

**L. N. MISHRA INSTITUTE OF ECONOMIC  
DEVELOPMENT AND SOCIAL CHANGE,  
PATNA**



**SYLLABUS**  
*for*  
**MASTER OF BUSINESS ADMINISTRATION -  
*Executive* (MBA-Executive) PROGRAMME**

*Based on*

**Choice Based Credit System (CBCS)  
(2020-2022 onwards)**

**[www.lnmipat.ac.in](http://www.lnmipat.ac.in)**

**L. N. Mishra Institute of Economic Development and Social Change, Patna**

***Teaching Pedagogy:***

***Lectures, Presentation, Case Study, Video, Simulation, and Group Activities.***

## **Introduction to Choice Based Credit System (CBCS):**

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

### **Basic connotation of various terms commonly used in Choice Based Credit System CBCS:**

**Academic Program** - means an entire course of study comprising its program structure, course details, evaluation schemes etc. designed to be taught and evaluated in a teaching Department/Centre or jointly under more than one such Department/Centre.

**Course** - means a segment of a subject that is part of an Academic Program.

**Program Structure** - means a list of courses (Core, Elective, Practical, Project, etc.) that makes up an Academic Program, specifying the syllabus, Credits, hours of teaching, evaluation and examination schemes.

**Core Course** - means a course that a student admitted to a particular program must successfully complete to receive the degree and which cannot be substituted by any other course.

**Elective Course** - means an optional course to be chosen or selected by a student out of such courses offered in the same or any other Department/Centre.

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

**SGPA** - means **Semester Grade Points Average** calculated for the courses of a particular semester.

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

**Grand CGPA** - is calculated in the last year of the course by clubbing together of CGPA of two years, i.e., four semesters.

### **Conversion of Marks into Grades**

In each course, numeric scores will be awarded to both the evaluation components: Internal Assessment and End-semester Examination. Internal assessment score will be based on the average of the numeric scores of the various components such as quizzes, assignments, class participation, discipline, etc. The total score in a paper is obtained by adding the internal assessment marks and the End-semester Examination marks. The total score obtained in a paper is converted to a letter grade on the basis of the grading scale given below:

<b>Marks</b>	<b>Grade</b>	<b>Grade Points</b>
90+	A+	10
80+	A	9
70+	B	8
60+	C	7
50+	D	6
40+	P	5
	F	0

**Grade Points:** To be considered on the basis of the grading scale table given above.

**CWP (Credit Weightage Point)** = Grade Point x Credit Point

**SGP (Semester Grade Point)** =  $\sum$  CWP

**SGPA (Semester Grade Point Average)** =  $\frac{\sum \text{CWP}}{\sum \text{Credit Points}}$

**CGPA (Cumulative Grade Point Average)** =  $\frac{\sum \text{SGP}}{\sum \text{Credit Points}}$

### MBA-Executive Program Details:

The MBA-Executive program is a two-year evening course divided into four semesters and each year consists of two semesters which are given in the table below.

Years	Semester - Odd	Semester- Even
First Year	Semester - I	Semester - II
Second Year	Semester - III	Semester - IV

### Program Objectives (POs)

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

### Program Learning Outcomes (PLOs)

**PLO1** Develop a solid foundation in the fundamental practices of business needed to succeed in senior leadership roles in finance, international politics, people management, organizational strategy etc.

**PLO2** Provide knowledge needed to work cross-functionally within the organization and become more skilled in the basics of business management.

**PLO3** Empower students with the tools and techniques needed to successfully meet the challenges of today's global business environment with the help of Critical thinking and creative problem-solving approach.

**PLO4** Develop skills needed for problem solving, decision-making, and implementation by application of theoretical knowledge in business organizations across the world.

**PLO5** Expansion of professional and personal network. Students benefit from the diversity of participants in the class, maximizing learning by challenging assumptions and broadening perspectives.

### Program Structure

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

### Course Credit Scheme:

Semester	Core Courses			Elective Courses			Total Credits of the Program
	No. of papers	Credits of each paper	Total Credits	No. of papers	Credits	Total Credits	
I	7	4	28	0	NA	NA	28
II	7	4	28	0	NA	NA	28
III	3	4	12	4	4	16	28
IV	4	4	16	3	4	12	28

<b>Total Credits for the Course</b>	21		<b>84</b>	7		<b>28</b>	<b>112</b>
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**Note:** 10 Hours = 1 Credit

- For each Core and Elective Course, there will be four (4) lecture hours of teaching per week.
- Duration of examination of each paper shall be 3 hours.
- Each paper will be of 100 marks out of which 70 marks shall be allocated for semester examination and 30 marks for internal assessment.

**Semester-wise Course Credit Scheme:**

<b>Semester I</b>					
<b>Sl. No.</b>	<b>Number of Core Courses with code to be offered in SEMESTER – I.</b>	<b>Credits of each core course</b>			
		<b>Theory</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Credits</b>
1	MBA-(EX) - 20/I/CC-01	4	NA	NA	4
2	MBA-(EX) - 20/I/CC-02	4	NA	NA	4
3	MBA-(EX) - 20/I/CC-03	4	NA	NA	4
4	MBA-(EX) - 20/I/CC-04	4	NA	NA	4
5	MBA-(EX) - 20/I/CC-05	4	NA	NA	4
6	MBA-(EX) - 20/I/CC-06	4	NA	NA	4
7	MBA-(EX) - 20/I/CC-07	4	NA	NA	4
<b>Total credits of core courses</b>					<b>28</b>
<b>Semester II</b>					
<b>Sl. No.</b>	<b>Number of Core Courses with code to be offered in SEMESTER – II.</b>	<b>Credits of each core course</b>			
		<b>Theory</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Credits</b>
1	MBA-(EX) - 20/II/CC-01	4	NA	NA	4
2	MBA-(EX) - 20/II/CC-02	4	NA	NA	4
3	MBA-(EX) - 20/II/CC-03	4	NA	NA	4
4	MBA-(EX) - 20/II/CC-04	4	NA	NA	4

5	MBA-(EX) - 20/II/CC-05	4	NA	NA	4
6	MBA-(EX) - 20/II/CC-06	4	NA	NA	4
7	MBA-(EX) - 20/II/CC-07	4	NA	NA	4
<b>Total credits of core courses</b>					<b>28</b>
<b>Semester III</b>					
Sl. No.	Number of Core Courses with code to be offered in SEMESTER – III.	Credits of each core course			
		Theory	Practical	Tutorial	Credits
1	MBA-(EX) - 20/III/CC-01	4	NA	NA	4
2	MBA-(EX) - 20/III/CC-02	4	NA	NA	4
3	MBA-(EX) - 20/III/CC-03	4	NA	NA	4
<b>Total credits of core courses</b>					<b>12</b>
Sl. No.	Number of Elective Course with code to be offered in SEMESTER – III.	Credits of each elective course			
		Theory	Practical	Tutorial	Credits
1	Elective course 1	4	NA	NA	4
2	Elective course 2	4	NA	NA	4
3	Elective course 3	4	NA	NA	4
4	Elective course 4	4	NA	NA	4
<b>Total credits of elective courses</b>					<b>16</b>
<b>Semester IV</b>					
Sl. No.	Number of Core Courses with code to be offered in SEMESTER – IV.	Credits of each core course			
		Theory	Practical	Tutorial	Credits
1	MBA-(EX) - 20/IV/CC-01	4	NA	NA	4

2	MBA-(EX) - 20/IV/CC-02	4	NA	NA	4
3	MBA-(EX) - 20/IV/CC-03	4	NA	NA	4
4	MBA-(EX) - 20/IV/CC-04	4	NA	NA	4
<b>Total credits of core courses</b>					<b>16</b>
Sl. No.	Number of Elective Course with code to be offered in SEMESTER – IV.	Credits of each elective course			
		Theory	Practical	Tutorial	Credits
1	Elective course 1	4	NA	NA	4
2	Elective course 2	4	NA	NA	4
3	Elective course 3	4	NA	NA	4
<b>Total credits of elective courses</b>					<b>12</b>

**Semester wise Details of MBA (Executive) Courses**

**FIRST YEAR:**

The schedule of First Year shall comprise of two semesters: Semester I and Semester II. All the courses in both Semesters – I & II are Core/Compulsory. The schedule of courses during the first year of the program shall be as follows:

**SEMESTER – I: MBA (EX) - 20/I/01 to MBA (EX) - 20/I/07**

MBA (EX) - 20/I/CC-01: ORGANIZATIONAL BEHAVIOUR

MBA (EX) - 20/I/CC-02: STATISTICAL METHODS FOR DECISION MAKING

MBA (EX) - 20/I/CC-03: MANAGERIAL ECONOMICS

MBA (EX) - 20/I/CC-04: ACCOUNTINGS AND FINANCIAL ANALYSIS

MBA (EX) - 20/I/CC-05: MARKETING MANAGEMENT

MBA (EX) - 20/I/CC-06: MANAGERIAL FINANCE

MBA (EX) - 20/I/CC-07: INFORMATION TECHNOLOGY MANAGEMENT



**SEMESTER – II: MBA (EX) - 20/II/01 to MBA (EX) - 20/II/07**

MBA (EX) - 20/II/CC-01: HUMAN RESOURCE MANAGEMENT

MBA (EX) - 20/II/CC-02: OPERATIONS MANAGEMENT FOR EXECUTIVES

MBA (EX) - 20/II/CC-03: ECONOMIC ENVIRONMENT OF BUSINESS

MBA (EX) - 20/II/CC-04: STRATEGIC FINANCIAL MANAGEMENT

MBA (EX) - 20/II/CC-05: MARKETING RESEARCH

MBA (EX) - 20/II/CC-06: BUSINESS COMMUNICATION

MBA (EX) - 20/II/CC-07: DELIVERING INFORMATION SERVICES

**ELECTIVE COURSES:**

**AREA 1: ECONOMICS AND PUBLIC POLICY - MBA (EX) - 20/101 to MBA (EX) - 20/102**

MBA (EX) - 20/101: ECONOMIC GROWTH AND DEVELOPMENT

MBA (EX)- 20/102: ECONOMICS OF INNOVATION

**AREA - 2: ENTREPRENEURSHIP - MBA (EX) - 20/201 to MBA (EX) - 20/202**

MBA (EX) - 20/201: MANAGING HUMAN RESOURCES IN SMEs/START-Ups

MBA (EX)- 20/202: ENTREPRENEURSHIP, CREATIVITY AND INNOVATION

**AREA- 3: FINANCE - MBA (EX) - 20/301 to MBA (EX) - 20/314**

MBA (EX) - 20/301: QUANTITATIVE ANALYSIS OF FINANCIAL DECISIONS

MBA (EX) - 20/302: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

MBA (EX) - 20/303: FINANCIAL ANALYTICS

MBA (EX) - 20/304: INTERNATIONAL FINANCIAL MANAGEMENT

MBA (EX) - 20/305: MERCHANT BANKING AND FINANCIAL SERVICES

MBA (EX)- 20/306: MANAGEMENT CONTROL SYSTEM

MBA (EX)- 20/307: CORPORATE TAXATION

MBA (EX)- 20/308: FINANCIAL DERIVATIVES

MBA (EX)- 20/309: PROJECT PLANNING, ANALYSIS AND MANAGEMENT

MBA (EX)- 20/310: FINANCIAL RISK MANAGEMENT

MBA (EX)- 20/311: FIXED INCOME SECURITIES

MBA (EX)- 20/312: FINANCIAL MARKETS AND INSTITUTIONS

MBA (EX)- 20/313: FINANCIAL REPORTING

MBA (EX)- 20/314: MERGERS AND CORPORATE RESTRUCTURING

**AREA-4: INFORMATION TECHNOLOGY MANAGEMENT – MBA (EX) - 20/401 to MBA (EX) - 20/403**

MBA (EX)- 20/401: MANAGING E-BUSINESS

MBA (EX)- 20/402: BUSINESS PROCESS RE-ENGINEERING

MBA (EX)- 20/403: STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

**AREA-5: MARKETING - MBA (EX) - 20/501 to MBA (EX) - 20/514**

MBA (EX)- 20/501: CONSUMER BEHAVIOUR

MBA (EX)- 20/502: ADVERTISING MANAGEMENT

MBA (EX)- 20/503: COMPETITIVE MARKETING

MBA (EX)- 20/504: BUSINESS MARKETING

MBA (EX) - 20/505: SALES FORCE MANAGEMENT

MBA (EX) - 20/506: SERVICES MARKETING

MBA (EX)- 20/507: SALES PROMOTION MANAGEMENT

MBA (EX)- 20/508: BRAND MANAGEMENT

MBA (EX)- 20/509: RETAILING MANAGEMENT

MBA (EX)- 20/510: MARKETING CHANNELS

MBA (EX)- 20/511: MARKETING ANALYTICS

MBA (EX)- 20/512: ADVANCED MARKETING RESEARCH

MBA (EX)- 20/513: GLOBAL MARKETING

MBA (EX)- 20/514: RURAL MARKETING

**AREA-6: ORGANIZATION BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT**

**MBA (EX) - 20/601 to MBA (EX) - 20/615**

MBA (EX) - 20/601: HUMAN RESOURCE METRICS AND ANALYTICS

MBA (EX)- 20/602: PERFORMANCE MANAGEMENT AND TRAINING INTERVENTION

MBA (EX)- 20/603: MANAGING TRAINING, LEARNING & DEVELOPMENT

MBA (EX)- 20/604: TALENT MANAGEMENT

MBA (EX)- 20/605: PERSONAL POWER AND LEADERSHIP THROUGH ASIAN VALUES

MBA (EX)- 20/606: COMPENSATION AND REWARDS MANAGEMENT

MBA (EX)- 20/607: MANAGING INTERPERSONAL AND GROUP PROCESSES

MBA (EX)- 20/608: MANAGING DIVERSITY

MBA (EX)- 20/609: COUNSELING SKILLS FOR MANAGERS

MBA (EX)- 20/610: HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

MBA (EX)- 20/611: MANAGEMENT OF INDUSTRIAL RELATIONS

MBA (EX)- 20/612: NEGOTIATION AND INFLUENCE SKILLS

MBA (EX)- 20/613: CROSS CULTURAL AND GLOBAL MANAGEMENT

MBA (EX)- 20/614: CHANGE AND INTERVENTION STRATEGIES

MBA (EX)- 20/615: LEADERSHIP, POWER AND POLITICS

**AREA-7: STRATEGIC MANAGEMENT - MBA (EX) - 20/701 to MBA (EX) - 20/705**

MBA (EX)- 20/701: STRATEGIC CAPABILITY BUILDING AND INNOVATION

MBA (EX)- 20/702: STRATEGIC MANAGEMENT IN SOCIAL ENTERPRISES

MBA (EX)- 20/703: INTERNATIONAL BUSINESS STRATEGY

MBA (EX)- 20/704: STRATEGIC MANAGEMENT OF STARTUPS

MBA (EX)- 20/705: STRATEGIC INNOVATION IN HEALTH CARE AND EDUCATION

**SEMESTER – III (3 Core/Compulsory Courses & 4 Elective Courses)**

During Semester - III of the program, in addition to the three core or compulsory courses, a student shall have to choose four elective courses from the list of elective courses announced in the beginning of the Semester - III. Core or compulsory courses are listed here and the elective courses are listed after the list of core or compulsory courses of Semester – III and IV in the following pages.

**CORE COURSES OF SEMESTER – III: MBA (EX) - 20/III/01 to MBA (EX) - 20/III/03**

MBA (EX) - 20/III/CC-01: BUSINESS ETHICS AND CORPORATE GOVERNANCE

MBA (EX) - 20/III/CC-02: STRATEGIC ANALYSIS

MBA (EX) - 20/III/CC-03: SUSTAINABLE BUSINESS AND DEVELOPMENT

**SEMESTER – IV (4 Core/Compulsory Courses & 3 Elective Courses)**

During Semester - III of the program, in addition to the four core or compulsory courses, a student shall have to choose three elective courses from the list of elective courses announced in the beginning of the Semester - III. Core or compulsory courses are listed here and the elective courses are listed after the list of core or compulsory courses of Semester – III and IV in the following pages.

**CORE COURSES OF SEMESTER – IV: MBA (EX) - 20/IV/01 to MBA (EX) - 20/IV/04**

MBA (EX) - 20/IV/CC-01: GLOBAL BUSINESS MANAGEMENT

MBA (EX) - 20/IV/CC-01: LEGAL ENVIRONMENT OF BUSINESS

MBA (EX) - 20/IV/CC-01: LEADERSHIP AND CHANGE MANAGEMENT

MBA (EX) - 20/IV/CC-01: STRATEGIC MANAGEMENT

## Course Wise Contents

### CORE / COMPULSORY COURSES

#### SEMESTER - I

#### **MBA (EX) - 20/I/CC-01: ORGANIZATIONAL BEHAVIOUR**

##### **Course Objectives:**

The objective of the course is to help participants develop an understanding of the basic management concepts and behavioral processes in organizations which are essential for them to adapt to the changing corporate culture.

##### **Course Learning Outcomes:**

1. Understanding the concept of organizational behavior and management.
2. Developing an understanding of managerial functions, skills and roles
3. Strengthening the foundations of individual behavior with an understanding of human personality, perception, learning and emotions
4. Understanding the basic process of interpersonal relationship
5. Understanding how managers can use the models to enhance motivational levels of employees
6. Understand the concept of stress and learn to manage it
7. Understanding the behavioral approach to Managerial decision-making
8. Develop an understanding of teams and groups in organizations
9. Understanding the process of leadership
10. Understanding the various organization structures and their usefulness.

