Strategy. Prentice Hall.
10. Waters, Donald. D. (2006). Operations Strategy. Thomson.
11. Wheelwright, Steven. C, & Hayes, Robert H. (1985). Competing Through Manufacturing,' Harvard Business Review, Jan –Feb, 1985.

MBAEX-9403 TOTAL QUALITY MANAGEMENT

Objective

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. 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 maintenance and environment for total product assurance. The dimensions of quality in services in the contemporary environment are also to be emphasized.

Course Contents

Concept of Total Quality and its evolution, Components of a Total Quality Loop, Quality of Design; Taguchi's Loss Function, Quality of Purchasing; Supplier qualification, Critical-to-Quality Characteristics: Attributes and Variables, Theory of Acceptance Sampling, Statistical Process Control, Process Capability Studies, Concept of Six Sigma, Organisation of Quality improvement efforts, Quality improvement tools, QFD, TPM, FMEA/FTA, Quality Costs and Audit, Lead Assessment, Marketing aspects of TQ, Total Quality of Services, Total Quality and Environment and Safety: Introduction to relevant standards.

Suggested Readings

1. Block, Marilyn R. (2010). Effective Implementing ISO 14001, ASQ Press, Milwaukee, 1997.
2. Dale, Barrie. G.(2003). Managing Quality, UK: Blackwell Publishing.
3. Gayle, W., & Aurrichio, Patrick. (2000). ISO 14001 Auditing Manual. New York: Mc Graw Hill.
4. IS/ISO 9001:2000, Bureau of Indian Standards, New Delhi, 2000.
5. Joseph, De. Feo. A., & Barnard, William W. (2005). Six Sigma Breakthrough and Beyond: Quality Performance Breakthrough Methods. New Delhi: Tata McGraw Hill.

6. Narayan, V., Wardhaugh, J. W., & Das, M. C. (2008). 100 Years in Maintenance and Reliability. New York: Industrial Press.
7. Oakland, John. S. (2003). Total Quality Management: Text with Cases. Burligton, MA: Butterworth-Heinemann.
8. Raghavachari, M. & Ramani, K. V. (Eds.). (2000). Delivering Service Quality. New Delhi: Macmillan.
9. Rath., & Strong. (2003). Six Sigma Leadership Handbook. N J: John Wiley & Sons.
10. Sharma, Sunil. (2008). Total Engineering Quality Management. New Delhi: Macmillan, New Delhi.
11. Quality Management Division.(1999). ASQ: The Certified Quality Manager Handbook. Milwaukee, Wisconsin: ASQ Quality Press.
12. Willmott, Peter., & Dennis, Mc Carthy . (2001). TPM: A Route to World Class Performance. UK: Butterworth-Heinemann.

Journals

1. Quality Progress.
2. TQM Journal (The erstwhile TQM Magazine)

MBAEX-9404 World Class Manufacturing

Objective

The course is designed to help executive 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 firms 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 Contents

World Class Manufacturing (WCM): Concepts and Evolution, Understanding the linkage between Operations Strategy and WCM; Agile Manufacturing: Distinction between flexibility and agility, Model for implementing flexible and agile manufacturing; Flexible Manufacturing System (FMS); Concepts and components. Modern product design concepts and considerations, Total Quality Management (TQM): Concepts and framework, Roadmap to Implementation of TQM; Six Sigma approach, Just-in-Time (JIT) and Lean Operations, Japanese manufacturing

techniques particularly Toyota Production System, Critical elements of JIT, Operational Framework for concurrent implementation of TQM and JIT: Total Productive Maintenance (TPM): Concepts and Evolution, Metrics of TPM; Overall Equipment Effectiveness (OEE) , Roadmap to TPM implementation; Concepts of Business Process Re-engineering (BPR), BPR implementation model; Computer Integrated Manufacturing Systems (CIMS): A framework for computer-integrated enterprise issues involved in CIMS; Enterprise Resource Planning (ERP): Need and Evaluation of ERP for Operations Management; Benchmarks for excellence in operational performance with global examples.

Suggested Readings

1. Burt, D. (2006). World Class Supply Management. New Delhi: Tata McGraw-Hill.
2. Evans, J. R., & Collier, D. A. (2007). Operations Management: An Integrated Goods and Services Approach. Cengage Learning.
3. Goldratt, E. M., & Cox, Jeff. (1996). The Goal. Chennai: Productivity Press.
4. Hall, R. (1987). Attaining Manufacturing Excellence. Irwin: Dow-Jones.
5. Meredith, Jack. R., & Scott, Shafer. M. (2009). Operations Management for MBAs. John Wiley & Sons (Asia).
6. Philippe-Pierre, Dornier., Recardo, Ernst., Fender, Michel., & Kouvelis, Panos. (1998). Global Operations and Logistics; Text and Cases. John Wiley & Sons (Asia).
7. Shingo, Shigeo. (1989). A Study of Toyota Production System from Industrial Engineering Viewpoint Tokyo: Japanese Management Association.
8. Waller, Derek. L. (2003). Operations Management: A Supply Chain approach. Thomson Learning.
9. Willmott, Peter., & Carthy, Mc .(2001). TPM: A Route to World Class Performance (2nd ed.). Butterworth-Heinmann.
10. Womack, Jones. P., & Jones, Daniel. T. (2003). Lean Thinking: Banish Waste and Creating Wealth in your Organization. UK: Simon & Schuster.

Session-wise detailed teaching plan along with specific references would be announced at the beginning of the semester.

MBAEX-9405 Environment and Safety Management

Objective

The objective of this course is to enable the participants to appreciate the role of occupational safety and health at corporate level and at the work place. The course particularly focuses on importance of human factors of engineering, environment management system (EMS) and occupational health and safety and the relevant standards, environmental auditing and

use of green technologies for global competitiveness.

Course Contents

Introduction to Ergonomics and Human Factors of Engineering; Review and comparison of Global and Indian legal provisions related to Occupational Safety and Health including OSHA and Factories Act; Introduction to HAZOP and HCCA Studies; Total Quality Environment Management; Design for Environment, Environmental Management System Standards: ISO 14000; Environmental Auditing; Environmental Performance Metrics; Introduction to Total Productive Maintenance (TPM); Pillars of TPM, Elements of a Total Safety System; Elements of Occupational Health and Safety System; ISO-18001 standards, Safety Audits.

Suggested Readings

1. ASQ. (2002). The Quality Auditor's HACCP Handbook. ASQ Press.
2. Barrow, C. J. (1999). Environmental Management: Principles and Practice. London: Routledge.
3. Bhatt, V. N. (1996). The Green Corporation. The Next Competitive Advantage. Connecticut: Quorum Books.
4. Confederation of Indian Industry. (2003). Jishu Hozen Manual. Bangalore.
5. Farmer, A. (1997). Managing Environmental Pollution. London: Routledge.
6. GEMI. (1993). Total Quality Environmental Management: The Primer. Washington: Global Environment Management Initiative.
7. GEMI. (1995). Environmental Health and Safety Training: A Primer. Washington: Global Environment Management Initiative.
8. Leflar, James. A. (2001). Practical TPM: Successful Equipment Management at Agilent Technologies. Oregon: Productivity Press.
9. Nath, K. (1992). Environmental Business Management. Geneva: ILO.
10. Stranks, J. A. (1994). Manager's Guide to Health and Safety at Work. London: Kogan Page.
11. Willing, J. T. (1994). Environmental TQM. New York: Executive Enterprises.
12. Willmott, Peter., & Carthy, Mc Dennis .(2001). TPM- A Route to World Class Performance. Oxford: Butterworth Heinemann.

The list of case and supplementary readings including relevant articles will be announced by the instructor at the time of launching of the course.

MBAEX-9406 Quantitative Analysis of Risk and Uncertainty

Objectives

Uncertainty affects all aspect of life and management decisions should therefore adequately recognize the risks involved in decision making. The objective of this course is to introduce more advanced quantitative/statistical techniques for analysis of systems with uncertainty. The probabilistic, statistical and decision theoretic approaches would be discussed. Relevant software tools would be used as part of curriculum.

Course Contents

Challenges in decision making under risk and uncertainty; Risk Assessment, Risk Management and Risk Communication; Risk Analysis Process, Tools for Risk Analysis, Modelling random processes, Subjective assessment of uncertainty, Sensitivity analysis, Monte Carlo Simulation, Optimization in Risk Analysis; Value of Information, Modelling risk attitudes, Introduction to Utility theory; Risk Analysis in Supply Chain, Project Management, Reliability and Maintenance decisions etc.

Suggested Readings

1. Bertsimas, D., & Freund, R. (2004). Data Models and Decisions: The fundamentals of Management Science. Dynamic Ideas.
2. Powel, S. G., & Baker, K. R. (2010). Management Science: The Art of modelling with spreadsheets (3rd ed.). Wiley.
3. Reilly, T., & Clemen, R.T. (2004). Making Hard Decisions with Decision Tools Suite. South Western Educational Publishing.
4. Ross, S. (2009). Introduction to Probability Models (10th ed.). Academic Press.
5. Shmueli, G., Patel, N. R., & Bruce, P.C. (2008). Data Mining For Business Intelligence. Wiley India.
6. Vose, D. (2008). Risk Analysis: A quantitative guide (3rd ed.). John Wiley & Sons.
7. Winston, W. L. (2004). Operations Research: Applications and Algorithms, (4th ed.). New Delhi: Cengage Learning.

The detailed course plan, text books and supplements, list of cases and grading scheme would be announced at the start of the semester

MBAEX-9407 Supply Chain Management

Objective

This course would help students in understanding the strategic role of supply chain, the drivers of supply chain performance and challenges of managing supply chain in India with a global perspective. The candidates are expected to develop capabilities of carrying out analysis and performance benchmarking of supply chains.

Course Contents

The concept, evolution and importance of Supply Chain, Enablers of Supply Chain (SC), Developing competitive SC strategies, Supply chain planning framework, Supply chain decision making framework, Supply Chain Dynamics: Supply Chain process cycles, Supply Chain Integration: Push/Pull/Push-Pull based supply chains. Demand Forecasting in a Supply Chain; Collaborative planning, forecasting and replenishment, Bullwhip effect: causes and remedies. Managing inventory in supply chain environment, Logistics in Supply Chain environment: Hub and spokes concept, Cross-docking and other best practices. Network design and Operations in the Supply Chain, Procurement and Outsourcing strategies, Strategic Alliances: Third party and fourth party logistics (3PL/4PL), Linkage with SRM and CRM, Distributor Integration (DI), Use of IT in SCM, SCM Implementation check-points, Performance measurement and benchmarking; SCOR model.

Suggested Readings

1. Chopra, S, Meindl, P., & Kalra, D. (2010). Supply Chain Management: Strategy, Planning and Operation (4th ed.). New Delhi: Pearson Education.
2. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The Management of Business Logistics. USA: South-Western.
3. Mentzer, J. T. (2001). Supply Chain Management. New Delhi: Sage.
4. Raghuram, G., & Rangaraj, N. (2000). Logistics and Supply Chain Management: Cases and Concepts. New Delhi: Macmillan.
5. Shah, J. (2009). Supply Chain Management: Text and Cases. New Delhi: Pearson Education.
6. Shapiro, J. F. (2007). Modelling the Supply Chain. New Delhi: Cengage Learning.
7. Sharma, Sunil. (2010). Supply Chain Management; Concepts, Practices and Implementation. New Delhi: Oxford University Press.
8. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). Designing and Managing the Supply Chain (3rd ed.). New Delhi: Tata McGraw Hill.

9. Webster, S. (2006). Principles and Tools for Supply Chain Management. New York: McGraw Hill/Irwin.

Journal

1. Journal of Supply Chain Management, Institute for Supply Management, Wiley Interscience.
2. Supply Chain Management: An International Journal, Emerald

Session-wise detailed teaching plan along with the extent of coverage would be announced at the beginning of the semester

MBAEX-9408 TECHNOLOGY, INNOVATION AND NEW PRODUCT MANAGEMENT

Objective

This paper aims to enable participants to appreciate the role of technology, innovation and new product management in both corporate and public sector. The course would emphasize on strategic aspects of decision making involved in process and technology choices, investment options, level of technology absorption and the derived competitive advantages particularly in Indian context. Developing organization culture and suitable incubation climate is also to be focused. The marketing and production aspects of new products and services are also to be analyzed. The role of the State in policy making in managing new technologies would also be highlighted.

Course Contents

Strategic aspects of managing technology, Elements of manufacturing /operations strategy, Critical issues in choice of technology: flexibility, 'appropriateness', energy and non-renewable resources conservation, humanistic, social and other aspects: New technology transfer, absorption and adoption; constraints in India. Technology considerations in a lean environment, Strategic evaluation of technology investments, Creating organizational culture and climate for innovation, the new R&D approaches. Public sector innovation, New product development and life cycle management; integration of design with manufacturing; Comparison with Japanese way of managing new innovations and technologies, Commercialization of core competencies in technology; the Indian context. Marketing new products and technologies, Role of the State: Programmes and Mission, Role of agencies like TIFAC. Public policy issues; role, rationale and requisites of a National Technology Policy, IPR and licensing issues; Role of WTO in new age technology and process choices.