##### **Course Contents:**

**Unit I:** Introduction to Organizational Behavior and Management. Management Functions, Skills and Roles.

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

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

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

**Unit V:** Leadership and followership: Introduction, Trait, Behavioral and Contingency Approaches to leadership, Transactional and Transformational leadership

**Unit VI:** Work teams and Groups: Introduction, Reasons for joining groups, Types of groups, Group Cohesiveness, Group Think and Risky Shift

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

**Unit VIII:** Stress and Well-being at work: Introduction, Sources, and Reaction.

**Unit IX:** Organization Structure and Design.

**Text Books:**

1. Stephen P. Robins, Timothy A. Judge, & Niharika Vohra: *Organizational Behavior*, Pearson, New Delhi.
2. Jai B. P. Sinha: *Culture and Organizational Behavior*, Sage Publication.
3. Fred Luthans: *Organizational Behavior*, McGraw Hill Education.
4. S. S. Khanka: *Organizational Behavior, (Text and Cases)*, S. Chand.

**Suggested Readings:**

1. Luthans, F. (2015). *Organizational Behavior: An Evidence Based Approach* (13<sup>th</sup> ed.). McGraw-Hill Irwin.
2. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016). *ORGB: A South Asian Perspective* (2<sup>nd</sup> ed.). Cengage Learning India Pvt. Ltd.
3. Nelson, D L, Quick, J.C., & Khandelwal. P, (2013). *Organizational Behavior: A South Asian Perspective* (7<sup>th</sup> ed.). Cengage Learning India Pvt. Ltd.
4. Pareek, U. and Khanna, S. (2016). *Understanding Organizational Behavior* (4<sup>th</sup> ed.). New Delhi: Oxford University Press.
5. Robbins, S. P., & Judge, T.A. & Vohra, N. (2015). *Organizational Behavior* (16<sup>th</sup> ed.). New Delhi: Pearson Education.
6. Singh, K. (2015). *Organizational Behavior: Text and Cases* (3<sup>rd</sup> ed.). New Delhi: Vikas Publication.

**MBA (EX) - 20/I/CC-02: STATISTICAL METHODS FOR DECISION MAKING.**

**Course Objectives:**

The objective of the course is to make the students familiar with basic statistical techniques and their applications. Data collection, presentation and analysis are important for decision making. Students should possess the skills to extract actionable information from data and apply them. This introductory course will equip students with such skills.

**Course Learning Outcomes:**

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

**Course Contents:**

**Unit I: Statistics: An Overview** – Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and Scope of Statistics (especially in Business Management).

**Unit II: Fundamentals of Probability** – Concept and Definition of Probability, Counting rules for determining the number of outcomes, Rules of Probability and Algebra of events. Probability tree diagram, The Bayes' Theorem.

**Unit III: Probability Distributions** – Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable. Discrete probability distributions – Binomial and Poisson. Continuous probability distributions – Normal, Approximation of Binomial and Poisson distribution of normal distribution.

**Unit IV: Statistical Decision Theory** – Steps in decision theory approach. Types of decision-making environments, Decision making under uncertainty, Decision making under risk. Posterior possibilities and Bayesian analysis, Decision tree analysis.

**Unit V: Measure of Central Tendency**- Objectives of averaging, Requisites of measure of central tendency. Mathematical averages – Arithmetic Mean (Simple and weighted), geometric mean, harmonic mean. Averages of position – Median and Mode. Partition values – Quartiles, Deciles, and Percentiles. Relationship between Mean, Median, and Mode. Comparisons between measures of central tendency.

**Unit VI: Measure of Dispersion** – Significance of measuring dispersion (Variation). Classification of measure of dispersion. Distance measures – Range and Interquartile range or deviation. Average deviation measures – Mean absolute deviation, Variance and standard deviation. Chebyshev's Theorem. Coefficient of variation. Skewness, Moments, and Kurtosis:

Measures of Skewness, Moments – moments about mean, moments about arbitrary point, moments about zero or origin. Measures of Kurtosis.

**Unit VII: Importance of Index Numbers in Business Studies:** Different methods of constructing Price and Quality Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.

**Unit VIII: Analysis of Time Series:** Components of a Time Series. Determination of secular trend and Seasonal variations in business data. Least Squares method as a tool for Forecasting.

**Unit IX: Test of Significance and its Designing** – Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits.

**Unit X: Tests of Variables and Proportions** – Student's 't-test' in small samples. Application of  $X^2$  test. Testing of Coefficients of Correlation. Analysis of Variance. Latin Square Design.

**Unit XI: Correlation and Regression Analysis:** Karl Pearson's Coefficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Concept of Regression and the difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.

**Text Books:**

1. Alan Bryman & Emma Bell: Business Research Methods, Oxford University Press
2. Donald R. Cooper & Pamela S. Schindler: Business Research Methods. Tata McGraw Hill Education
3. Mark Saunders, Philip Lewis, & Adrian Thornhill: Research Methods for Business Students, Pearson Education, India.
4. Levin R. I. & Rubin D. S.: Statistics for Management, PHI, New Delhi.
5. Davis & Pecar: Business Statistics using Excel, Oxford University Press.
6. Sharma J. K.: Business Statistics, Pearson, New Delhi.
7. Beri: Statistics for Management, TMH, New Delhi.
8. Gupta S. P. & Gupta M. P.: Business Statistics, S. Chand & Sons, New Delhi.

**Suggested Readings:**

1. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2012). *Complete Business Statistics* (7<sup>th</sup> ed.). India: McGraw Hill Education India Private Limited.
2. Albright, S.C., & Winston, W.L. (2015). *Business Analytics: Data Analysis and Decision Making* (5<sup>th</sup> ed.). Cengage Publications.
3. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). *Statistics for Business & Economics* (12<sup>th</sup> ed.). India: Cengage Learning.
4. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). *An Introduction to Management Science: Quantitative Approaches to Decision Making* (13<sup>th</sup> ed.). India: Cengage Learning.
5. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). *Managerial decision modeling*. Upper Saddle River, Pearson Education.
6. Powell, S. G., & Baker, K. R. (2017). *Business analytics: The art of modeling with spreadsheets*. Wiley.
7. Stine, R.E., & Foster, D. (2013). *Statistics for Business: Decision Making and Analysis* (2<sup>nd</sup> ed.). India: Pearson Education.



## **MBA (EX) - 20/I/CC-03: MANAGERIAL ECONOMICS**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

1. Strengthening the foundations of the analytical approach to Managerial decision-making.
2. Understanding consumer behavior.
3. Understanding the production problem and how managers make input purchase decisions.
4. Understanding the various market structures and how supply is determined in each.
5. Understanding the external environment, common information problems faced/created by managers.

### **Course Contents:**

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

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

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

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

**Unit V:** Market Failures: Externality, Public Good, Economics of Information: Moral Hazard, Adverse Selection.

### **Text Books:**

1. Satya P. Das: Microeconomics for Business, Sage Publication.
2. Robert Pindyck & Daniel Rubinfeld: Microeconomics, Pearson, New Delhi.
3. H. L. Ahuja: Principles of Microeconomics, S. Chand, New Delhi.
4. Bharti Singh: Managerial Economics, Excel Books India.

### **Suggested Readings:**

1. Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. (2009). *Managerial Economics: Theory, Applications and Cases* (7<sup>th</sup> ed.). W. W. Norton & Company.

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

**MBA (EX) - 20/I/CC-04: ACCOUNTING FOR MANAGERIAL DECISIONS**

**Course Objectives:**

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

**Course Learning Outcomes:**

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

**Course Contents:**

**Unit I:** Accounting Theory: Concept, Importance, Scope, Generally Accepted Principles of Accounting, Indian Accounting Standards, IFRS, Harmonization of Accounting Standards, Preparation of Financial Statements, Corporate Balance Sheet – Terms, Contents, Format and Analysis.

**Unit II:** Depreciation Accounting and Inventory Valuation: Meaning and Techniques of Depreciation, Methods employed by Indian Companies, Inventory Valuation, Methods, Policies of Indian Companies.

**Unit III:** Presentation and Disclosure of Accounting Information: Presentation of Financial Position. Financial Statements of Companies. Analysis of Accounting Information: Financial Statement Analysis. Interpretation of Accounting information,

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

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

**Text Books:**

1. Pru Marriott, J R Edwards and Howard J Mellett: Introduction to Accounting, Sage Publication.
2. Vishwanathan S. R.: Corporate Finance, Sage Publication.

3. Robert S. Kaplan & Anthony A. Atkinson: Advanced Management Accounting, Pearson Education.
4. Mohamed Hanif and Amitabha Mukherjee: Financial accounting, McGraw Hill.

**Suggested Readings:**

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

## **MBA (EX) - 20/I/CC-05: MARKETING MANAGEMENT**

### **Course Objective:**

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

### **Course Learning Outcomes:**

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

### **Course Contents**

**Unit I:** Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing.

**Unit II:** Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing.

**Unit III:** Identifying and Selecting Markets: Consumer Buying Behavior, Organizational Buying Behavior, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information.

**Unit IV:** Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process

**Unit V:** Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labeling.

**Unit VI:** Developing Pricing Strategies: Setting Price, Factors influencing Price Determination

**Unit VII:** Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics

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

**Unit VI:** Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

### **Text Books:**

1. Ramaswamy and Namakumari: Marketing Management – Indian Context Global Perspective, Sage Publications.

2. Rajan Saxena: Marketing Management, McGraw Hill.
3. Philip Kotler and Kevin Lane Keller: Marketing Management, Pearson Education.

**Suggested Readings:**

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). *Marketing* (14<sup>th</sup>ed.). New Delhi: Tata McGraw-Hill.
2. Kotler, P. & Armstrong, G. (2017). *Principles of Marketing* (17<sup>th</sup> ed.). Pearson.
3. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2012). *Marketing Management: A South Asian Perspective*(14<sup>th</sup>ed.). New Delhi: Pearson.
4. Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). *BasicMarketing*. New Delhi: Tata McGraw-Hill.
5. Ramaswamy, V. S. & Namakumari, S. (2010). *Marketing Management: Global perspective Indian context* (4<sup>th</sup>ed). New Delhi: Macmillan.
6. Saxena, R. (2009). *Marketing Management* (4<sup>th</sup> ed.). New Delhi: Tata McGraw Hill.

## **MBA (EX) - 20/I/CC-06: MANAGERIAL FINANCE**

### **Course Objectives:**

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 Learning Outcomes:**

1. Understanding the evolution and growth of the finance function. The objective of the firm – Shareholder wealth maximization.
2. Make Strategic Investment decisions with the help of NPV, IRR and PI techniques. Calculating and interpreting the cost of capital for companies.
3. Financing options available to firms, Tradeoff between debt and equity, Criteria for deciding the optimal financing mix.
4. How do managers decide how much to reinvest and how much to return to owners as dividends?
5. Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.

### **Course Contents:**

**Unit I:** 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.

**Unit II:** Investment Decisions - Capital Budgeting Decisions, Techniques - Payback period, NPV, IRR, Profitability Index, Estimation of Cash Flows, NPV v/s 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

**Unit III:** 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.

**Unit IV:** Dividend Decisions- Factors determining Dividend Policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, Forms of Dividend- Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Dividend Policies in practice.

**Unit V:** Working Capital Management -Working Capital Policies, Risk-Return trade-off, Cash management, Receivables management.

### **Text Books:**

1. Jonathan Berk, Peter DeMarzo, Jarrad Harford: Fundamentals of Corporate Finance, Pearson Education, New Delhi.

2. S. R. Vishwanath: Corporate Finance - Text and Cases, Sage Publishing.
3. Richard A. Brealey, Stewart C. Myers, Franklin Allen, Pitabas Mohanty: Corporate Finance, McGraw Hill.

**Suggested Readings:**

1. Brealey, R.A., Myers, S.C., Allen, F., & Mohanty, P. (2014). *Principles of Corporate Finance* (11<sup>th</sup> ed.). Tata McGraw Hill.
2. Brigham, E.F., & Daves, P.R. (2016). *Intermediate Financial Management* (12<sup>th</sup> ed.). South Western.
3. Brigham, E. & Houston, J. (2014). *Fundamentals of Financial Management* (14<sup>th</sup> ed.). Thomson.
4. Keown, A.J., Martin, J.D., Petty, J.W., & Scott, Jr. (2017). *Foundations of Finance* (9<sup>th</sup> ed.). Pearson Prentice Hall.
5. Megginson, W.L., Smart, S.B., & Gitman, L.J. (2009). *Corporate Finance* (2<sup>nd</sup> ed.) Thomson.
6. Chandra, P. (2015). *Financial Management* (9<sup>th</sup> ed.). McGraw Hill.
7. Ross, S.A., Westerfield, R.W., Jaffe, J., & Jordan, B.D. (2016): *Fundamentals of Corporate Finance* (11<sup>th</sup> ed.). Tata McGraw Hill.
8. Wachowicz, V. (2009): *Fundamentals of Financial Management* (13<sup>th</sup> ed.). Pearson Education.
9. Watson, D., & Head, A. (2016). *Corporate Finance- Principles and Practice* (7<sup>th</sup> ed.). Pearson Education.
10. Brigham, E.F., & Ehrhardt, M.C. (2015). *Financial Management: Theory & Practice* (15<sup>th</sup> ed.). Engage Learning.



## **MBA (EX) - 20/I/CC-07: INFORMATION TECHNOLOGY FOR ORGANIZATIONS**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

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

**Unit II:** Indian Computing Environment: Growth of IT Sector in India; Trends in IT and ITESs sectors; Applications of information technology in business, government and service organizations. E-Commerce and E-Governance. Latest developments in IT applications. E-Governance as a social transformational tool

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

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

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

### **Text Books:**

1. Ramesh Behl: Information Technology for Management, McGraw Hill.
2. Jaytilak Biswas: Management Information Systems, Sage Publishing.

3. Kenneth E. Kendall: *Emerging Information Technology - Improving Decisions, Cooperation, and Infrastructure*, Sage Publishing.
4. Kenneth C. Laudon and Jane P. Laudon: *Management Information Systems: Managing the Digital Firm*, Pearson Education.

**Suggested Readings:**

1. Bill, H., & Jaffe, B. D. (2012). *IT manager's handbook* (3<sup>rd</sup> ed.). New York: Morgan Kauffman.
2. Efraim, T., & Wetherbe, J. (2014). *Information technology for management: Transforming organizations in the digital economy introduction to information technology* (7th ed.). NY: John Wiley & Sons.
3. George, K. (2008). *Selected readings on information technology management: Contemporary issues*. New York: Information Science Reference.
4. Lambert, J.& Frye, C. (2015). *Microsoft Office 2016 Step by Step*. Washington: Microsoft Press.
5. Lucas, Henry C. Jr. (2017). *Information Technology for Management* (7<sup>th</sup> Ed). McGraw Hill Education.
6. Rogers, D. (2016). *The Digital Transformation Playbook – Rethink Your Business for the Digital Age*. Columbia University Press
7. Westerman, George, et al. (2014). *Leading Digital: Turning Technology into Business Transformation*. Harvard Business Publishing.
8. Williams, B. K., & Sawyer, S. C. (2014). *Using information technology: A practical introduction to computers & communications* (11<sup>th</sup>ed.). McGraw Hill Education.

## **SEMESTER - II**

### **MBA (EX) - 20/II/CC-01: HUMAN RESOURCE MANAGEMENT**

#### **Course Objectives:**

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

#### **Course Learning Outcomes:**

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

#### **Course Content:**

**Unit I:** Foundations and Principles of Managing People in Organizations: Concepts and Perspectives; Contemporary issues and challenges in managing human resources;

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

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

#### **Text Books:**

1. Gary Dessler and Biju Varrkey: Human Resource Management, Pearson Education.
2. Wayne Dean Mondy and Joseph J. Martocchio: Human Resource Management, Pearson Education.
3. K. Aswathappa: Human Resource Management, McGraw Hill.

4. Amitabha Sengupta: Human Resource Management - Concepts, Practices, and New Paradigms, Sage Publications.
5. R. C. Sharma, Nipun Sharma: Human Resource Management - Theory and Practice, First Edition, Sage Publications.