Suggested Readings

1. Avdonitis, G., & Papastathopoulou, Paulina. (2006). Product and Services Management. New Delhi: Sage.
2. Barclay, Ian. Dann. Zoe., & Holroyd, Philip. (2010). New Product Development: A Practical Handbook for Improving Performance. Butterworth Heineman.
3. Bowonder, B., & Miyake, T. (1992). Technology Forecasting in Japan: Recent Trends. New Delhi: TIFAC Report.
4. Brown, J. (2002). Research that Re-invents the Corporation. HBR, August.
5. Godar, Susan. H., & Ferris, Sharmila. Pixy. (2003). Virtual and Collaborative Teams: Processes, Technologies and Practiced. USA: Idea Group Publishing. Hershey PA.
6. Hayes, Robert., Pisano, G., Upton, D., & Wheelwright, Steven. (2011). Operations, Strategy and Technology: Pursuing the Competitive Edge. NJ: John Wiley & Sons.
7. Kahn, Kenneth. B. (2001). New Product Planning. New Delhi: Response Books.
8. Khalil, Tarek (Ed.). (2009). Technology Management: Key to Competitiveness and Wealth Creation. Tata McGraw Hill.
9. Kouzellisd, G. et. Al. (Eds.). (2005). Knowledge in the New Technologies. Germany: Peter Lang.
10. Moody, Patricia., & Morley, Richard. (1999). The Technology Machine. New York: Free Press.
11. O'Sullivan, David., & Dooley, L. (2009). Applying Innovation. New Delhi: Sage.
12. Rastogi, P. N. (2009). Management of Technology and Innovation: Competing through Technological Excellence (2nd ed.). New Delhi: Response Books.

Journal

Technovation, Elsevier, The Netherlands.

MBAEX-9409: SERVICE OPERATIONS MANAGEMENT

Objective

The objective of this course is to acquaint the participants with decision making in planning, design, delivery, quality, 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 the emerging service economy of India in relation to international business environment and global benchmarks.

Course Contents

Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and Layout for Services; Job and Work Design- Safety and Physical Environment; Effect of Automation; Operations Standards and Work Measurement; Measurement, Control and improvement of Quality of Services; Concept of a Total Quality Service, Dynamics of Service Delivery System; Aggregate Planning for Services; Scheduling for Service Personnel and Vehicles; Inventory Management in Services; Supply Chain and Distribution of Services; Total Productive Maintenance (TPM) in Services, Case Studies of Exemplary Professional Services.

Suggested Readings

1. Berman, E. M. (1998). Productivity in public and non-profit organization: Strategies and techniques. New Delhi: Sage.
2. Bhote, K. R. (2008). The Ultimate Six Sigma: Beyond Quality Excellence to Total Business Excellence. New Delhi: PHI Learning.
3. Bowen, D. E., Chase, R. B., & Cummings, T. G. (Eds.). (1990). Services management effectiveness (2nd ed.). San Francisco: Jossey Bass.
4. Fitzsimmons, J. A., & Fitzsimmons, M. J. (2004). Service management (4th ed.). New Delhi: McGraw Hill.
5. Haksever, C., Render, B., Russell, R. S., & Murdick, R. G. (2003). Service management and operations, (2nd ed.). New Jersey: Prentice Hall.
6. Heskett, J. L. (1990). Service breakthroughs: Changing the rules of the game. New York: Free Press.
7. Martin, C. (1998). Logistics and SCM: Strategies for reducing cost and Improving service. New Delhi: Pearson Education.
8. Metters, R. D., King-Metters, K. H., & Pullman, M. (2006). Successful service operations management. New Delhi: Cengage Learning.
9. Murdick, R. G. (1990). Service operations management. Boston: Allyn and Bacon.
10. Raghavachari, M., & Ramani, K. V. (Eds.). (2000). Delivering service quality: Managerial challenges for the 21st Century. New Delhi: Macmillan.
11. Sehmenner, R. W. (1995). Service operations management. New Jersey: Prentice Hall.
12. Voss, C. (1995). Operations management in service industries and the public sector. New York: Wiley.

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 - 5: ENTREPRENEURSHIP MBAEX-9501 to MBAEX-9510

MBAEX-9501 Entrepreneurial Management

Objectives

This course provides students with a solid introduction to the entrepreneurial process of creating new businesses and helps them to develop an understanding of the importance of entrepreneurship for the Indian economy.

Course Contents

The evolution of the concept of entrepreneurship: Approaches to entrepreneurship; The Entrepreneurial mind- set in individuals; Entrepreneurial motivation; Entrepreneurial process and strategies: developing Ideas and business opportunities, analyzing the market, customers and competition; Preparing an effective business plan; Business Models; Financing entrepreneurial ventures; Growth and Social Responsibility: Growth strategies, Harvesting and Exit strategies, The Entrepreneurial mind-set in Organizations: Corporate entrepreneurship; The Social entrepreneur.

Suggested Readings

1. Casson, M., Young, B., Basu, A., & Wadson, N. (Ed). (2008). The Oxford Handbook of Entrepreneurship. New York: Oxford University Press.
2. Donald, F. Kuratko., & Jeffrey, S. Hornsby. (2009). New Venture Management: The Entrepreneurship Roadmap. New Delhi: Pearson Education.
3. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2010). Entrepreneurship (8th ed.). Irwin: McGraw-Hill.
4. Kaplan, J. M., & Warren, A. (2010). Patterns of Entrepreneurship Management (3rd ed.). Wiley.
5. Khanna, T. (2008). Billions of Entrepreneurs: How China and India Are Reshaping Their Futures and Yours. Harvard Business School Press.
6. Kuratko, D. F., (2009). Entrepreneurship: Theory, Process, Practice (8th ed.). South Western, Cengage Learning.
7. Mullins, J. (2010). The new business road test: What entrepreneurs and executives should do before writing a business plan (3rd ed.). Harlow: Prentice Hall Financial Times.
8. Mullins, J., & Komisar, R. (2009). Getting to Plan B Breaking through to a better business model. Boston: Harvard Business Press.
9. Roy, Rajeev. (2011). Entrepreneurship (2nd ed.). Oxford: IBH.
10. Stevenson, H. ed. (2007). Perspective on Entrepreneurship. Harvard Business Press.

11. Stokes, D., & Wilson, N. (2010). Small Business management and Entrepreneurship (6th ed.). South western Cengage Learning.

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 Entrepreneurship, Creativity and Innovation

Objective

The purpose of this course is develop an entrepreneurial mind set and gain insights about the critical role of Creativity and innovation to the development of new products and services in entrepreneurial start-ups.

Course Contents

Entrepreneurship and the Entrepreneurial process; The Entrepreneurial Perspective; Human Resources in the entrepreneurial organization: Understanding Creativity and the creative person and process, Unblocking Creative Potential , Creative Teams; Techniques for Stimulating Creativity; The innovative imperative; Managing entrepreneurial Organizations for Innovation and Positive Creativity; Understanding the innovation process; Strategic advantages through Innovation; Entrepreneurial sources of innovation; Social entrepreneurship & innovation; Corporate Entrepreneurship and innovation.

Suggested Readings

1. Bessant, John., & Tidd, Joe. (2011). Innovation and Entrepreneurship (2nd ed.). John Wiley & Sons.
2. Chrjstensen, Clayton. M. (2001). Harvard Business Review on Innovation. HBS Press.
3. Donald, F. Kuratko., & Jeffrey, S. Hornsby. (2009). New Venture Management: The Entrepreneurship Roadmap. New Delhi: Pearson Education.
4. Drucker, P. (1993). Innovation and Entrepreneurship Practice and Principles. Harper & Row.
5. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2003). Entrepreneurship (8th ed.). Irwin: McGraw-Hill.
6. Kaplan, J. M., & Warren, A. (2010). Patterns of Entrepreneurship Management (3rd ed.).
7. Khandwalla, P . N. (2003). Corporate Creativity: Unleashing the creative power in organizations. Irwin: Tata McGraw Hill.

8. Khandwalla, Pradip. (2003). Lifelong Creativity: An unending Quest. Tata McGraw Hill.
9. Kuratko, D. F. (2008). Entrepreneurship: Theory, Process, Practice, South Western, Cengage Learning (8th ed.).
10. Managing Creativity and Innovation.(2003). HBS Press.
11. Mann L., & Chan, J. (2010). Creativity and Innovation in Business and Beyond. Routledge.
12. Mullins, J. (2010). The New Business Road Test: What Entrepreneurs and Executives should do before writing a Business Plan (3rd ed.). Harlow: Prentice Hall Financial Times.
13. Mullins, J. W., & Komisar, R. (2009). Getting to Plan B Breaking through to a better business model. Boston: Harvard Business Press.
14. Peters, T. (2002). The Art of Innovation. Profile Business.
15. Roy, Rajeev. (2011). Entrepreneurship (2nd ed.). Oxford: IBH.

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 Social Entrepreneurship

Objectives

The objective of this course is to introduce students to the context of social innovation and social entrepreneurship and provide an understanding of many of the opportunities, challenges and issues facing social entrepreneurs.

Course Contents

Introduction to Social Entrepreneurship; Social Entrepreneurship: need and opportunity; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Social Enterprises: a theoretical perspective ; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profit Organization; Financing and Risks; Business Plan for a Social Venture ;Competition , Measuring and Managing Performance; Business Strategies and Scaling up; For Profit Social Venture Models; Management challenges for Social Enterprises; Scope of Social Entrepreneurship, Social Entrepreneurship and ethical challenges, Learning from Real-Life Social Enterprises (Cases).

Suggested Readings

1. Austin, J. E., Leonard, H. B., Stevenson, Howard., & Wei-skillern, Jane (2007). Entrepreneurship in the Social Sector. New Delhi: Sage Publications.

2. Bornstein, David. (2007). How to Change the World: Social.
3. Entrepreneurs and the Power of New Ideas. Oxford University Press.
4. Bornstein, David. (2007). How to Change the World: Social Entrepreneurs and the Power of New Ideas. Oxford University Press.
5. Borzaga, Carlo., Defourny, Jacques., & Radosevic, S. (2004). The emergence of social enterprise. Routledge.
6. David, Bornstein., & Davis, S. (2010). Social entrepreneurship: what everyone needs to know. Oxford University Press.
7. Dees, Gregory., & Emerson, Jed. (2001). Peter Economy: Enterprising Non-profits. Wiley.
8. LaPiana, David. (2005). Play to Win: The Non-profit Guide to Competitive Strategy. Jossey-Bass.
9. Mair, Johanna., Robinson, Jeffrey., & Hockerts, Kai., ed. (2006). Social entrepreneurship. Palgrave Macmillan.
10. Mair, Johanna., Robinson, Jeffrey., & Hockerts, Kai., ed.(2009). International perspectives on social entrepreneurship. Palgrave Macmillan.
11. Mullins, J. (2010). The new business road test: What entrepreneurs and executives should do before writing a business plan (3rd ed.). Harlow: Pearson.
12. Mullins, J., & Komisar, R. (2009). Getting to Plan B Breaking through to a better business model. Boston: Harvard Business Press.
13. Nicholls, Alex. Ed. (2008). Social Entrepreneurship New Models of Sustainable Social Change. Oxford University Press.
14. Welch, Wilford. (2008). The Tactics of Hope: How Social Entrepreneurs are Changing the World. EarthAware.

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-9504 Family Business and Entrepreneurship

Objectives

The objective of this course is to help students to understand how to capitalize on the strengths and manage the challenges of family-owned companies, and to develop an entrepreneurship approach.

Course Contents

The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms ; Culture and evolution of family firm ;Managing Business, family and shareholder relationships ; Conflict and conflict resolution in family firms ; Managing Leadership ,succession and continuity ; women's issues in the family business ;Encouraging change in the family business system ; Designing effective family business boards and family governance; Practices of successful family companies and business families .

Suggested readings

1. Dutta, S. (1997). Family Business in India. New Delhi: Response Books.
2. Gersick, K. E. (1997). Generation to Generation: Life Cycles of the Family Business. Boston, MA: Harvard Business School Press.
3. Ibrahim, A. Bakar., & Ellis, W. H. (2009). Family Business Management- Concepts and Practice. Dubuque: Kendall/Hunt Publishing.
4. Jaffe, D. T. (1990). Working with the Ones You Love: Conflict Resolution and Problem Solving Strategies for a Successful Family Business. Berkeley, CA: Conari Press.
5. Lansberg, I. Van. (1999). Succeeding Generations: Realizing the Dream of Families in Business. Boston, MA: Harvard Business School Press.
6. Poza, E. J. (19997). Smart Growth: Critical Choices for Family Business Continuity, Cleveland, OH: University Publishers.
7. Poza, Ernesto. J. (2007). Family Business. (2nd ed.). Mason, OH: Thompson South-Western. ISBN-13: 978-0-324-31703-9.
8. Sampath, D. (2001). Inheriting the Mantle-Management of Succession and Transition in Indian Family Business. New Delhi: Response Books.
9. Timmons, J. A., & Spinelli. (2008). New Venture Creation: Entrepreneurship for the 21st Century (6th ed.). New York: McGraw-Hill Higher Education.

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-9505 Financing the Entrepreneurial Business

Objective

This course is designed to introduce the students to the issues and practices of financing entrepreneurial businesses and help them to make better investment and financing decisions in entrepreneurial settings.

Course Contents

Getting started, managing profit and cash flow; Doing a start-up, packaging and financing a start-up, managing profit and financial statements, cash flow analysis; growing a firm-internally: growing a firm; A review of fundamentals, an entrepreneurial capital budgeting model, capital structure and leverage; Financing tools: raising funds externally: an overview of investment banking, long term financing and intermediate-term financing: term loans and private placements, short-term financing- including equipment financing; L/cs and working capital management: letters of credit; cash management and money market securities, management of accounts receivable; External expansion: mergers and acquisitions: external expansion: searching for an acquisition, external expansion: technical aspects of acquiring a firm; Business valuation: General Concepts that Guide the Determination of Value, Basic Information Required for a Valuation, Discounted Cash Flow
Market Comparison Techniques and their Drawbacks;
Exit planning: Self-Assessment , The Ethical Side of the Entrepreneur's Transition ,A Model of Exit Planning, Exit Options, The Process of Selling a Business, Post-Exit Issues.