**Suggested Readings:**

1. Armstrong, M. & S. Taylor. (2017). *Armstrong's Handbook of Human Resource Management Practice* (14<sup>th</sup>ed.). London: Kogan Page.
2. Aswathappa, K. (2017) *Human Resource Management: Text and Cases*. (8<sup>th</sup>ed.) New Delhi: McGraw Hill.
3. Bohlander, G.W., & Snell, S.A. (2016) *Principles of Human Resource Management* (16<sup>th</sup>ed.). New Delhi: Cengage India.
4. Carbonara, S. (2013) *Manager's Guide to Employee Engagement*. New York: McGraw Hill.
5. Cascio, W. (2015). *Managing Human Resources: Productivity, Quality of Work Life, Profits* (10<sup>th</sup>ed.). New York: McGraw Hill.
6. DeCenzo, D.A., Robbins, S.P., & Verhulst, S.L. (2016) *Human Resource Management* (12<sup>th</sup> ed.). Wiley.
7. Dessler, G. & Varkkey, B. (2015). *Human Resource Management* (14<sup>th</sup> ed.). New Delhi: Pearson.
8. Espinoza, C. & Ukleja, M. (2016). *Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce* (2<sup>nd</sup> Ed.). New Jersey: Wiley.
9. Gomez-Mejia, L.R., Balkin, D.B., & Cardy, R.L. (2016). *Managing Human Resources* (8<sup>th</sup>ed). Essex: Pearson.
10. Ivancevich, J.M. (2017). *Human Resource Management* (11<sup>th</sup>ed.). New York: McGraw Hill.
11. Muller-Camen, M., Croucher, R., & Leigh, S. (2016). *Human Resource Management: A Case Study Approach*. CIPD. New Delhi: Viva Books.
12. Sharma, R.C. (2016). *Industrial Relations and Labour Legislation*. New Delhi: Prentice Hall.
13. Venkat Ratnam, C.S., & Dhal, M. (2017). *Industrial Relations* (2<sup>nd</sup>ed.). New Delhi: Oxford University Press.

## **MBA (EX) - 20/II/CC-02: OPERATIONS MANAGEMENT FOR EXECUTIVES**

### **Course objectives:**

This course is designed to help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and service one and also help them appreciate the linkage of operations with corporate strategy and other functional domains including marketing and finance. It would help them understand the business problems relating to operations and equip them with the application of appropriate tools and techniques for addressing the same. The course would also seek to familiarize the students with the contemporary challenges being faced by the organizations in the domain of operations and supply chain.

### **Course Learning Outcomes:**

1. Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
2. Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.
3. Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analyzed with the help of process flow charts.
4. Understand the elemental processes involved in designing a product and a service.
5. Develop a thorough understanding of a range of inventory models available as also the suitability of a particular inventory model in a particular context.
6. Understand suitable production strategies to be adopted for meeting the varying level of demand depending on the type of product and nature of demand and also an appropriate volume of input materials to be procured at a particular point of time depending on the production schedule and available inventory.
7. Learn different quality tools and the tools of statistical process control for analyzing a process in terms of quality and also develop an understanding of six sigma quality.
8. Learn how a process could be run with minimal resources without sacrificing service and also with minimum wastes generated.
9. Learn how process output could be improved by committing extra inputs to bottleneck resource.

### **Course Contents:**

**Unit I:** Nature, Evolution and Scope of Production and Operations Management. Emerging trends in Operations Management. Operations Strategy: Linkage with Competitive Strategy and formulation of Operations Strategy.

**Unit II:** Facilities location: Globalization of operations, factors affecting location decisions, location planning methods, linkage with supply chain network design decisions.

**Unit III:** Design of production process and facility layout, Process design and analysis.

**Unit IV:** Design of products and services: Process of product and service design, tools.

**Unit V:** Inventory Management: Deterministic Models, Probabilistic Models: Multi-period and Single period (News vendor) models, Selective Inventory Models.

**Unit VI:** Aggregate Production Planning (APP), Master production schedule (MPS), Materials requirements planning (MRP).

**Unit VII:** Quality: Quality Management, Statistical Process Control (SPC), Process capability and Six Sigma.

**Unit VIII:** Just-in-time, Lean operations and Toyota Production System

**Unit IX:** Theory of Constraints, Critical chain project management

**Text Books:**

1. Shailendra Kale: Production and Operations Management, McGraw Hill.
2. Scott T. Young: Essentials of Operations Management, Sage Publishing.
3. S. N. Chary: Production and Operations Management, McGraw Hill.
4. Ajay Garg: Production & Operations Management, McGraw Hill.

**Suggested Readings:**

1. Bedi, K. (2014). *Production and Operations Management* (3<sup>rd</sup> ed.). Oxford University Press, New Delhi
2. Cachon, G. and Terwiesch, C. (2018). *Matching supply with demand*. McGraw Hill, 3<sup>rd</sup> edition, Chennai
3. Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management* (15<sup>th</sup> ed.) Mc Graw Hill, Chennai
4. Gaither, N. and Frazier G. (2011). *Operations Management* (9<sup>th</sup> ed.), Cengage Learning, New Delhi.
5. Heizer, J., Render, B., Munson, C and Sachan, A. (2017). *Operations Management* (12<sup>th</sup> ed.). Pearson Education, Delhi.
6. Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P. (2016). *Operations Management: Processes and Supply Chains* (11<sup>th</sup> ed.), Pearson Education, Delhi.
7. Mahadevan, B. (2015). *Operations Management* (3<sup>rd</sup> ed.). Pearson Education, Delhi.
8. Nahmias S. and Olsen, T.L. (2015). *Production and Operations Analysis* (7<sup>th</sup> ed.). Waveland Press, Inc.
9. Russell, R. S. and Taylor, B.W. (2016). *Operations and Supply Chain Management* (9<sup>th</sup> ed.), Wiley, New Delhi.
10. Stevenson, W.J., (2018). *Operations Management* (12<sup>th</sup> ed.). McGraw Hill, Chennai.

## **MBA (EX) - 20/II/CC-03: ECONOMIC ENVIRONMENT OF BUSINESS**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

1. Understanding the relevance of the basic macroeconomic variables and their measurement
2. Understanding economic growth and its determinants
3. Understanding the various medium-run and short-run macro-frameworks
4. Analyzing policies and the role of institutions
5. Understanding the basics of international economics

### **Course Contents:**

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

**Unit II:** Economic Growth, Growth around the World, A Model of Production, Total Factor Productivity, The Solow Model, Balanced Growth Path, Steady State, Transition Dynamics, Lessons for Developed and Developing Countries,

**Unit III:** The Short Run, Real Business Cycle, Keynesian Framework, IS/LM Framework, Analyzing Policy Effectiveness, Supply-Side Economics, AD/AS Framework, Developing the Framework, Analyzing Policy Effectiveness.

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

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

### **Text Books:**

1. Mansi Kapoor: Global Business Environment - Shifting Paradigms in the Fourth Industrial Revolution, Sage Publishing.
2. Katar Singh, Anil Shishodia: Environmental Economics - Theory and Applications, Sage Publishing.

3. Justin Paul: Business Environment, McGraw Hill.

**Suggested Readings:**

1. Blanchard, O. (2017). *Macroeconomics* (6<sup>th</sup> ed.). Pearson Education.
2. Dornbusch, R., S. Fischer & Startz, R. (2017). *Macroeconomics* (11<sup>th</sup> ed.). McGraw Hill Education.
3. D'Souza E. (2012). *Macroeconomics* (2<sup>nd</sup> ed.). Pearson Education.
4. Farnham, P. G. (2014). *Economics for Managers* (3<sup>rd</sup> ed.). Pearson Education.
5. Jones, C. (2017). *Macroeconomics*. W. W. Norton & Company.
6. Krugman, P. & Obstfeld, M. (2017). *International Economics: Theory and Policy* (10<sup>th</sup> ed.). Pearson Education.
7. Mankiw, N. G. (2012). *Principles of Macroeconomics* (6<sup>th</sup> ed.). Cengage India.
8. Moorthy, V. (2017). *Applied Macroeconomics: Employment, Growth and Inflation*. I K International Publishing House Pvt. Ltd.
9. Moss, D. A. (2015). *A Concise Guide to Macroeconomics: What Managers, Executives, and Students Need to Know* (2<sup>nd</sup> ed.). Harvard Business School Press.
10. Roy, S. (2017). *Macroeconomic Policy Environment: An Analytical Guide for Managers* (2<sup>nd</sup> ed.). McGraw Hill Education.



## **MBA (EX) – 20/II/CC-04: STRATEGIC FINANCIAL MANAGEMENT**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

1. After successfully completing this course, the participants will be able to –
2. Evaluate the normative framework of financial decision making in a corporate organization
3. Identify strategic financial decisions of such organization
4. Evaluate capital budgeting, financing, pay out and restructuring decisions of such organization

### **Course Contents:**

#### **Unit I: Introduction to Strategic Financial Management**

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

#### **Unit II: Strategic Investment Decisions**

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

#### **Unit III: Strategic Financing Decisions**

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

#### **Unit IV: Pay out Policy**

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

#### **Unit V: Corporate Restructuring**

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

### **Suggested Readings:**

1. Berk, J. & DeMarzo, P. (2017). Corporate Finance. England: Pearson Education.
2. Bhalla, V. K. (2014). Financial Management. Delhi: S Chand & Co.
3. Brealey, R. A., Myers, S. C. & Allen, F. (2017). Principles of Corporate Finance. New York: McGraw-Hill Education.
4. Brigham, E. F. & Daves, P. R. (2019). Intermediate Financial Management. Canada: Cengage Learning.
5. Copeland, T. E., Weston, J. F. & Shastri, K. (2013). Financial Theory and Corporate Policy. UK: Pearson Education.