Suggested Readings

1. Adelman, Philip J., & Marks, Alan. M. (2007). Entrepreneurial Finance: Finance for Small Business (3rd ed.). New Delhi: Pearson Prentice Hall.
2. Jeffrey, R. Cornwall., David, O. Vang, & Hartman, Jean. M.. (2009). Entrepreneurial Financial Management: An Applied Approach (2nd ed.). M.E. Sharpe.
3. Jeffrey, R. Cornwall., David, O. Vang., & Hartman, Jean M. (2009). Entrepreneurial Financial Management: An Applied Approach (2nd ed.).
4. Leach, J. C., & Melicher, R. W. (2009). Entrepreneurial Finance (3rd ed.). USA: South Western-Cengage Learning.
5. Smith, R. L., & Smith, J. K. (2004). Entrepreneurial Finance. Wiley.
6. Stancill, James Mc Neill. (2003). Entrepreneurial Finance for New emerging Businesses. India: Thomson South Western India.
7. Steven, Rogers., & Roza, Makonnen. (2009). Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur. Mc Graw Hill.
8. Yazdipour, Rassoul. (2010). Advances in entrepreneurial finance: with applications from behavioral finance and economics. Springer.

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-9506 Managing the Growing Business

Objective

The aim of this course is to present students an insight into what running an early stage growing business actually entails and provide an overview of the major strategic and operational issues that typically confront young growing businesses.

Course Contents

Entrepreneurship and Small Business, Unique challenges of growing ventures :Barriers to growth and strategies to overcome them; Key elements of growth; The challenge of managing Human Resources ; Finance for entrepreneurs – including cash management, funding growth; Stakeholder perspectives in a growing business; Non-organic growth – e.g. roll-ups, buy/sell businesses ; Organizing for growth; Growth models, adaptation and evolution and managing transitions, Paths to Business Ownership and entrepreneurial strategies ;The challenge of ethical practices in growing ventures; The challenge of global expansion.

Suggested Readings

1. Donald, F. Kuratko., & Jeffrey, S. Horns. (2007). New Venture Management-The Entrepreneurship Roadmap. New Delhi: Pearson Education.
2. Kaplan, J. M., & Warren, A. (2010). Patterns of Entrepreneurship Management (3rd ed). Wiley.
3. Kathleen, R. Allen. (2006). Growing and Managing a Small Business: An Entrepreneurial Perspective (2nd ed.). Houghton Mifflin Co.
4. Kuratko, D. F .(2009). Entrepreneurship: Theory, Process, Practice (8th ed.). South Western: Cengage Learning.
5. Longenecker, Justin. G., Petty, J. William., Leslie, E. Palich, & Carlos, W. Moore. (2011). Small Business Management: Launching and Growing Entrepreneurial Ventures (16th ed.). Cengage Learning.
6. Mullins, John (2004). New Business Road Test. Prentice Hall.
7. Roy, Rajeev. (2011). Entrepreneurship (2nd ed.). Oxford: IBH.
8. Stevenson, H. ed. (2007). Perspective on Entrepreneurship. Harvard Business Press.

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

MBAEX-9507 Micro Finance & Entrepreneurship

Objective

This course aims to provide the students with a theoretical and practical understanding of the concept of microfinance and entrepreneurship and enable them to understand the impact of microfinance on the development of small business enterprises and social development.

Course Contents

Definitions and Historical background of Micro Finance; Inability of formal financial institutions to provide inclusive growth; Relationships – Development & Sustainability; Microfinance Institutions : Current Status and Future; Microfinance Debates; Approaches in Microfinance Delivery; Microfinance Models; Microfinance Products; Target Segments; Government Initiatives; Legal Forms – Issues in Transformation; Organisation Structures; Innovations in Microfinance: Use and Scope of Technology in Micro Finance ;Evolution of the concept of entrepreneurship ; Role of entrepreneurship in Indian economy and developing economies with reference to self employment; Small Business management and Entrepreneurship; Micro-Entrepreneurship ; Women Empowerment and Microfinance : issues and challenges.

Suggested Readings

1. Debdutta, K. (2009). Panda Understanding Microfinance. Wiley India Pvt. Ltd.
2. Financial Performance of Indian MFIs, A Quick Review. (2010) Sadhan.
3. Kuratko, D. F. (2009). Entrepreneurship: Theory, Process and Practice (8th ed.). South Western: Cengage Learning.
4. Kuratko, Donald F., & Jeffrey, S. Horns. (2008). New Venture Management: The Entrepreneurship Roadmap. Pearson Education.
5. Lazar, Daniel., Natarajan, P., & Deo, Malabika.(2010). Macro Dynamics of Micro Finance. New Delhi: Excel Books.
6. Mohammad, Yunus. (2008). Creating a World Without Poverty. Public Affairs.
7. Roy, Rajeev. (2011). Entrepreneurship (2nd ed). Oxford: IBH.
8. Stokes, D., & Wilson, N. (2010). Small Business Management and Entrepreneurship (6th ed.). South Western Cengage Learning.

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-9508 Venture Financing & Entrepreneurship

Objective

Entrepreneurship is the "pursuit of opportunity without regard to resources currently controlled". This definition implies that successful entrepreneurs are able to utilize resources that they do not personally own or control. They must go beyond opportunity recognition and the creation of great business concepts and find creative methods for acquiring a variety of resources. Especially critical is their ability to find money for venture start-up and then to obtain money for ongoing venture growth.

Course Contents

The business plan and getting started - Understanding the value of the business plan as a planning tool and as a sales tool in obtaining financing; Financing can be found in every part of the business; How to look for the business plan and getting started - Understanding the value of the business plan as a planning tool and as a sales tool in obtaining financing, etc; Overview of types of financing at each life cycle stage- Financing Tools - Introduction to cash flow - How to put together and read a cash flow statement; How to use the cash flow statements and other planning tools to understand the financing needs of the business; Forecasting sales and revenues; Valuation Analysis - How is a new venture valued? How do you know how much to give-up for an investment; Measuring and Evaluating Financial Performance, Cost of Capital and Valuation Preliminaries, Valuation from the Entrepreneur's Perspective; Financing Options - Overview of financing alternatives; Review and compare the most common types of financing available to a new venture, and discuss why each type of financing is appropriate for a given stage of a new venture. How do the unique circumstances of a new venture and the market conditions affect the decision of what kind of financing to look for by a venture; Equity Structure in a new venture- Review the types of equity involved in a new venture, how to calculate the affect of future rounds of financing on equity structure, value of stock options and warrants; Venture Capital - Overview of the venture capital industry. How are VC firms organized, what are the steps an entrepreneur goes through in trying to get venture capital, common terms of a VC Agreement. Current Trends in Venture Financing; Exit Strategies - How to anticipate an exit strategy. How to prepare for IPO/selling of a company. Considerations - Dealing with brokers, lawyers, closing a deal. Deal structure and deal negotiations. How to deal with financial distress.

Suggested Readings

1. Christian, K., & Kanniainen, Vesa. (2004). Venture capital, entrepreneurship, and public policy. MIT Press.
2. Copeland, T. E. (2005). Measuring and Managing the Value of Companies (4th ed.). McKinsey & Company, John Wiley & Sons.

3. Damodaran, A. (2010). Valuation. Wiley publication (5th ed.).
4. Duening, Thomas. N., Hisrich, Robert. D., & Lechter, Michael. A. (2009). Technology Entrepreneurship: Creating capturing and protecting value. Academic Press.
5. Gompers, P. A., & Joshua, Lerner. (2004). The venture capital cycle. MIT Press.
6. Gompers, Paul., & Lerner, Josh. (2004). The Venture Capital Cycle (2nd ed.). MIT press.
7. Ortgiese, Jens. (2007). Value Added by Venture Capital Firms. Eul publishing.
8. Ramsinghani, M. (2011). The Business of Venture Capital; Insight from leading practitioners as the (2nd ed.). John Wiley & Sons.
9. Robert, Eccles., Philips, D., & Herz., R. H. (2001). The Value Reporting Revolution: Moving Beyond the Earnings Game. PricewaterhouseCoopers. USA: John Wiley.
10. Robert., & Robert. (2006). Valuing Intangible Assets. New York: McGraw Hill.
11. Saunders. (2007). Management of Financial Markets and Institutions 3rd ed.). New Delhi: Tata McGraw Hill.
12. Smith, Janet. Kiholm., & Smith, Richard. L. (2003). Entrepreneurial Finance. John Wiley & Sons.

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-9509 Managing Marketing of SMEs

Objective

The objective of the course is to study small and medium scale enterprises and understand their contribution to an economy. The course will provide knowledge of managing the SME's by drawing insights from other functional areas of business. The course will help students to develop entrepreneurial thinking.

Course Contents

Introduction to SMEs: Concept of management of SMEs, Characteristics of SMEs, Advantages of SMEs and their role and significance in economic development, Policies for SMEs and their scope in India; Growth and Development of SMEs: Types of SMEs and the growth structure, Promotion and Development of SMEs, Sustaining the growth and development in the management of SMEs, Managing SMEs in the Service Sector; Considerations in Management of SMEs: Entrepreneurial Competencies for SMEs, Choice of Enterprise, Choice of Technology and Selection of Site, Market Assessment for SSE, Managing Family Enterprises; Organizing and Operating SMEs: Preparation

of the Business Plan, Financing the New/Small Enterprise, Ownership Structure and Organization Framework, Marketing Management Issues in SMEs, Marketing mechanism in SMEs, Organizational Relations in SME, Turnaround strategies for SMEs; Challenges and Opportunities of SMEs: Performance of SME sector, Challenges and Opportunities in management of SMEs in the current scenario, Problems of and Prospects of SMEs, SMEs in a global economy.

Suggested Readings

1. Analoui, F., & Karami, A. (2003). Strategic Management in Small and Medium Enterprises . Thomson Business Press.
2. Carson, David (2002). Marketing and Entrepreneurship in SME's: An Innovative Approach. Prentice Hall College Div.
3. Desai, Vasant. (2001). Small Scale Industries and Entrepreneurship. Himalaya Publishing House.
4. Fink, M., & Kraus, S. (2009). The Management of Small and Medium Enterprises. Routledge.
5. Gupta, C. B., & Srinivasan, N. P. (2000). Entrepreneurial Development. S. Chand & Sons.
6. Nwankwo, S., & Gbadamosi, A. (2011). Entrepreneurship Marketing: Principles and Practice of SME Marketing. Routledge.
7. Raju, B. Yerrum. (2004). Small Industries in India: Policies & Perspectives in the Emerging Context, with Case Studies. New Delhi: Excel Books.
8. Sahav, Arun., & Chhikara, M. S. (2007). New Vistas of Entrepreneurship: Challenges and Opportunities. New Delhi: Excel Books.
9. Staley., & Morse. (1995). Modern Small Industry in developing Country. New York: McGraw Hill.

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-9510 Corporate Entrepreneurship

Objective

The essential aim of this course is to aid the students to understand the entrepreneurial processes and principles as applied in established organizations. The course also facilitates the students to identify creative ways to overcome obstacles to entrepreneurship in established companies.

Course Contents

The Entrepreneurial Imperative; The Unique Nature of Corporate Entrepreneurship; The Forms of Corporate Entrepreneurship; Emerging models of Corporate Entrepreneurship ; Innovators and Entrepreneurs in Established Organizations; Creating the entrepreneurial organization: Human Resources and the Entrepreneurial Organization; Corporate Strategy and Entrepreneurship; Structuring a Company for Entrepreneurship; Constraints on Entrepreneurial Performance; Leading the Entrepreneurial Organization; Assessing Corporate Entrepreneurial Performance; Sustaining Entrepreneurial Performance; Ethical dimensions of Corporate Entrepreneurship; Emerging issues in Corporate Entrepreneurship.

Suggested Readings

1. Burns, Paul. (2008). Building an entrepreneurial Organisation. Palgrave MacMillan.
2. Casson, M. B., Young, A. Basu., & Wadson, N. (Ed). (2008). The Oxford Handbook of Entrepreneurship. New York: Oxford University Press.
3. Katz, J. A, & Shepherd, D. A (Ed). (2004). Corporate Entrepreneurship. USA: Elseiver Ltd.
4. Kuratko, D. F. (2007). Corporate Entrepreneurship, Foundations & trends in Entrepreneurship. USA: Now Publishers.
5. Morris, M. H, Kuatko, D. F., & Lavin, J. G. (2011). Corporate Entrepreneurship & Innovation: Entrepreneurial Development within Organisations. South Western Cengage Learning.
6. Sathe, Vijay. (2011). Corporate Entrepreneurship Top Managers & New Business Creation. Cambridge University Press.
7. Wolcott, R. C., & Lippitz, M. J. (2009). Grow from within: Mastering Corporate Entrepreneurship and innovation. New Delhi: Tata McGraw Hill.

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 - 6: INFORMATION TECHNOLOGY MANAGEMENT MBAEX-9601 to MBAEX-9609

MBAEX-9601 Information Technology for Creating Business Value

Objective

This course is designed to inculcate an understanding among the participants for leveraging Information Technology as a Tool for creation of business value through concepts and cases. The course focuses on innovative use of Information Technology.

Course Contents

Business Value and Information Technology. Trends and models for management of information technology; Information Systems Strategy Formulation; CSF/KPI Theory; IT Architecture Planning; Open Source Architecture.
Information Systems Management Issues. Strategic Information Systems Planning. IT Function Strategic Alignment. Learning Organizations. Outsourcing IT Function; IT for Strategic Alliances; Organizational Transformation thru IT; ERP/CRM/SCM; Data Warehousing, Knowledge Management; Business Intelligence; Learning from Indian as well as Global Successes and Failures. World class IT Implementations.

Suggested Readings

1. Aitken, Iain. (2003). Value-Driven IT Management : Commercialising the IT Function. Oxford: Butterworth Heinemann.
2. Chew, Eng K., & Petter, Gottschalk. (2009). Information Technology Strategy and Management: Best Practices. New York: Information Science Reference.
3. Devraj, Sarv., & Kohli, Rajiv .(2002). The IT Payoff: Measuring the Business Value of Information Technology Investments. New York: Prentice Hall.
4. HBS. (1999). Business Value of IT. Boston: Harvard Business School Press.
5. Kelley, George. (2009). Selected Readings on Information Technology Management: Contemporary Issues. New York: Information Science Publishing.
6. Khosrow-Pour, Mehdi.(2006). Cases on Strategic Information Systems. Hershey: Idea Group Publishing.
7. Rahman, Hakikur. (2009). Selected Readings on Global Information Technology: Contemporary Applications. New York: Information Science Publishing.
8. Szewczak, Edward., & Snodgrass, Coral. (2002). Managing the Human Side of Information Technology. IGI Global.

MBAEX-9602 Managing Software Projects

Objective

The objective of this course is to develop competency on managing software projects in the context of business organizations. Various aspects of software project management would be deliberated as a part of the course.

Course Contents

Project Integration Management; Project Scope Management; Requirement Change Management; Project Time and Cost Management; Project Quality Management; Managing Project Human Resource and Project Communications; Project Risk Management; Project Procurement Management; Technical evaluation, Commercial evaluation, Award of Contract, Contract compliance, Payments; Software Project Management Models; SEI - Capability Maturity Model Integration (CMMI) for Development: Integrated Project Management, Organizational Process Definition, Organizational Process Focus, Organizational Performance Management, Organizational Process Performance, Organizational Training, Project Planning, Project Monitoring & Control, Quantitative Project Management, Requirements Management & Risk Management.

Suggested Readings

1. Ireland, Lewis. R. (2006). Project Management. McGraw-Hill Professional.
2. Jalote, Pankaj. (2002). Software Project Management in Practice. Addison-Wesley Professional.
3. Jones, Richard. (2008). Project management survival: A Practical Guide to Leading, Managing and Delivering Challenging Projects. Kogan Pages.
4. Kerzner, Harold. (2009). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (10th ed.). Wiley.
5. Murali, Chemuturi., & Thomas, M. Cagley Jr. (2010). Software Project Management: Best Practices, Tools and Techniques. J. Ross Publishing.
6. Nokes, Sebastian. (2007). The Definitive Guide to Project Management (2nd ed.). London: Prentice Hall.
7. Phillips, Joseph. (2009). PMP Project Management Professional Study Guide (3rd ed.). McGraw-Hill Professional.
8. Stellman, Andrew., & Greene, Jennifer. (2005). Applied Software Project Management. O'Reilly Media.

MBAEX-9603 Business Process Re-engineering

Objective

This course is aimed at developing an appreciation of process view of organizations among the participants. The participants are expected to explore IT enabled process redesign and process re-engineering in their respective job positions.

Course Contents

Business Process Re-engineering – Definitions and Concepts. Process Improvement and Process Redesign. BPR Experiences in Indian Industry. Process Identification and Process Mapping Tools; Role/Activity Diagrams. Best Practices and Benchmarking. Scope of BPR in Service and Manufacturing Organizations. Organizational Transformation thru BPR; Business Process Improvement. Business Process Redesign. Man Management for BPR Implementation. Re-organizing People and Managing Change. Evolving technologies to support BPR initiatives. BPR in Public Systems. Role of IT in BPR. Data analysis for Process Improvement; BPR Methodology. Models of BPR; Business Process Management and BPR, Critical Success Factors for successful implementation of BPR. Successes and Failures of BPR-Indian Cases.

Suggested Readings

1. Goldratt, Eliyahu M., & Jeff Cox. (2010). The Goal (3rd ed.). Hampshire: Gower.
2. Grover, Varun., & William J. Kettinger. (1998). Business Process Change: Re-engineering Concepts, Methods and Technologies. London: IGI Global.
3. Hammer, Michael., & James Champy. (2003). Reengineering the Corporation: A Manifesto for Business Revolution. Harper Collins Publishers Inc.
4. Jacka, J. M., & P. L. Keller.(2002). Business Process Mapping. New York: John Wiley & Sons.
5. Johansson, Hank., Johansson, Henry. J., & Pendlebury, A. John. (2009). Business Process Reengineering: Breakpoint Strategies for Market Dominance. New York: John Wiley & Sons.
6. Lamprecht, James. L. (2005). Applied Data Analysis for Process Improvement. Wisconsin : ASQ Quality Press.
7. McKnight, Lee W., Paul M. Valler., & Raul, L. Katz (Eds). (2002). Creative Destruction: Business Survival Strategies in the Global Internet Economy. London: The MIT Press.
8. Sethi, Vikram., & William, R. (2009). King. Organizational Transformation through Business Process Re-engineering. New Delhi: Pearson.

MBAEX-9604 Executive Effectiveness through Information Technology

Objective

This course is designed to enable participants develop individual IT competency for executive efficiency in their roles. The course aims at providing the participants an opportunity to develop extensive hands-on practice on various tools.

Course Contents

Personal Computers and Internet Technologies for Business and Executive Effectiveness. Understanding IT and business needs; Exploring an Executive Suite such as MS-Office. Operating Systems and Windows; Text Processing Software. Spreadsheet Software; Creation of spreadsheet applications; 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. Data Processing and handling executive data. Integration of Applications. Application Portfolio Development; Management of Data Processing Systems in Organiza¬tions. Data Base and Business Applications. Statistical Processing with a system like SPSS. Using an end user accounting system like Tally. Planning IT applications for Executive Effectiveness.

Suggested Readings

1. Baschab, John., Piot, Jon., & Nicholas, G. Carr. (2007). The Executive's Guide to Information Technology (2nd ed.). John Wiley & Sons.
2. Brynjolfsson, Erik., Saunders, Adam. (2010). Wired for Innovation: How Information Technology is Re-shaping the Economy. Cambridge: The MIT Press.
3. Cramm, Susan. (2010). 8 Things We Hate About IT: How to Move Beyond the Frustrations to Form a New Partnership with IT. Boston: Harvard Business Press.
4. Hoffer, Jeffrey A. et. al. (2009). Modern Database Management (8th ed.). New Delhi: Pearson Education.
5. James, David. (2010). Buying Information Systems: Selecting, Implementing and Assessing Off-The-Shelf Systems. Burlington: Gower.
6. Kelley, George. (2009). Selected Readings on Information Technology Management: Contemporary Issues. New York: Information Science Publishing.
7. Walkenbach, John, & Tyson, Herb et. al. (2011). Office 2010 Bible. (3rd ed.). Wiley India Pvt. Ltd.
8. Weill, Peter., & Ross, Jeanne. W. (2009). IT Savvy: What Top Executives Must Know to Go from Pain to Gain. Boston: Harvard Business School Press.

MBAEX-9605 Business Analytics & Business Intelligence

Objective

Focus of this course will be on developing insights and understanding of business performance based on data and statistical methods. Executive decision support through data would be the central theme of this course.

Course Contents

Business Analytics. Predictive Analytics - Analytical customer relationship management, collection analytics, cross-sell, customer retention, Direct marketing, Fraud detection. An overview of predictive analytics statistical techniques. Predictive modelling - Group method of data handling, Uplift modelling, k-NN algorithm; Business Intelligence. Measurement – Performance metrics, Benchmarking, Business process management. Data mining, Process Mining, Statistical Analysis, Predictive Analytics, Predictive modelling, Business process modelling. Reporting/Enterprise Reporting – Data visualization, Executive information system, OLAP. Collaboration/Collaboration platform – Nearest neighbour search, Pattern recognition, Data sharing and Electronic Data Interchange. Knowledge Management and BI.

Suggested Readings

1. Agresti, Alan. (2002). Categorical Data Analysis. Hoboken: Wiley Interscience.
2. Daryl, Morey., Maybury, Mark., & Thuraisingham, Bhavani. (2002). Knowledge Management: Classic and Contemporary Works. Cambridge: MIT Press, MA.
3. Davenport, Thomas. H., & Harris, Jeanne. G. (2007). Competing on Analytics: the new science of winning. Boston: Harvard Business School Press.
4. Enders, Walter. (2004). Applied Time Series Econometrics. Hoboken: John Wiley and Sons.
5. Gupta, Jatinder, & Sharma, Sushil. (2004). Creating Knowledge Based Organizations. Boston: Idea Group Publishing.
6. Howson, Cindi. (2007). Successful Business Intelligence: Secrets to making BI a Killer App. Tata McGraw-Hill Education Pvt. Ltd.
7. Inmon, Bill. (2007). Tapping into Unstructured Data. Prentice-Hall.
8. Scheps, Swain. (2008). Business Intelligence for Dummies, Wiley Publishing.

MBAEX-9606 System Analysis & Design

Objective

This course is designed to equip participants with tools and techniques for undertaking Analy¬sis and Design of computer based commercial data processing systems. The participants would be familiarized with the emerging set of tools for undertaking analysis and design of IT projects.

Course Contents

Business Systems Concept; Information System Building Blocks; Systems Development Life Cycle; Project Selection; Feasibility Study; Tools for analysis and design of business systems; Methodol¬ogies available; Need for structured techniques; structured techniques available and their relevance for SDLC; Systems Planning; Preliminary Investigations; System Requirement Specification and Analysis; Evaluating Alternative Strategies of System Requirement Analysis, Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersec¬tions; Decision Analysis; Decision Trees and Tables; DFDs and Expansion and Explosion; Design of databases and Normalization; Rapid Application Development; Flow Charting, Data and Process Modeling Tools; Use Case; Systems Design, Object Oriented Design; Output Design, Input Design; File and Database Design; System Implementation - Installation and Evaluation. System Controls and System Audit; System Administration and Training; Conversion and Operations Plan; Issues and concerns related to Analysis and Design of Systems; Role of various stakeholders in various phases of SDLC; Changing Role of Systems Analysts and Business Analysts.

Suggested Readings

1. Bennett, Simon., Mcrobb, Steve., & Farmer, Ray. (2006). Object-Oriented Systems Analysis and Design Using UML (3rd ed.). Boston: McGraw Hill.
2. Hoffer, Jeffrey. A., George, Joey F. at al. (2010). Modern System Analysis and Design (6th ed). New Delhi: Prentice Hall.
3. Kendall, Kenneth. E., & Kendall, Julie. E. (2010). Systems Analysis and Design (8th ed.). Prentice-Hall.
4. Larman, Craig. (2004). Applying UML and Patterns (3rd ed.). Pearson.
5. Pressman, Roger. S. (2009). Software Engineering: A Practitioner's Approach (7th ed.). Boston: McGraw Hill.
6. Shelly, Gary. B., & Rosenblatt, Harry. J. (2011). Systems Analysis and Design (9th ed.). Course Technology.

7. Whitten, J. L., & Bentley, L. D. (2009). Systems Analysis & Design Methods (7th ed.). New Delhi: Tata McGraw Hill Education Private Ltd.
8. Yourdon, E., & Constantine, L. (1979). Structured Design, Prentice-Hall.

MBAEX-9607 Managing E-Business

Objective

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 Contents

E-Business and E-Commerce. Role of transactions on the electronic media. Growth of E-Business in an organization. Impact of E-Business on industries; Components of E-Business technology; Role of websites and Internet in E-Business. Emerging technologies for E-Business solutions. Building e-Alliances.
e-Commerce and e-Governance. Role of EDI. Emerging technologies for e-commerce. Knowledge management in the e-Commerce Era. Indian e-Commerce Scenario; IT Act; Indian Convergence Bill; Cyber Appellate and PKI.
Electronic Payment Systems; Paying via the Net; Payment Protocols; Payment Gateways; Payment and Content Management; Role of ASPs in Payment via the Net; Security and Privacy Issues related to E-Commerce; On-line, Pre-paid and post-paid Electronic Payment Systems; Architectural Framework for E-Business.
Implementing B-2-B E-Commerce; Supply-Chain Integration; Enterprise Application Integration; E-Commerce Value Chain. Internet Business Models; Internet Business Strategy; Implementation Strategies; Search Engines and Internet Advertising; Building Virtual Communities.

Suggested Readings

1. Bhaskar, Bharat. (2009). Electronic Commerce: Framework, Technologies and Application (3rd ed.). New Delhi: Tata McGraw Hill Education Private Limited.
2. Casarez, Vince, Cripe, Billy at. al. (2008). Re-shaping Your Business with Web 2.0. McGraw Hill Computing.
3. Chaffey, Dave. (2007). E-Business and E-Commerce Management (3rd ed.). Pearson Education.
4. Chan, Henry., Raymond, Lee at al. (2001). E-Commerce: Fundamentals and Applications. New Delhi : Wiley India Pvt. Ltd.

5. Chen, Stephen. (2004). Strategic Management of E-Business. New York: John Wiley & Sons.
6. Jospeh, P. T. (2008). E-Commerce: An Indian Perspective (3rd ed.). New Delhi: Prentice-Hall of India Private Limited.
7. Kalakota, Ravi., & Andrew B. (2011). Whinston. Electronic Commerce: A Manager's Guide. New Delhi: Pearson Education.
8. Shurety, Samantha. (2000). E-Business with Net Commerce. New Jersey: Pearson Education.