6. Gitman, L. J. & Zutter, C. J. (2015). Principles of Managerial Finance. England: Pearson Education.
7. Holden, C. W. (2015). Excel Modeling in Corporate Finance. UK: Pearson Education.
8. McMenamin, J. (1999). Financial Management: An Introduction. UK: Routledge.
9. Pandey, I. M. (2018). Financial Management. Delhi: Vikas Publishing House Pvt. Ltd.
10. Van Horne, J. C. (2001). Financial Management and Policy. US: Prentice Hall.

**MBA (EX) - 20/II/CC-05: MARKETING RESEARCH**

**Course Objectives:**

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

**Course Learning Outcomes:**

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

**Course Contents:**

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

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

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

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

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

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

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

**Text Books:**

1. Naval Bajpai: Marketing Research, Pearson Education, New Delhi.
2. V. Kumar: Marketing Research - A Global Outlook, Sage Publishing.
3. Riccardo Benzo, Marwa G. Mohsen, Chahid Fourali: Marketing Research - Planning, Process, Practice, Sage Publishing.

**Suggested Readings:**

1. Malhotra, N., & Dash, S. (2015). *Marketing Research: An Applied Orientation* (6th ed.). New Delhi: Pearson.
2. Burns, A. C., Veeck, A.F. & Bush, R. F. (2017). *Marketing Research* (8thed.).New Delhi: Pearson.
3. Churchill, G., Iacobucci, D., & Israel, D. (2010). *Marketing Research: A South Asian Perspective*. Delhi: Cengage.
4. Zikmund, W. G., & Babin, B. J. (2016). *Exploring Marketing Research*(11thed.), USA: Cengage South-Western.
5. Aaker, A. D. (2014). *Marketing Research*(10thed.). New Delhi: Wiley.
6. Cooper, D. R., & Schindler, P.S. (2005). *Marketing Research*. Tata McGraw Hill-Education.
7. Bradley, N. (2013). *Marketing Research: Tools and Techniques*(3rded.). New Delhi: Oxford University Press.
8. Tull, D. S., & Hawkins, D. I. (1993). *Marketing Research: Measurement and Method* (6thed.). New York: Collier MacMillan.
9. Boyd, H., Westfall, R., & Stasch, S. (1989). *Marketing Research: Text and Cases*, Homewood, Ill.: R. D. Irwin.

## **MBA (EX) - 20/I/CC-06: BUSINESS COMMUNICATION**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

#### **Unit I: Communication in Organizations**

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

#### **Unit II: Written Communication**

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

#### **Unit III: Interpersonal Communication**

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

#### **Unit IV: Cross Cultural Communication**

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

#### **Unit V: Career management and communication**

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

### **Text Books:**

1. P. D. Chaturvedi and Mukesh Chaturvedi: Fundamentals of Business Communication, Pearson Education.
2. Neera Jain and Shoma Mukherji: Effective Business Communication, McGraw Hill.

3. Kelly M. Quintanilla and Shawn T. Wahl: *Business and Professional Communication - KEYS for Workplace Excellence*, Sage Publications.

**Suggested Readings:**

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

## **MBA (EX) - 20/II/CC-07: DELIVERING INFORMATION SERVICES**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

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

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

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

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

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

### **Text Books:**

1. Kenneth C. Laudon, Jane P. Laudon: Management Information Systems: Managing the Digital Firm, Pearson Education, New Delhi.
2. Jaytilak Biswas: Management Information Systems, Sage Publishing.
3. Waman S Jawadekar, Sanjiva Shankar Dubey: Management Information System, McGraw Hill.

4. Ramesh Behl, James A. O'Brien, George Marakas: Management Information Systems, McGraw Hill.

**Suggested Readings:**

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



**SEMESTER – III (3 Core/Compulsory Courses & 4 Elective Courses)**

During Semester - III of the program, in addition to the three core or compulsory courses, a student shall have to choose four elective courses from the list of elective courses announced in the beginning of the Semester - III. Course content of core or compulsory courses are listed here and the course content of elective courses are listed after the core or compulsory courses of Semester – III and IV in the following pages.

**MBA (EX) - 20/III/CC-01: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Course Objectives:**

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

**Course Learning Outcomes:**

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

**Course Contents:**

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

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

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

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

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

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

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

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

**Suggested Readings:**

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

## MBA (EX) - 20/III/CC-02: STRATEGIC ANALYSIS

### Course Objectives:

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

### Course Learning Outcomes:

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

### Course Contents:

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

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

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

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

**Unit V:** Generic Strategies: Cost-based versus differentiation-based strategies, Cost leadership and focus, Sources of cost advantage, Broad differentiation versus focus, Types of differentiation, Blue ocean strategies, Product and market diversification strategies, Portfolio models, Industry versus product life cycle, Static versus Dynamic Competitive Advantage

### Suggested Readings:

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

**MBA (EX) - 20/III/CC-03: SUSTAINABLE BUSINESS AND DEVELOPMENT**

**Course Objectives:**

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

**Course Learning Outcomes:**

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

**Course Contents:**

**Unit I:** Introduction to Climate Change and Sustainable Development; Millennium Development Goals; Historical and Emerging Themes in Sustainable Business; Business Case for Sustainability.

**Unit II:** Sustainable Firm – Corporate Social and Environmental Sustainability; Redefining the Traditional Business Models; Sustainability and New Product Development; Sustainable Retail; Supply Chain Restructuring.

**Unit III:** Sustainable Business Management –Sustainability Accounting and Reporting; Triple Bottom Line Accounting; Carbon Accounting and Auditing for Business; Socially Responsible Human Resource Management; Socially Responsible Investing and Finance.

**Unit IV:** (Re)Transformation of Business – Sustainable Infrastructure; Re-working Transportation Networks; Energy Efficiency; Green Buildings.

**Unit V:** International Legal Environment of Sustainable Business – International Trade Laws; Climate Change Treaties and their Impact on Business.

**Suggested Readings:**

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

**SEMESTER – IV (4 Core/Compulsory Courses & 3 Elective Courses)**

During Semester - IV of the program, in addition to the four core or compulsory courses, a student shall have to choose three elective courses from the list of elective courses announced in the beginning of the Semester - IV. Course content of core or compulsory courses are listed here and the course content of elective courses are listed after the core or compulsory courses.

**MBA (EX) - 20/IV/CC-01: GLOBAL BUSINESS MANAGEMENT**

**Course Objectives:**

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

**Course Learning Outcomes:**

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

**Course Contents:**

**Unit 1: Introduction to Global Business**

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

**Unit II: Global Business Environment**

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

**Unit III: Global Trading Environment**

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

**Unit IV: Global Investment Environment**

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

**Unit V: Strategy and Structure of Global Business**

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

**Unit VI: Emerging Issues in Global Business**

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

**Suggesting Readings:**

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

## **MBA (EX) - 20/IV/CC-02: LEGAL ENVIRONMENT OF BUSINESS**

### **Course Objectives:**

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

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

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

#### **Unit I: Business Management and Jurisprudence**

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

#### **Unit II: Commercial Laws**

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

#### **Unit III: Banking & Insurance Law**

Introduction, Control and Regulation of Banking and Insurance in India. The Banking Regulation Act, 1949; Insurance Act, 1938(Amendment Act 2015). Foreign Exchange Management Act, 1999; Introduction, Definitions, Regulation and Management of Foreign Exchange

#### **Unit IV: Intellectual Property Rights**

Regulatory structure and compliance The Copyright Act, 1957; the Patent Act, 1970; the Trade Mark Act, 1999

### **Suggested Readings:**

1. Kapoor, N.D. *Elements of Mercantile Law*. New Delhi: Sultan Chand & Sons.



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

## **MBA (EX) - 20/IV/CC-03: LEADERSHIP AND CHANGE MANAGEMENT**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

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

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

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

**Unit IV:** Leadership and Ethics

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

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

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

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

**Unit VIII:** Cross-Cultural Management; Learning Organizations

**Suggested Readings:**

1. Luthans, F. (2015). *Organizational Behavior: An Evidence-Based Approach* (13<sup>th</sup> Ed.). McGraw-Hill Irwin.
2. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016). *ORGB: A South Asian Perspective* (2<sup>nd</sup> Ed.). India: Cengage Learning India Pvt. Ltd.
3. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2013), *Organizational Behavior: A South Asian Perspective* (7<sup>th</sup> Ed.). India: Cengage Learning India Pvt. Ltd.
4. Pareek, U. & Khanna, S. (2016). *Understanding Organizational Behavior* (4<sup>th</sup> Ed.). New Delhi: Oxford University Press.
5. Robbins, S. P., Judge, T.A. & Vohra, N. (2015). *Organizational Behavior* (16<sup>th</sup> Ed.). Pearson Education.
6. Singh, K. (2015). *Organizational Behavior: Text and Cases* (3<sup>rd</sup> Ed.). New Delhi: Vikas Publication.
7. Singh, K. (2010). *Organization Change and Development* (2<sup>nd</sup> Ed.). New Delhi: Excel Publications.