MBAEX-9608 Managing Information Technology Enabled Services

Objective

This course is designed to introduce the participants to the newly emerging area of IT Enabled Services and their impact on economies and society. Participants would be expected to undertake extensive field work on role of IT in transforming the Services Sector.

Course Contents

IT enabled services – The range, characteristics, success parameters, and technology drivers. Growth and acceptance of ITeS; E-Enablement. Spectrum of IT enabled services - Call Centre Management; Medical Transcription Management; Back Office Operations; Outsourcing customer care and service. Business Process Outsourcing and Knowledge Process Outsourcing as strategic business alternatives. Customer Contact Centre Management. Cash Management System. Customer Relationship Management and Customer Experience Management. Electronic Document Management Systems. Facilities Management. Applications Service Providers. Strategic choices for providers and aspirant companies. Innovation in ITeS; Role of ITeS as an economic growth vehicle for developing nations; Emerging models for ITeS. World and India in ITeS Space; Indian organizations and ITeS. Profile of Provider and Client Organizations. Managing outsourcing relationships.

Suggested Readings

1. Bajgoric, Nijaz. (2009). Continuous Computing Technologies for Enhancing Business Continuity. New York: Information Science Reference.
2. Chen, Stephen. (2005). Strategic Management of E-business. New York: John Wiley & Sons.
3. Chan, Henry., Raymond Lee at al. (2007). E-Commerce : Fundamentals and Applications. John Wiley & Sons.
4. Cunningham, Michael. J. (2002). B-2-B: How to build a Profitable E-Commerce Strategy. Massachusetts: Perseus Publishing.

5. Earle, Nick., & Keen, Peter (2002). From .com to profit: Inventing Business Models that Deliver Value and Profit. San-Francisco: Jossey-Bass.
6. Hansson, Thomas. (2009). Handbook of Research on Digital Information Technologies: Innovations, Methods, and Ethical Issues. New York: Information Science Reference.
7. Turner, Colin. (2000). The Information e-economy: Business Strategies for Competing in the Digital Age. London: Kogan Page.
8. Wen-Chen, Hu. (2009). Selected Readings on Electronic Commerce Technologies: Contemporary Applications. New York: Information Science Reference.

MBAEX-9609 Knowledge Management

Objective

This course is aimed at helping students gain an insight into the basic concepts and application of Knowledge Management and its relevance in managing businesses. It involves deliberations on the basic processes and tools of managing knowledge in organizations.

Course Contents

Introduction to Knowledge Management & Knowledge Engineering. History of Knowledge Management; Process of Knowledge Management - creating, capturing and storing knowledge; combining, transferring and distributing knowledge. Knowledge Economy. Knowledge Management as a Strategic Business Choice; Approaches and Principles of Knowledge Management. Developing a Knowledge Management Capability. Intellectual Capital Strategy. Knowledge Networks. Learning Organizations and Knowledge Management. Knowledge management and innovation; Designing and implementing Knowledge Management Program. Support technology for Knowledge Management. Case studies of learning organizations; Knowledge Management and information technology. Role of Knowledge Management in Governance; Social Networking; Intellectual Capital Management.

Suggested Readings

1. Batra, Surinder., & Carrillo, Francisco. Javier. (2009). Knowledge Management and Intellectual Capital: Emerging Perspectives. New Delhi: Allied Publishers Pvt. Ltd.
2. Belason, A. T. (2000). Leading the Learning Organization. New York: State University.
3. Boyett, J. H., & J. T. Boyett. (2006). The Guru Guide to Knowledge Management. Capstone Publishing Ltd.

4. Chakravarthy, C. R., Patnaik, L. M. at. al. (2002). Harnessing and Managing Knowledge. New Delhi: Tata McGraw Hill Education Private Ltd.
5. Collison, Chris., Parcell, Geoff., & Wiley, J. (2005). Learning To Fly: Practical lessons from one of the World's Leading Knowledge Companies, Capstone.
6. Frappaolo, Carl. (2001). Knowledge Management: Learning From Knowledge Engineering. CRC Press.
7. Nonaka, Ikujiro. (2008). The Knowledge-Creating Company. Boston: Harvard University Press.
8. Stewart, Thomas. A. (2002). The Wealth of Knowledge: Intellectual Capital and the Twenty-First Century Organization, London: Nicholas Brealey Publishing.

AREA - 7: SERVICES MANAGEMENT: MBAEX-9701 to MBAEX-9707

MBAEX-9701: MANAGEMENT OF NON-PROFIT ORGANISATIONS

Objective

The objective of this course is to acquaint the participants with fundamental principles of non-profit organisation start-up management and sustainability within the strategic context of changing state-private, sector-civil society relationship. It will also develop analytical skills required for non-profit organisation's organizational design, governance, human resource and system management.

Course Contents

Theories of non-profit organisation Management; Problems of Accountability, Transparency and Governance; Concepts of Community and Social Capital and The Context of 'Civil Society'; Typology of non-profit organisation and non-profit organisation Activity; Non-profit organisation Activities in Political Advocacy, Policy Change and Development; Non-profit organisation Relations with Communities and Grassroots Organizations; Government, Donors and Philanthropic Agencies; Analysis of non-profit organisation Roles as Project Implementers., Technical Assistance Providers, Intermediaries, Partners, and Advocates; Non-profit organisation Legal and Regulatory Framework; Accountability to Donors, Governments Stakeholders. Non-profit organisation's Organizational Design; Human Resource, Performance Measurement, Efficiency and Sustainability Measures; Strategies for non-profit organisation Growth, Fundraising and Income Generation Strategies and Practices. Management of Development and Social Sector Projects; Logistics, Analysis, Implementation, Monitoring and Evaluation of Interventions. Dealing with Community pressures, and Local Cultural Issues; Use of Information Technology in managing non-profit organisations.

Suggested Readings

1. Blakely, E., & Bradshaw, T. K. (2002). Planning Local Development: Theory and practice (3rd ed.). New Delhi: Sage.
2. CAPART. (1999-2002). Prayas case studies of NGO success in rural development. New Delhi: CAPART.
3. Chandra, P. (2005). NGOs in India: Role, guidelines & performance appraisal. New Delhi: Akansha Publishing house.
4. De Neufville, R., & Desousa, L. (2009). Government NGOs and anti corruption vices and virtues. London: Routledge.

5. Drucker, P. F. (2006). Managing the non-profit organizations: Principles and practices. Harpercollins Publishers.
6. Ebrahim, A. (2005). NGOs and organizational change: Discourse, reporting and learning. London: Cambridge University Press.
7. Edwards, M., & Flower, A. (Eds.). (2002). The Earthscan reader on NGO management. London: Earth Scan.
8. Goyal, V. P. (2005). Schemes for NGOs in development. Jaipur: Mangal Deep Publications.
9. Mahajan, S. (2008). NGO management. New Delhi: Pearl Books.
10. Pruthi, R. (2006). NGOs in the new millennium. New Delhi: Sage Publications.
11. Ovadasi, J. M. (2005). Management of NGOs : Towards developed civil society . New Delhi: Macmillan.
12. Riley, J. M. (2002). Stakeholders in rural development : Critical collaboration in State-NGO relationship. New Delhi: Sage.
13. Salamon, L., & Anheier, H. K. (2001). Defining the non-profit sector: A cross-national analysis. New York: John Hopkins.
14. Tandon, R. (2003). Invisible yet widespread: The non-profit sector in India. New Delhi: PRIA.
15. Wolf, W., & Carter, B. (1999). Managing a non-profit organization in the 21st century. London: Free Press.

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

MBAEX-9702: Global Environment of Service Sector

Objective

The objective of this course is to sensitize the participants in the changing scenario of service industries throughout the world. This course draws attention to international agencies and regulations impacting service sectors in different regions of the globe.

Course Contents

Nature of Emerging Economies; Relationship between Economic Development and Service Sector; Potential of Service Sector in Employments Generation; Information Technology and Global Restructuring of Service Sector; Potential of Global Trade in Services; General Agreement on Trade in Services and its implications; Integration of Global Financial and Capital Markets and its Implications; Privatization of Services in Developing Economies and

its Implications; National Differences in the Quality of Services and its Impact on Foreign Direct Investment; Future of Tele-working and Tele Trade in the Global economy.

Suggested Readings

1. Adhikary, M. (2001). Global Business Management in an International Economic Environment. New Delhi: Macmillan.
2. Business Monitor International. (2002). Guide to the World's Major Emerging Economies: Country Analysis and Forecast Reports. London: Fitzroy Dearborn.
3. Daniels, P. W. (1993). Service Industries in the World Economy. Oxford: Blackwell.
4. Drucker, P. F. (2002). Management in the Next Society. Oxford: Butterworth-Heinemann.
5. Hammack, D. C., & Young, D. R. (Eds.). (1993). Non Profit Organizations in a Market Economy. San Francisco: Jossey Bass.
6. Heskett, J. L. (1986). Managing in the Service Economy. Boston: Harvard Business School Press.
7. Hofstede, G. (2001). Culture's Consequences: Comparing Values, Behaviours, Institutions and Organizations across Nations (2nd ed.). New Delhi: Sage.
8. Jayachandran, C., Balasubramanian, N., & Dastagir, S. M. (Eds). (1999). Managing Economic Liberalisation in South Asia, New Delhi: Macmillan.
9. Jie, T., & Ward, A. (2002). The Changing Face of Chinese Management. London: Routledge.
10. Kono, T., & Clegg, C. (2001). Trends in Japanese Management: Continuing Strengths, Current Problems and Changing Priorities, Hampshire: Palgrave.

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-9703: TRANSPORTATION MANAGEMENT

Objective

The objective of this seminar course is to acquaint the students with the major issues encountered in planning and executing different forms of transportation.

Course Contents

Significance of Transport as an activity: Airlines, Surface, Railways Ships and Water Transport; Forms of Transport Regulations and Limitation, Transport Network: Government and Private Sector Activities; Metropolitan Transportation Systems: Planning, Operation and

Management; Trip Generation and Distribution; Load Planning; Transportation Modes and their Selection; Travel Demand Forecasting Models, Destination Management; Structure and Functions of Travel agencies and Tour operators; Transport Marketing: Airline, Railways, Roadways, Containers, Port and Shipping Services. Pricing & Tariff Strategies; Multimode Transportation services; Courier Services; Travel Formalities; Global Trends and Best Practices in Different Types of Transportation systems; Role of I T and Transportation Management.

Suggested Readings

1. Asopa, V. N., Bhatnagar, D., Dixit, M. R., Raghuram, G., Ramani, K. V., Sinha, S., & Rao, V. V. (1999). Shipping management: Cases and concepts. New Delhi. Macmillan.
2. Banister, D. (2002). Transport planning (2nd ed.). London: Taylor & Francis.
3. Coyle, J. J., Novack, R. A., & Bardi, E. J. (2005). Transportation: With Info Trac. New Delhi: Cengage Learning.
4. Dervaes, C. (1996). The Travel Training Work Book. Florida: Solitaire Publishing.
5. Dickey, J. L. W. (1980). Metropolitan Transportation Planning. New Delhi: Tata McGraw Hill.
6. Doherty, T., & Horne, T. (2001). Managing Public Services: Implementing Changes. London: Routledge.
7. Jaya Krishna, S. (2007). Transport Management Imperatives and Best Practices. Hyderabad: ICFAI University Press.
8. Kickert, W., Klijn, E. H., & Koppenjan, J. (1997). Managing complex Network Strategies for the public sector. New Delhi: Sage.
9. Mahajan, V. S. (1991). Transport Planning, Policy and Development. New Delhi: Deep & Deep Publications.
10. Otimar, Gau. (2008). Transportation Management with SAPLES, Galileo Press.
11. Ovasdi, J. M. (1990). Railway Administration & Management. New Delhi: Deep & Deep Publications.
12. Ray, S. K. (Ed.). (2000). Transport Planning for Developing Countries, New Delhi: Prentice Hall of India.
13. Wensveen, J. G. (2011). Air Transportation: A Management Perspective, England: Ashgate Publishing.
14. White, P. (2001). Public Transport (4th ed.). London: Taylor & Francis.

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- 9704: HOSPITALITY MARKETING

Objective

The objective of this course is to combine marketing theory with strong practical emphasis on applications in the hospitality industry.

Course Contents

Exploring Links between Operations & Marketing; Basics of Marketing Research in Hospitality Industry; Marketing Plan: Segmentation and Targeting, Branding, Distribution, Location, Pricing, Communication; Developing Sales Forecast; Planning Sales Presentation; Field Practice Notes and Current Industry Methods; Global Benchmarking of Best Marketing Practices.

Suggested Readings

1. Bowie, D. (2002). Hospitality marketing: An Introduction. Oxford: Butterworth-Heinemann.
2. Dittmer, P. R. (2001). Dimensions of the Hospitality Industry (3rd ed.). New York: John Wiley.
3. Hsu, C. H. C., & Powers, T. (2001). Marketing Hospitality (3rd ed.). New York: John Wiley.
4. Lewis, R. C., & Chambers, R. E. (2001). Marketing Leadership in Hospitality: Foundations and Practices, (3rd ed.). New York: John Wiley.
5. Powers, T., & Barrows, C. W. (2008). Introduction to Management in the Hospitality Industry (9th ed.). New York: John Wiley.
6. Prideause, B., Moscardo, G., & Law, E. (2007). Managing Tourism and Hospitality Services: Theory and international applications. London: CABI.
7. Reich, A. Z. (2001). Marketing Management for the Hospitality Industry: A Strategic Approach. New York: John Wiley.
8. Reid, R. D., & Bojanic, D. C. (2002). Hospitality Marketing Management (3rd ed.). New York: John Wiley.
9. Rotter, P, Bowen, J., & Makens, J. (2009). Marketing for Hospitality and Tourism . New Delhi: Pearson Education.
10. Shanker, R. (2002). Services Marketing: Text and Readings from the Indian perspective. New Delhi: Excel Books.
11. Shaw, M., & Morris, S. V. (1999). Hospitality Sales: A Marketing Approach. New York: John Wiley.

12. Sudan, A. S. (2002). Encyclopaedia of Hotel, Tourism and Hospitality Management in 21st Century. 6 Vols. New Delhi: Anmol.

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-9705: HOSPITALITY OPERATIONS MANAGEMENT

Objective

The key objective of this course is to prepare the participants for decision making in different areas of hospitality operations management including layout of facilities, improvement of workplace, quality, material and yield management. Emphasis is on applied areas like property and asset management, service and quality and overall productivity and performance management in a hospitality unit.

Course Contents

Hospitality unit Location: Layout of Facilities: Access, Security, Ergonomic and Safety Considerations: Workplace Design and Improvements: Work Measurement and Operation Standard: Operation Planning and Scheduling: Maintenance Management and Energy Conservation: Yield Management and Improvement Techniques; Quality Design, Planning and Control; Outsourcing: Vendor Selection, Rating and Development: Purchasing of Capital Equipment and Perishable Inventories; Selective Inventory Control; Managing the Supply Chain; Techniques of Productivity and Performance Improvement in Operating Systems.

Suggested Readings

1. Blake, D. W., & Anderson, A. (1994). Hotel Workplace Reform. Sydney: Tourism Task Force.
2. Brotherton, B., & Burgees, J. A. (1997). Comparative Study of Academic Research Interests in US and UK hotel and Restaurant Companies: Proceedings of 6th Annual Hospitality Research Conference. Oxford.
3. Collier, D. (1987). Service Management: Operations Decisions. New Jersey: Prentice Hall.
4. Johns, N. (Ed.). (1996). Productivity Management in Hospitality and Tourism. London: Cassell.
5. Jones, P. (Ed.). (2008). Handbook of Hospitality Operations and IT. London: Butterworth-Heinemann.

6. Jones, P., Ball, S., Lockwood, A., & Kirk, D. (2003). Hospitality Operations: A Systems Approach. London: Continuum.
7. Kleinwort, B. (1994). Quoted Hotel Companies. London: Keinwort Benson.
8. Lockwood, A., Baker, M., & Ghillyer, A. (1996). Quality in Hospitality: Best Practice in Action. London: Cassell.
9. Merricks, P., & Jones, P. (Eds.). (1994). The Management of Food Service Operations. London: Cassell.
10. Raghavchari, M., & Ramani, V. (Ed.). (2000). Delivering Service Quality: Managerial Challenges for 21st century. New Delhi: Macmillan.
11. Stuart, T. K., & Hill, Parker. J. (2008). Introduction to Revenue Management for Hospitality Industry. New Delhi: Pearson Education.

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-9706: CIVIL AVIATION MANAGEMENT

Objective

The objective of this course is to highlight special characteristics of Civil Aviation Management. In particular, the focus would be on the quantum of investment required, the need to comply with the safety norms and the concern for environment.

Course Contents

Special Characteristics of Civil Aviation; Application of Economy Modules and Regression Analysis in Lair Passenger Demand Forecasting; Relationship between Air Traffic and International Air Traffic; Demand for Airline Service: Demand Characteristics, Methods of Estimating Demand. The Costs of Airline Service: Analysis of Costs, Aircraft Selection as Determinant of Costs, Impact of Technological Advances on Costs; Passenger Options, Travel Agencies and Computer Reservation Systems; Airline Rates: Basic Rate Making Factors, the Changing Structure of Air Passenger Fares, Rate Regulation, International Rates and Dealing with Foreign Governments; Air Cargo : the Cargo Mix, Cargo vs. Passenger Characteristics, Terminal Facilities, Pick-up and Delivery Service, Competition with other Modes. The Airport-Airline Relationship; The environment impact of airlines.

Suggested Readings

1. Doganis, R. (2002). Flying off course: The economics of international airlines. London: Routledge.

2. Flouris, T. G., & Oswald, S. L. (2006). Designing and executing strategy in aviation management. New York: Ashgate Publishing.
3. Hawkins, F. H., & Orlady, H. W. (1993). Human factor in flight. New York: Ashgate Publishing.
4. Kaps, R. W. (2000). Fiscal aspects of aviation management. USA: Southern Illinois University Press.
5. O'Conner, W. E. (2001). An Introduction to airline economics. New York: Greenwood Publishing.
6. Shaw, S. (1999). Aviation marketing and management. New York: Ashgate.
7. Sheehan, J. J. (2003). Business and corporate aviation management: On Demand Companies air travel. New Delhi: McGraw Hill.
8. Singh, R. (2008). Aviation management global and national perspectives. New Delhi: Kanishkha Publishers.
9. Smith, J. R., & Golden, P. A. (2002). Airline: A strategic management simulation (4th ed.). New Delhi: Prentice Hall.

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: TOTAL SERVICE QUALITY MANAGEMENT

Objective:

Through this course, the participants would appreciate the role of quality in services particularly its assessment, control and recovery. Focus has to be given on customer satisfaction surveys and research using certain tools and models and assessment of total service quality management systems. Implementation of total quality management systems in service sectors like health care, hospitality and education is to be emphasized.

Course Contents

Concept of Total Quality (TQ) in Services; Determinants of Service Quality; Components of TQ Loop; Elements of a TQM System; Developing Service Quality Culture and Ethics: Trust, Values, Integrity and Responsibility; Quality Policy and Organisation; Service Quality Costs, Design for Quality, Failsafing, Service Quality Deployment, Benchmarking, Q-7 and new Q-7 Tools; Assessment of Customer feedback and Satisfaction , Walk-Through Audit, Use of scales like SERVQUAL and LODGESERVE; Service Quality Gaps Analysis; Customer Value Analysis; Human aspects of Service Quality ;Total Employee Involvement and Empowerment; Suggestion System; Benchmarking; Implementing Service Quality: Complaints Handling and Service Recovery; Unconditional Service Guarantee and

Refunds, Integrating Service Quality with Environment, Safety and Supply Chain; Total Service Quality Management Systems; Assessment, Accreditation and Audits; Exemplary case studies in implementation of Service Quality in Indian context with global benchmarks e.g. in health care, hospitality and education sectors.

Suggested Readings

1. Antony, J., (2002). Understanding, managing and implementing quality. London: Routledge.
2. Dale, B. G., & Plunkett, J. J. (1999). Quality costing, (3rd ed.) Hampshire: Gower.
3. Fitzsimmons, J. A., & Fitzsimmons, M. J. (Eds.). (2000). New service development. Thousand Oaks, California: Sage Publications.
4. International Standards Organisation (2000). ISO 9000 Standards, Geneva: ISO
5. Oakland, J. S. (2003). Total quality management: Text and cases (2nd ed.). London: Butterworth.
6. Ramani, V. (Ed) (1999). Delivering Service Quality: Managerial Challenges for 21st Century, Proceedings of IIM Ahmedabad Conference. New Delhi: Macmillan.
7. Ross, J. E. (1999). Total Quality Management: Text Cases and Readings. New Delhi: Deep & Deep Publications.
8. Rust, R. T., & Oliver, R. L. (Eds.). (1994). Service Quality: New Dimensions in Theory and Practice. New Delhi: Sage.
9. Stamatis, D. H. (1997). Total Quality Service: Principles, Practices & Implementation. Delhi: Deep & Deep Publications.
10. Schmidt, B. (2003). Customer Experience Management. New Jersey: John Wiley and Sons.
11. Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1990). Delivering Quality Service: Balancing Customer Perceptions and Expectations. New York: The Free Press.

The list of cases and supplementary readings including relevant articles will be announced by the instructor at the time of launching of the course.

AREA - 8: HEALTHCARE ADMINISTRATION MBAEXHCA-9801 to MBAEXHCA-9815

MBAEXHCA-9801: Hospital Organization and Control

Objective

The purpose of the course is to focus on the internal organization and functioning of a hospital, its interdepartmental functions and relationship, and the effect of the outside environment on the operations of the hospital.

Course Contents

Role of the Hospital in providing health services, Research and Education. Planning of Services, Staffing, Hospital Statistics. Functions of the Medical Staff, Administrator, Governing Body Corporate Structure of health Care facilities applied to a variety of institutional settings. Factor influencing the functioning of these institutional settings; Factors influencing the Functioning of these institutions Components of the Health Organization including Departmental Functions and medical Staff Organization; Policy Formulation Internal Control Systems. Information needs of management.

Suggested Readings

1. Berg, M. (2003). Health Information Management. Routledge.
2. Charles, C. (2007). Encyclopaedia of Hospital Administration and Management 10 volumes. Anmol Publisher.
3. Haux ,R., Ammenwerth, E., & Brigl, B. (2010). Strategic Information Management in Hospitals: An Introduction to Hospital Information Systems (Health Informatics). Springer.
4. Sakharkar, B. M. (2009). Principles of Hospital Administration and Planning (2nd ed.). Jaypee Publishers.
5. Schulz., & Johnson, A. C. (1990). Management of Hospitals and Health Services. Beard Books.
6. Srinivasan, A. V. (2008). Managing a modern Hospital (2nd ed.). Sage Publications .
7. Vissers, J., & Roger, B. (2005). Health Operations Management (New ed.). Routledge.
8. Walshe, K., & Smith. (2006). Healthcare Management (1st ed.). Open University Press.

MBAEXHCA-9802: Medical Staff Organization

Objective

The objective of the course is to acquaint the students with various theories and practices in managing the medical staff at various levels of delivery of health care and to familiarize them with the modern concepts of Quality Assurance in healthcare so that, as healthcare managers, they are able to channelize the medical staff and systems towards high quality services.

Course Contents

Categories of Medical Staff in Government/Private Organizations, Medical Staff By-laws, Rules and Regulations, Functions of Medical Staff, Medical Staff Committees and Conferences, Governing Board, Organization Structure of a healthcare facility, Roles and responsibilities of Hospital Administrator, Ethics in Medical Practice, Medical Education: a study of the current scenario in India , Quality Assurance in Healthcare: Role of Medical Staff & Healthcare Manager, Developing Quality Management Systems, Familiarization with the accreditation process.

Suggested Readings

1. American Medical Association Office of General Counsel Physician's. Guide to Medical Staff Organization Bylaws (5th ed.). AMA Organ.
2. Arthur, Jay .(2011). Lean Six Sigma for Hospitals: Simple Steps to Fast, Affordable, and Flawless (1st ed.). McGraw-Hill Professional.
3. Craig, E. Holm. (2004). Allies or adversaries: revitalizing the medical staff organization. Health Administration Press.
4. Kelley, D. Lynn. (1999). How to Use Control Charts for Healthcare (1st ed.). Amer Society for Quality.
5. McGibony, John. R. .(1969). Principles of hospital administration. Putnam.
6. McLaughlin, Curtis. P. & Kaluzny, Arnold. D. Jones. (2005). Continuous Quality Improvement in Health Care (3rd ed.). Bartlett Publishers.
7. Ministry of Health & family Welfare, Govt. of India. (2002). Hospital Manual, DGHS.
8. Raymond, G. Carey., & Lloyd, Robert, C. .(2001). Measuring Quality Improvement in Healthcare: A Guide to Statistical Process Control Applications (1st ed.). Amer Society for Quality.
9. Searcy, Vicki L. & Christina, W. Giles .(2011). The Medical Staff Services Handbook: Fundamentals and Beyond (2nd ed.). Jones Bartlett Publishers.

10. Stahl, Michael. J. (2004). Encyclopaedia of health care management. SAGE.
11. Stephen, Michael. Shortell. (1991). Effective hospital-physician relationships. Hospital Research and Educational Trust. Health Administration Press Perspectives.
12. Stephen, Michael. Shortell., & Kaluzny, Arnold. D. (2000). Health care management: organization, design and behaviour. Delmar Publishers.

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

MBAEXHCA-9803: Epidemiology and Public Health

Objective

The course is designed to promote understanding of epidemiology of community health and the goal is to improve the disaster, emergency, and crisis management plans, actions and decisions of government, corporate, and not-for-profit organizations by transforming theory into practice. The objectives are to create and teach courses in crisis, disaster, and risk management

Course Contents

Basic Concepts in Epidemiology, measuring health and disease, types of epidemiological studies, potential errors in epidemiological studies, causation in epidemiology, epidemiology and prevention, various Epidemics and their Management, environmental and occupational epidemiology, diagnostic test, applying epidemiology- to evaluate health services, to evaluate screening programmes, etc Crisis Management: Meaning, Approached and scope. Crisis Management Models; Essential services in crisis management, Crisis Management Plan; Crisis Operations Guidelines Behavioral issues in crisis management. Stress Management in Crisis Situation. Health Management and Leadership: Study Peer Reviewed Competency for effective emergency response by health care personnel, Preparation and knowledge skills in new health threats like bio-defense and bio-terrorism, Training in leadership, learning to manage finances, insurance claims etc.

Suggested Readings

1. Aschengrau, Ann., & Seage III, George. R. .(2008). Essentials of Epidemiology in Public Health (2nd ed.). Jones & Bartlett.
2. Gordis, Leon. (2009). Epidemiology (4th ed.). Saunders Elsevier.
3. Kazimiera, Adamowski. (1998). Creating Excellence in Crisis Care. John Wiley & Sons Inc.