## MBA (EX) - 20/IV/CC-04: STRATEGIC MANAGEMENT

### Course Objectives:

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

### Course Learning Outcomes:

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

### Course Contents:

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

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

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

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

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

### Suggested Readings:

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

## **ELECTIVE COURSES**

### **AREA 1: ECONOMICS AND PUBLIC POLICY**

#### **MBA (EX) - 20/101: ECONOMIC GROWTH AND DEVELOPMENT**

##### **Course Objectives:**

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

##### **Course Learning Outcomes:**

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

##### **Course Contents:**

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

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

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

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

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

##### **Text Books:**

1. Syed Nawab Haider Naqvi: Economics of Development - Toward Inclusive Growth, Sage Publishing.
2. Nitin Singhania: Indian Economy, McGraw Hill.
3. Michael Todaro Stephen C Smith: Economic Development, Pearson Education, New Delhi.

##### **Suggested Readings:**

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

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

## **MBA (EX)- 20/102: ECONOMICS OF INNOVATION**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

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

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

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

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

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

### **Text Books:**

1. Michael Todaro, Stephen C Smith: Developmental Economics Economic Development, Pearson education, New Delhi.
2. Paul A. Samuelson, Sudip Chaudhuri, Anindya Sen, William D. Nordhaus: Economics, McGraw Hill.
3. Robert L. Sexton: Exploring Economics, Sage Publishing.

### **Suggested Readings:**

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

1. Afuah, A. (2009). *Innovation Management: Strategies, Implementation, and Profit*. Oxford University Press.
2. Burgelman, R., & Christensen, C. (2017). *Strategic Management of Technology & Innovation*. McGraw Hill Education.
3. Dodgson, M., Gann, D. M., & Phillips, N. (2015). *The Oxford Handbook of Innovation Management*. Oxford University Press.
4. Hall, B., & Rosenberg, N. (eds.). (2010). *Handbook of the Economics of Innovation*. North Holland.
5. Schilling, M. A. (2010). *Strategic Management of Technological Innovation*. McGraw Hill.
6. Schumpeter, J. A. (1942). *Capitalism, Socialism and Democracy*. Adarsh Books.



## **AREA - 2: ENTREPRENEURSHIP**

### **MBA (EX) - 20/201: MANAGING HUMAN RESOURCES IN SMEs/START-UPS**

#### **Course Objectives:**

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

#### **Course Learning Outcomes:**

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

#### **Course Contents:**

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

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

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

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

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

#### **Text Books:**

1. Amitabha Sengupta: Human Resource Management - Concepts, Practices, and New Paradigms, Sage Publication.
2. Anindya Basu Roy, Sumati Ray: Competency Based Human Resource Management, Sage Publication.
3. K Ramkumar: Leveraging Human Capital, McGraw Hill.

#### **Suggested Readings:**

1. Bacon, N. & Hogue, K. (2005). *HRM in the SME Sector: Valuable Employees and Coercive Networks*. International Journal of Human Resource Management, 16(11): 1976–1999.
2. Barrett, R., & Mayson, S. (Eds) (2008). *International Handbook of Entrepreneurship and HRM*. London: Edward Elgar.

3. Cardon, M., & Stevens, C. (2004). *Managing Human Resources in Small Organisations: What Do We Know?* Human Resource Management Review, 14 (3): 295–323.
4. Cassell, C., Nadin, S., Gray, M. & Clegg, C. (2002). *Exploring Human Resource Management Practices in Small and Medium Sized Enterprises*. Personnel Review, 31:671-693.
5. Heneman, R.L., Tansky, J.W., & Michael Camp, S. (2000). *Human Resource Management Practices in Small and Medium-Sized Enterprises: Unanswered Questions and Future Research Perspective*. Entrepreneurship: Theory & Practice, 25: 11-26.
6. Lewis, V. L., & Churchill, N. C. (1983). *The Five Stages of Small Business Growth*. Harvard Business Review, 61 (3), 30-50 1983. Available at SSRN: <https://ssrn.com/abstract=1504517>
7. Sels, L., De Winne, S., Delmotte, J., Maes, J., Faems, D. & Forrier, A. (2006) *Linking HRM and Small Business Performance: An Examination of the Impact of HRM Intensity on the Productivity and Financial Performance of Small Businesses*. Small Business Economics, 26: 83–101
8. Sheehan, M. (2013). *Human Resource Management and Performance: Evidence from Small and Medium- Sized Firms*. International Small Business Journal, 32 (5), 545-570.

## **MBA (EX)- 20/202: ENTREPRENEURSHIP, CREATIVITY AND INNOVATION**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

1. Explain the meaning and significance of entrepreneurship and understand the process of entrepreneurial action.
2. Understand the entrepreneurial mindset and personality.
3. Understand the importance of idea generation, identifying opportunities and the value of a business plan.
4. Understand the role of creativity and innovation in entrepreneurship
5. Examine strategies for growth and identify the human resource challenges for managing growth.
6. Understand the concept of social entrepreneurship and appreciate how social entrepreneurs mobilize scarce resources to affect social change.
7. Understand how established firms can develop an entrepreneurial culture and the challenges of doing so.

### **Course Contents:**

**Unit I:** Entrepreneurship and the Entrepreneurial process

**Unit II:** The Entrepreneurial mindset and personality.

**Unit III:** Idea generation, identifying opportunities and evaluation.

**Unit IV:** Creativity and Innovation.

**Unit V:** Managing Growth

**Unit VI:** Social entrepreneurship and Innovation

**Unit VII:** Corporate Entrepreneurship

### **Text Books:**

1. Robert D. Hisrich, Claudine Kearney: *Managing Innovation and Entrepreneurship*, Sage Publishing.
2. Ali J. Ahmad, Punita Bhatt, Iain Acton: *Entrepreneurship in Developing and Emerging Economies*, Sage Publishing.
3. Norman M. Scarborough: *Essentials of Entrepreneurship and Small Business Management*, Pearson Education, New Delhi.

### **Suggested Readings:**

1. Barringer., B. R & Ireland, R.D. (2013). *Entrepreneurship Successfully Launching New Ventures*. Pearson.

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

### **AREA- 3: FINANCE**

#### **MBA (EX) - 20/301: QUANTITATIVE ANALYSIS OF FINANCIAL DECISIONS**

##### **Course Objectives:**

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

##### **Course Learning Outcome:**

1. It is expected that after completion of this course the Students should build spreadsheet financial models for complex Financial Decisions in the area of Investment Banking, Equity Research, Business valuation, Project Finance, Portfolio Construction, Market and Credit Risk Analysis and make sound Financial Decisions.
2. On the basis of understanding of various financial models, students will be competent enough to submit reports based on the overview of different industries and sectors such as IT, Oil & Gas, Telecom, Retail etc.

##### **Course Contents:**

**Unit I:** Techniques of Financial Data Analysis and Forecasting, Multiple Regression models for financial data, Exponential Smoothing and ARIMA models for analysis and forecasting of financial data, ARCH, GARCH and EGARCH models for estimating asset price volatility and volatility forecasting. (Using MS-Excel, @ Risk and E-views).

**Unit II:** Risk analysis in Capital Budgeting, Advanced Financial Functions, Simulation Functions, sensitivity and scenario analysis tools available in MS-Excel, @Risk and E-views. Simulating and Forecasting cash flows, WACC, growth rate, Finding probability P ( $NPV < 0$ ). NPV for dependent cash flows, Decision tree.

**Unit III:** Equity Research and Portfolio, Measuring the systematic and non-systematic risk of assets using regression and Simulation, spreadsheet models for construction of portfolio of equity, options and futures. Portfolio performance, Equity and Bond Valuation

**Unit IV:** Financial Statement Modeling, Spreadsheet for construction of Balance Sheet, Income and Cash flow Statements using forecasting and simulation techniques.

**Unit V:** Capital Structure Decisions, Theories of capital structure – Relevance of Debt capital in the capital structure, EBIT-EPS analysis, Corporate Debt Capacity Management Decisions, Cost-volume-profit analysis under conditions of uncertainty.