4. Kleinbaum, David. G., Sullivan, Kevin., & Barker, Nancy. (2007). A Pocket Guide to Epidemiology. Springer.
5. Mutchopadhyaya, A. K. (2005). Crisis and disaster management tuber lance and aftermath. New Delhi: Newage International Publications.
6. Park, J. E. (2011). Textbook of Preventive and Social Medicine (21st ed.). Jabalpur, India: M/s Banarsi Das Bhanot.
7. Peter, J. Fos., David, J. Fine., & Brian, W. Amy. (2005). Managerial Epidemiology for Health Care Organization (2nd ed.). Jossey-Bass.
8. Peter, K. Hodgkinson. (1998). Copying with Catastrophe, A handbook of post disaster psychological after care. Routledge.

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

MBAEXHCA-9804: Hospital Planning

Objective

The objective of the course is to develop a comprehensive and holistic view in planning and designing of hospital; Learn new concepts in designing the healthcare facilities such as healing architecture and green hospital: Learn new concepts in designing the healthcare facilities such as healing architecture and green hospitals; and to facilitate remodeling, renovating and retrofitting existing hospitals, The course will provide both basic and modern concepts in hospital planning.

Course Contents

Hospital Planning: Overview of hospital architecture and design; Project design and execution of a hospital design; Need Assessment and Feasibility Analysis of the Hospital: Essentials of Service Profile; Overview of Planning of department in a hospital; Layout parameters in planning of the departments; OPD, IPD, Day Care Services, OT Complex, Diagnostic Services, Blood Transfusion Services, Mortuary Services, Stores, MRD, Laundry, CSSD, F&B, HAVVC; Safety issues in Hospital Building – Fire Safety, Lighting, Disaster Management Issues; Way Finding; Legal Compliance for Building the Hospitals; Licenses for commissioning of the Hospital; Equipment Planning;
Hospital Designing: Medical architecture: Emerging Trends and issues: Enhanced standards, Changing functions of hospital, Health insurance, Outsourcing the operations; Best practices in medical architecture; Energy conservation in hospitals: Building green

hospitals; healing architecture: Amalgam of art and Science; Infection control designs in hospital; Hospital for tomorrow.

Suggested Readings

1. Acanyi, Laszlo., & Goldman, Lary L. (1980). Design of Long Term Care Facilities. NY: Vain Nostrand Rein hold.
2. AIA. (2006). Guidelines of construction and design of hospitals.
3. Australian Victorian department of human services. (2008). Design Guidelines for hospitals and day care centers.
4. Grubb, Reba. D., & Ondor, Geraldine. (1979). Planning Ambulatory Surgery Facilities. St. Louis Hosby.
5. Huss, Carol. Ann. (1975). Study of Planned Organizational Change in Structure and Functioning of Indian Hospitals. New Delhi: VHAI.
6. Sakharkar, B. M. (2008). Principles of Hospital Administration and Planning. Japyee Brothers.
7. Whitaker, Allen. Rex. & Karolyi, Honaven. (1976). Hospital Planning Hand Book. New York: Wiley.

MBAEXHCA-9805: National Health Plan

Objective

The objective of this course is to expose the students to health policy, national health plans and programmes, including various innovations in the health sector.

Course Contents

National Health Policy; Relevant policies in health sector; National Five-Year Plans; National Rural Health Mission; National Urban Health Mission; National Health Programmes like Reproductive and Child Health (Phase II) Programme, National Vector Borne Disease Control Programme, Revised National Tuberculosis Control Programme, National Leprosy Eradication Programme, National Tobacco Control Programme, Integrated Disease Surveillance Project, National Programme for Prevention & Control of Cancer, Diabetes, Cardio-Vascular Diseases and Stroke etc.; and Innovative health schemes like Janani Suraksha Yojna, Rashtriya Swasthya Bima Yojna etc.

Suggested Readings

1. Kishore, J. (2011). National health programs of India: national policies & legislations

related to health (9th ed.). Century Publication.

2. MoH & FW, GoI .(2005). National Rural Health Mission – Framework for Implementation (2005-2012).
3. MoH & FW, GoI .(2010). National Rural Health Mission – The Journey So Far, 2005-2010
4. MoH & FW, GoI .(2010). National Urban Health Mission – Framework for Implementation.
5. MoH & FW, GoI. (2011). Annual Report, 2010-2011.
6. MoH & FW, GoI and DFID. (2009). Directory of Innovations Implemented in the Health Sector.
7. MoH & FW, GoI and WHO Country Office for India. (2009). Health Committee and Commission Reports, 1946 to 2005.
8. MoH & FW, GoI. (2005). National Rural Health Mission (2005-2012) Mission Document.
9. Park, K. (2011). Park's Textbook of Preventive & Social Medicine (21st ed.). M/S Banarsidas Bhanot.
10. Planning Commission of India: Faster, Sustainable and More Inclusive Growth: An Approach to the Twelfth Five Year Plan (2012-17).
11. Planning Commission of India: High Level Expert Group Report on Universal Health Coverage for India (2011).
12. Taneja, D. K. (2011). Health Policies and Programmes in India (9th ed.). Doctors Publications.

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

MBAEXHCA-9806: Comparative Health Administration

Objective

The objective of the course is to familiarize the students with the comparative health administration.

Course Contents

In this course the students are exposed to the systems of health care delivery in various countries from different regions of the world. The students are also familiarized with the existing health care systems in various states in India and a comparative study is done. The

Course content also takes into consideration the principles and practices of health insurance in various countries under commercial, non-profit and government agencies, Governmental Regulations and Welfare Plans, World Health Problems and their Management.

Suggested Readings

1. Gangolli, Leena V., Duggal, Ravi., & Shukla, Abhya. (2005). Review of healthcare in India. CEHAT.
2. Gratzer, David .(1999). Code Blue: Reviving Canada's Health Care System. ECW Press.
3. Ministry of Health . (2010). Healthcare in Japan. General Books LLC.
4. National Health Insurance in the United States and Canada: Race, Territory, and the Roots of Difference (American Governance and Public Policy series), Georgetown University Press; 1 edition (July 2, 2008).
5. Powell, Francis. D., & Wessen, Albert. F .(1999). Health Care Systems in Transition: An International Perspective (1st ed.). New Delhi: Sage Publications.
6. Randolph, K. Quaye. (2007). Recent Reforms in the Swedish Health Care System: Implications for the Swedish Welfare State. University Press Of America.
7. Reid, T. R. (2010). The Healing of America: A Global Quest for Better, Cheaper, and Fairer Health Care. USA: Penguin Press. 2010.
8. Sood, Sai Ma. Neeraj. (2008). A comparison of the health systems in China and India. , Rand Corporation.
9. Soyinka, Femi., & Réseau Africain de recherche sur le .(2002). SIDA Health care system in Nigeri. Obafemi Awolowo University Press.
10. Steven, Jonas., Goldsteen, Raymond., & Goldsteen, Karen. (2007). An Introduction to the U.S. Health Care System (6th ed.). Springer Publishing Company.
11. Sultz, Harry. A., & Young, Kristina. M. (2005). Health Care USA: Understanding Its Organization And Delivery (5th ed.). Jones & Bartlett Publishers.
12. The Future of the NHS Michelle Tempest. XPL Publishing (21 Jun 2006).

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MBAEXHCA-9807: Health Entrepreneurship

Objective

The objective of the paper is to apprise the students of various aspects of Health Entrepreneurship and facilitate self-diagnosis of the entrepreneurial mindset among them; and to train aspiring entrepreneurs for transforming their business ideas into sustainable and profitable businesses and for managing and expanding their enterprises.

Course Contents

Introduction to Entrepreneurship: Definition of entrepreneur; entrepreneurial traits; entrepreneur vs. manager; entrepreneur vs. entrepreneur, the entrepreneurial decision process role of entrepreneurship in economic development ethics and social responsibility of entrepreneurs; opportunities for health entrepreneurs; recent trends and emerging issues for health entrepreneurs; Entrepreneurship strategy/Business model: Framework for new venture development; entrepreneurial strategies across the life cycle of business growth- for the emerging venture, for the growing venture, and for sustain growth in the established venture; financing options for the venture; key strategic roles of creativity, opportunity identification, opportunity evaluation, and innovation in the emergence and growth of entrepreneurial firms; case-study based learning from success, failures and foibles of ventures in the health sector; Entrepreneurship (Business) plan: Nature, purpose and scope of business plan; writing business plan; evaluating business plan; using and implementing various components of the business plan – marketing plan, financial plan, operating plan and organizational plan; statutory requirements for launching a new health venture; Enterprise growth: Impact of growth; sustaining growth; management challenges; sustaining the entrepreneurial spirit; conflict, competition and collaborations business expansion strategies and issues; exit strategies; Techno- Entrepreneurship: Foundations of the field; parameters of techno – entrepreneurship; key processes of techno-entrepreneurship; incubation and technology transfers; pivotal factors in the success of techno-entrepreneurship; case studies of leading e-health and biotechnology companies to illustrate and substantiate the successful techno-entrepreneurship paradigm; intellectual property protection; Social Entrepreneurship: Concept, need and opportunity of social entrepreneurship; distinctive characteristics of the social enterprise context and organizations; critical components of social entrepreneurship; business skills and frameworks for achieving maximum impact through social entrepreneurship; influencing policy to support entrepreneurship; case studies of social (health) enterprises in national and international settings.

Suggested Readings:

1. Drucker, Peter. F. (2009). Innovation and Entrepreneurship: Practice and Principles. Amsterdam: Elsevier, Butterworth-Heinemann.
2. Fayolle, Alain. (2007). Entrepreneurship and New Value Creation: The Dynamic of the Entrepreneurial Process. United States of America: Cambridge University Press.
3. Francois, Therin. (2007). Handbook of Research of Techno-entrepreneurship. United States of America: Edward Elgar Publishing.
4. Gundry, Lisa. K. & Kickul, Jill. R. (2007). Entrepreneurship Strategy: Changing Patterns in New Venture Creations, Growth, and Reinvention. United States of

America: SAGE Publication.

5. Harold, P. Wlesch. (2004). Entrepreneurship: the way ahead (Paperback). London: Taylor & Francis e-Library.
6. Harvard Business Essentials. (2005). Entrepreneur's Toolkit: Tools and Techniques to Launch and Grow your New Business United States of America. Harvard Business School Publishing Corporation.
7. Kuratko, Donald F. (2008). Entrepreneurship. Theory, Process and Practice. United States of America: South-Western, Cengage Learning.
8. Kuratko., & Hodgetts. (2009). Entrepreneurship in The New Millennium. India: Cengage learning.
9. Mellor, Robert (2009). Entrepreneurship for Everyone: A Student Textbook. Great Britain: T J International Ltd.
10. Plizer, Paul. Zane. (2007). The New Wellness Revolution: How to Make a Fortune in the Next Trillion Dollar Industry. United States of America: John Wiley & Sons.
11. Prahalad, C. K. (2010). The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits. United States of America: Wharton School Publishing.
12. Roy, Rajeev (2009). Entrepreneurship. New Delhi: Oxford University press.
13. Wei-Skillern, J., Austin, J. E., Leonard, H., & Stevenson, H. (2007). Entrepreneurship in the Social Sector. United States of America: SAGE Publications.

MBAEXHCA-9808 Health Society & Ethics

Objective

The aim of the course is twofold: (a) To gain an understanding of how health care needs and delivery systems depend on the socio-cultural context of recipients; and (b) To develop in health care practitioners a people Centered Ethical approach to health care.

Course Contents:

Global Burden of Disease and People Centered Approach to Health Care; Role of Culture in shaping Health Values, Health Interventions and Health Care Delivery Life Style Changes due to Globalization, Urbanization and Changing Demographic Patterns and implications to Health Care Indigenous Approaches to Health: Role of spirituality, Alternate Systems of Health; Voluntary Health Organizations and Community involvement; Health Care Issues of Marginalized Sections of Society: Street Children, Victims of War, Disaster and Trauma; Ethical Issues in Health Care: Euthanasia, Clinical Trials and Privatization of Health Care:

Euthanasia.

Suggested Readings:

1. Berry, J. W., Dase, P. R., & Saraswati, T. S. (Eds.). (1997). Handbook of Cross-cultural Psychology. Vol.2. Allyn Bacon.
2. Berry,J. W., Segal, M. H., & Kagitcibasi, C. (Eds.). (1997). Handbook of Cross-cultural Psychology. Vol.2, Allyn Bacon.
3. Bonder, Bette., Martin, Laura., & Miracle, Andrew, W. (2001). Culture in Clinical Care. Slack Incorporated.
4. Fredudenberg, Nicholas., Klitzman, Susan., & Saegert, Susan (Eds). (2009). Urban Health and Society: Interdisciplinary Approaches to research and Practice. Jossey-Bass.
5. Gangadharan, K. (2008). Health and Living Environment in Urban Slums. Manglam Publications.
6. Hollins, S. (2009). Religions, Culture and Healthcare: A Practical Handbook for use in Healthcare Environments. Radclifffe Publishing.
7. Labonte, R., Schrecker, T., Packer, C., & Runnels, V. (Eds.). (2009). Globalization and Health: Pathway, Evidence and Policy. Imprint: Routledge.
8. Lee, K. (2004). Globalization and Health: An Introduction. Palgrave Macmillan.
9. Sharma, A. N. (2006). Indigenous Health Care. Book Publishing.
10. Sobo, E. J., & K. Lee, K .(2009). Culture and Meaning in Health Services Research: A Practical Field guide. California: Left Coast Press.
11. Thomas, Boleyn., & Morteza, Honari .(1999). Health, Culture and Human-Environmental Interaction. London: Routledge.
12. Walter, . (2010). Health Culture. Kessinger Publishing.
13. WHO. (2008). World Health Report. Geneva: WHO.
14. Zoller, Heather., & Dutta, Mohan. J. .(2008). Emerging Perspectives in Health Communication Meaning Culture and Power. Rutledge.

MBAEXHCA-9809: HEALTH LAWS

Objective

To acquaint the students with the basic laws which govern and regulate health organisations and their dealings in the society.

Course Contents

The objective/s, basic provisions and contemporary issues about health laws with special reference to the following; The Transplantation of Human Organs Act,1994; The Medical Termination of Pregnancy Act,1971; Pre-conception and Pre-natal diagnostic Techniques Act,1994; The Cigarettes and Other Tobacco Products Act,2003; Doctor-Patient rights under The Indian Contract Act, 1872 ; The Consumer Protection Act, 1986 and The Arbitration and Conciliation Act, 1996; The Patents Act, 1970.

Suggested Readings

1. Advani, Poornima. (1998). Doctor, Patient and the Law. New Delhi: Books for All.
2. Bare Acts with latest amendments, Government of India.
3. Deoskar, A. S. Medical Jurisprudence, Toxicology and Forensic Medicine. All india Reporter Pvt. Ltd.
4. Desai, Mihir (Ed.). Health Care Case Law in India: A Reader, CEHAT and ICHRL. New Delhi.
5. Kapoor, N. D. (2011). Elements of Mercantile Law. New Delhi: Sultan Chand and Sons.
6. Myneni, S. R. (2009). Law of Intellectual Property (5th ed.). Hyderabad, Asia Law house.
7. Tuteja, S. K. (1998). Business Law for Managers. New Delhi: Sultan Chand and Sons.
8. Wadhera, B. L. (2011). Law Relating to Intellectual Property (5th ed.). (Repirnt) New Delhi: Universal Law Publishing Co.

MBAEXHCA-9810: Health System Research

Objective

The objective of the course is to provide theoretical and analytical foundation to research in health systems. The course will provide insights in to conducting research on issues pertaining to health policy, health services, organizational and management issues, and community bases research.

Course Contents

Introduction to Health Systems Research; Formulating Research Ideas: Identifying and defining Research Problems & Research Questions; Review of Literature: Identification

of Variables; Formulation of Research Objective/Hypotheses; Research Design and Methodologies, Data Collection: Designing tools and techniques of measurement and Scaling; Testing for reliability and Validity; Sampling design; Process and Analyzing Data: Testing of Hypothesis and Inferences Writing Research Proposals Writing Research Reports and Dissemination Evidence based research and Health Systems

Suggested Readings:

1. Bowling, A., & Ebrahim, S .(2005). Handbook of Health Research Methods: Investigation, Measurement and Analysis. Berkshire: Open University Press-McGraw Hill.
2. Crosby, R. A., Di Clemente, R. J., & Slazar, L. F. (2006). Research Methods in Health Promotion. New York: John Wiley.
3. Green, J., & Thorogood, N .(2009). Qualitative Methods in Health Research (2nd ed.). London: Sage.
4. Kothari, C. R .(2004). Research Methodology: Methods and Techniques. 2nd ed.). New Delhi: New Age Pub.
5. Sim, J., & Wright, C. (2000) Research in Health Care: Concepts, Designs and Methods. London: Stanley Thomas.
6. Sekaran, U., & Bougie, R .(2009). Research Methods for Business: A Skill Building Approach (5th ed.). Wiley India.
7. Varkevisser, C. M., Pathmanathan, I., & Brownlee, A. (2003) Designing and Conducing Health Systems Research Projects. Vol. 1 and Vol.2 KIT-IDRC. Accessible at http://www.idrc.ca/en/ev-33013-201-1-DO_TOPIC.html

List of specific references including articles and other supplementary reading materials will be announced by the instructor at the time of launching the course.

MBAEXHCA-9811 Health Economics

Objective

The objective of this course is to equip the students to use concepts, theories, tools and techniques evolved by economists in the decision making process of health service providers in public and private health sector.

Course Contents

Understanding of Macro-economic environment for making Decision in the Organizations that provide health care; Understanding of different concepts and tools that are used in

economics for understanding their applicability in the health care sector; Understanding demand for health capital and health care; Cost analysis for organizations that supply health care and cost functions; Economics analysis for profit and non-profit health services providers; Location decision for better health delivery; Economics of health policy and planning; Pricing of health services and health insurance; Scope for public-private participation in health care and its modalities.

Suggested Readings

1. Culyer, A. J. (2000). Newhouse Handbook of Health Economics. Vol.1 and II. Amsterdam: Elsevier.
2. Folland, S. et. Al. (2000). Economics of Health and Health Care. New York: Prentice Hall.
3. Henderson, James. W. (2011). Health Economics and Policy (3rd ed.). South-Western: Education Publishing.
4. Philips, Jacob., & Rapoport, John .(2003). Economics of Health and Medical Care (5th ed.). Jones & Bartlett publishers.
5. Todd, Maria .(2009). The Managed Care Contracting Handbooks (2nd ed.). Productivity press.
6. Venkat Raman, A., & Bjorkman, J. W .(2009). Public Private Partnership in Health Care in India. London: Rutledge.

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

MBAEXHCA- 9812: TOTAL QUALITY MANAGEMENT & ACCREDITATION FOR HEALTH CARE

Objective

Participants for this course should be able to appreciate, conceptualize and apply the total quality approach in design, planning, processing and delivery of health care in a professionally organized health care service entity. The course would enable students to initiate, implement and install a high quality and competitive medical care but not necessarily in corporatized non-governmental sector. Another key objective is to familiarize the candidates with quality assessment systems in health care and accreditation for quality.

Course Contents

Conceptual framework of TQM, Determinants of total service quality, Elements of a Health care service and delivery system, Service Quality gaps model, Gap Analysis ;Application to

Health services, Applying Industrial quality control charts to patient and hospital data, Quality management tools and techniques like Q-7 Tools ,Six Sigma and Deming's approach to health care, Economics and costs of Quality and its systems , Quality assurance systems in health care, Organization and leadership for TQM; Quality improvement teams and kaizens, Patient Satisfaction surveys, Marketing health care quality, Introduction to TPM and lean operations, Quality management systems and assessment; Patient centred and organization centred standards. Accreditation systems and bodies like ISO, NABH, JCI etc.

Suggested Readings

1. Besterfield, Dale. H., Besterfield-Michna, Besterfield Glen H., Urdhwareshe, Hemant., & Urdhwareshe, Rashmi. (2011). Total Quality Management. Pearson.
2. IIM Ahmedabad, Delivering Service Quality: Managerial Challenges for 21st Century, Proceedings of International Conference on Service Quality, Ahmedabad, December1999.
3. Nolan, M. T., & Mock V. (2000). Measuring Patient Outcomes. New Delhi: Sage publications.
4. Oakland, John. S. (2005). Total Quality Management: Text with cases. Butterworth-Heinmann, Elsevier. New Delhi.
5. Pena, J. (Eds.). (1984). Hospital Quality Assurance. Aspen Publications, Rockville.
6. Proceedings of National Conference on Quality Criteria for Indian Hospitals AIIMS. (2000). New Delhi.
7. Proceedings of National Conference on TQM and Accreditation of Hospitals. (1999). Lucknow: Academy of Hospital Administration.
8. Sharma, Sunil. (2008). Total Engineering Quality Management. New Delhi: Macmillan, New Delhi.

MBAEXHCA-9813 PURCHASING AND SUPPLY CHAIN MANAGEMENT FOR HEALTH CARE

Objective

The objective of this course is to enable the participants to appreciate the need for professional sourcing and purchasing practices in hospitals and to apply modern management practices in managing the inventory and supply chain for hospitals.

Course Contents

Role of Purchasing and Supply Chain Management in a hospital; Objectives and organization. Desirable attributes of purchasing for services especially health care, Material classification and planning, Value analysis, Simplification and Variety reduction, Determination & description of purchasing quality, Strategic outsourcing; Issues & considerations, Vendor Rating & Development, Purchasing Research, Contractual aspects of purchase order and purchasing, Bidding and negotiations, Considerations in purchasing of capital equipment, Selective Inventory Control, Key concepts in logistics and best practices in supply chain management, Disposal of waste, obsolete and surplus, Purchasing and Supply Chain Efficiency evaluation.

Suggested Readings

1. Burt, David. N., Donald W. Dobler., & Stephen L. Starling. (2010). World Class Supply Management (7th ed.). Tata McGraw Hill Education.
2. Chopra, Sunil., & Meindl, Peter. (2007). Supply Chain Management: Strategy, Planning and Operation. Prentice Hall of India.
3. Hedley, Rees. (2011). Supply Chain Management in the Drug Industry. New Jersey: John Wiley & Sons.
4. Monczka R., Trent, Robert, & Handfield, Robert. (2010). Purchasing and Supply Chain Management. South Western Thompson, Learning, Cincinnati, Ohio.
5. Shah, Janat. (2009). Supply Chain Management (1st ed.). New Delhi: Pearson.
6. Sharma, Sunil. (2010). Supply Chain Management: Concepts, Issues, and Implementation. New Delhi: Oxford University Press.
7. Srinivasan, A. V. (Eds.). (2008). Managing a Modern Hospital (2nd ed.). Response Books.
8. Tabish, S. A. (2001). Hospital and Health Services Administration: Principle and Practice. New Delhi: Oxford University Press.

MBAEXHCA-9814 Healthcare Operations Strategy

Objective

The course is designed to develop an understanding of the need for formulating an appropriate Operations strategy in a healthcare organization which would be in tune with the overall competitive strategy of the entire healthcare unit. The students would also develop an appreciation of the need for alignment of the healthcare operations strategy with other functional strategies of the healthcare organization. It would equip them with the concepts, tools and techniques for the development of appropriate operations strategy of a

healthcare organization in keeping with the fast-changing globalized business environment. The pedagogy of the course would involve lectures, case discussions, and mini-projects to be carried out in groups.

Course Contents

Need for healthcare Operations Strategy, Strategic fit to healthcare operations, Healthcare operations strategy goals: Cost, Quality, Delivery, Availability, Features, Environmental performance; Healthcare Operations strategy decision categories: Structural decisions and infrastructural decisions; Healthcare strategy decision on vertical integration; Healthcare strategy decision on processing systems, layouts and technology; Healthcare strategy decision on facilities and capacities planning; Healthcare strategy decision on sourcing and business processes, Healthcare strategy decision on supply chain coordination; Healthcare strategy decision on information technology; Healthcare strategy decision on lean operations, quality and flexibility. Behavioural aspects of health care operations.

Suggested Readings

1. Beckman, S. L., & Rosenfield, D. B. (2008). Operations Strategy. Singapore: McGraw Hill International.
2. Brown, Steve., Jones, Peter., & Bessant, John .(2005). Strategic Operations Management (2nd ed.). Butterworth Heinemann.
3. Waters, Donald. (2006). Operations Strategy. Thomson learning.
4. Eberhard, Abele., Tobias, Meyer., & Ulrich, Naher. (2008). Global Production: A Handbook for Strategy and Implementation. Berlin Springer Verlag.
5. Hill, A., & Hill, T. (2009). Manufacturing Operations Strategy (3rd ed.). London: Palgrave Macmilan.
6. Lowson, R. H. (2002). Strategic Operations Management (1st ed.). London: Routledge.
7. Porter, Michael. E. (2008). The Five Competitive Forces that Shape Strategy. Harvard Business Review. pp 78-93.
8. Schonberger, Richard. J. (1986). World Class Manufacturing (1st ed.). New York: The Free Press.
9. Skinner, Wickham. (1985). Manufacturing: The Formidable Competitive Weapon. New York: John Wiley & Sons.
10. Slack, N., & Lewis, M. (2011). Operations Strategy (3rd ed.). New Delhi: Prentice Hall.
11. Wheelwright, Steven. C., & Hayes, Robert. H. (1985). Competing Through Manufacturing. Harvard Business Review. Jan –February.

MBAEXHCA-9815: Healthcare Analytics and Optimization

Objective

Participants would be introduced to analytics in health care. Focus will be on qualitative as well of quantitative techniques. As the subject is evolving, latest applications will be discussed. Participants are encouraged to use software packages.

Course Contents

Introduction to business analytics for health services management, Introduction to relevant statistical techniques. Optimization of Healthcare systems: Formulation of OR models for operations problems in health care, Use of spreadsheet software to analyze these models, interpret the model output and discuss issues of implementation; Introduction to simulation techniques.

Suggested Readings

1. Creswell, John. W., & Creswell, John. W. .(2012). Qualitative Inquiry & Research Design: Choosing Among Five Approaches (3rd ed.). New Delhi: Sage Publications.
2. Meier, Kenneth J., Jeffrey, L. Brudney., & Bohte, John. (2012). Applied Statistics for Public and Non-profit Administration (8th ed.). USA: Wadsworth Cengage learning.
3. McLaughlin, Daniel. B., & Hays, Julie M. (2008). Healthcare Operations Management . USA: Health Administration Press.
4. Ozcan, A. Yasar. (2009). Quantitative Methods in Health Care Management: Techniques and Applications (2nd Revised, Update Edition). Jossey-bass.
5. Veney, James. E., Kros, John F., & Rosenthal, David, A. (2009). Statistics for Health Care Professionals: Working with Excel (2nd ed.). NJ: Jossey-bass.
6. Winston, W. L. (2007). Microsoft Office Excel 2007: Data Analysis and Business. USA: Modelling, Microsoft Press.

AREA - 9: CONTEMPORARY ISSUES* MBAEX-9901 to MBAEX-9905

MBAEX-9901
MBAEX-9902
MBAEX-9903
MBAEX-9904
MBAEX-9905

* Before the beginning of an academic year a maximum number of five courses on contemporary issues may be announced by faculty members as optional courses to be offered during the coming academic year under intimation to the University.