**Unit VI:** Working Capital Decision, Estimation and Projection of working capital Decisions, Estimation of Working capital requirements, Valuation of Inventories Inventory Strategies techniques of Inventory Management, Variables of credit policy credit granting decisions

**Unit VII:** Valuation Decisions, Valuation models using valuation toolset-Comparable Companies Analysis, discounted cash flow analysis, precedent transaction analysis, Valuation using Black-Scholes- Merton option pricing model. leasing vs. borrowing Decisions

**Unit VIII:** Business Failure and Reorganization, Application of Multiple Discriminants Analysis; Decision Tree Analysis,

**Unit IX:** Merger and Acquisition models, Merger consequences Analysis, Buy-side M&A, sell-side, M&A, Target Valuation, Synergy valuation, Adjusted Present value valuation for changing capital structure after merger, LBO Analysis.

**Unit X:** Financial Risk Models, Spreadsheets for Measuring Market risk, Value at Risk (VaR) calculation using Historical and Monte-Carlo simulation. Stress-testing, Back-testing. Altman Z score model, calculation of probability of default using equity prices.

**Text Books:**

1. Sanjay Dhamija: Financial Accounting for Managers, Pearson Education, New Delhi.

**Suggested Readings:**

1. Benninga, S. (1997). *Financial Modeling*. MIT Press.
2. Koop, G. (2006). *Analysis of Financial Data*. John Wiley.
3. Damodaran, A. (2012). *Investment Valuation*: John Wiley.
4. Brooks, C. (2008). *Introductory Econometrics for Finance*. Cambridge.
5. Lee, A.C, Lee, J.C & Lee, C.F. (2008). *Financial Analysis, Planning & Forecasting*. World Scientific.
6. Fabozzi, F.J, Focardi, S.M & Kolm, P.N. (2006). *Financial Modeling of the Equity Market*. John Wiley.
7. Ho, T.S.Y & Lee, S.B. (2004). *The Oxford Guide to Financial Modeling*. Oxford.
8. Bhalla, V.K. (2008). *Investment Management*. New Delhi: Sultan Chand.
9. Pindyck, R.S & Rubinfeld, D.L. (2016). *Econometric Models and Econometric Forecasts*. McGraw-Hill.
10. Gujarati, D. (2017). *Basic Econometrics*. Tata Mcgraw-Hill.
11. Brooks, C. (2008). *Introductory Econometrics for Finance*. Cambridge.
12. Clark, J.J, Hindelang, T.J & Pritchard, R.E. (1979). *Capital Budgeting: Planning and Control of Capital Expenditures*. Prentice-Hall.
13. Levy, H & Sarnat, M. (1995). *Capital Investment and Financial Decisions*. Prentice Hall.
14. Hampton, J.J. (2003). *Financial Decision Making*. Prentice Hall.
15. Wooldridge, J.M. (2006). *Introductory econometrics*. Thomson South-Western.

## **MBA (EX) - 20/302: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

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

### **Course Contents:**

#### **Unit I: Introduction to Financial Investments**

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

#### **Unit II: Equity Investment**

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

#### **Unit III: Fixed Income and Other Investment Alternatives**

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

#### **Unit IV: Modern Portfolio Theories**

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

#### **Unit V: Asset Pricing**

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

#### **Unit VI: Evaluation of Investment Performances**

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

### **Text Books:**

1. Donald E. Fischer, Ronald J. Jordan, Ashwini. K. Pradhan: Security Analysis and Portfolio Management, Pearson Education, New Delhi.
2. Prasanna Chandra: Investment Analysis And Portfolio Management, McGraw Hill.

**Suggested Readings:**

1. Bodie, Z., Kane, A. & Marcus, A. J. (2017). *Investments*. New York: McGraw-Hill Education.
2. Chandra, P. (2017). *Investment Analysis and Portfolio Management*. Delhi: McGraw-Hill Education.
3. Elton, E. J., Gruber, M. J., Brown, S. J. & Goetzmann, W. N. (2014). *Modern Portfolio Theory and Investment Analysis*. USA: John Wiley & Sons.
4. Fischer, D. E. & Jordan, R. J. (1995). *Security Analysis and Portfolio Management*. New Delhi: Pearson Education.
5. Holden, C. W. (2014). *Excel Modeling in Investments*. England: Pearson Education.
6. Ranganathan, M. & Madhumathi, R. (2012). *Investment Analysis and Portfolio Management*. Delhi: Pearson Education.
7. Reilly, F. K., Brown, K. C. & Leeds, S. J. (2018). *Investment Analysis & Portfolio Management*. Delhi: Cengage Learning.
8. Sehgal, S. (2005). *Asset Pricing in Indian Stock Market*. Delhi: New Century Publications.



## **MBA (EX) - 20/303: FINANCIAL ANALYTICS**

### **Course Objectives:**

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

### **Course Learning Outcome:**

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

### **Course Contents:**

**Unit I:** Introduction of Software @ Risk and E-Views, Introduction to financial data Analysis Using E-Views and @Risk, Simulation, Decision making, Uncertainty.

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

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

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

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

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

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

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

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

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

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

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

**Text Books:**

1. Bennett, Mark J. and Hugen, Dirk L.: *Financial Analytics with R – Building a Laptop Laboratory for Data Science*, Cambridge University Press.

**Suggested Readings:**

1. Brooks Chris, (2002). *Introductory Econometrics for Finance*, Cambridge Brooks, C. Introductory Econometrics for Finance. Cambridge.
2. Cambell, J.Y, Andrew, W. L.O & Mackinlay, A.C. (1996). *The Econometrics of Financial Markets*. Princeton, NJ: Princeton University Press.
3. Cochrane, J.H. (2005). *Asset Pricing*. (Revised Ed ed.). Princeton, NJ: Princeton University Press.
4. Murphy, K.P. (2012). *Machine Learning, A Probabilistic Perspective*. MIT Press.
5. Tsay, R.S. (2010). *Analysis of Financial Time Series*. (3<sup>rd</sup>ed.). New York, NY: John Wiley.
6. Enders, W. (2013). *Applied Econometric Time Series*. John Wiley.
7. Koop, G. (2006). *Analysis of Financial Data*. John Wiley.
8. Damodaran, A. (2008). *Investment Valuation*. John Wiley.
9. Albright, S.C, Zappe, C.J & Winston, W.L. (1980). *Data analysis, Optimization, and Simulation modelling*. South-Western: Cengage Learning.
10. Dowd, K. (2005). *Measuring Market Risk*. John Wiley.
11. Hull, J.C. (2015). *Risk Management and Financial Institution*. John Wiley.
12. Fabozzi, F.J. (2015). *Quantitative Financial risk Management*. John Wiley.
13. Elton, E.J, Gruber, M.J & Brown, S.J. (2014). *Modern Portfolio Theory and Investment Analysis*. John Wiley.

## **MBA (EX) - 20/304: INTERNATIONAL FINANCIAL MANAGEMENT**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

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

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

**Unit III: Management of Foreign Exchange Risk-** Translation Exposure, Comparison of Four Translation Methods, Transaction Exposure- Measurement and Management of Transaction Exposure, Economic Exposure- Transaction Exposure Versus Economic Exposure.

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

**Unit V: Multinational Cash management-** Centralized perspective of Cash Flow Analysis, Techniques to Optimize Cash Flow- Leading and Lagging, Netting, Matching. Country Risk Analysis- Nature of Country Risk Assessment, Techniques to assess Country Risk, Rates of Country Risk.

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

**Text Books:**

1. Thummuluri Siddaiah: International Financial Management - An Analytical Framework, Pearson Education, New Delhi.
2. P G Apte: International Financial Management, McGraw Hill.
3. Bekaert, Geert and Hodrick, Robert: International Financial Management, Cambridge University Press.

**Suggested Readings:**

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

**MBA (EX) - 20/305: MERCHANT BANKING AND FINANCIAL SERVICES**

**Course Objectives:**

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 Learning Outcomes:**

1. Understanding the financial system, markets and the risk management systems. A global perspective of financial services.
2. Role of merchant bankers in corporate advisory services, Understanding different kinds of issues, functions and management of depository in India, stock exchange and stock trading in India.
3. Role and importance of domestic and international credit rating agencies, types of credit cards and debit cards, concept of term sheet.
4. Understanding bank ratios across time, Techniques used by banks for ALM analysis, risk management and Basel rules.
5. Mutual fund valuation, Development of insurance in India, review and challenges in private equity and hedge funds, Securitization process, structuring a securitization deal.
6. Financial evaluation of lease financing, Mechanism of factoring and forfaiting, Creating synergy, Determine the swap ratio.

**Course Contents:**

**Unit I:** Financial Systems, Markets and Services: An Overview: Indian and Global Perspective- Managing New Challenges, Regulatory Perspectives, Future Challenges for Indian Banks, Improving Risk Management Systems.

**Unit II:** Merchant Banking and Issue Management: Meaning, Different Kinds of Issues, Book Building, Green Shoe Option, Depository System, Stock Exchange.

**Unit III:** Credit Rating Agencies: Importance, Issues, Difference in Credit Ratings, Rating Methodology and Benchmarks, Are Indian Credit Ratings Credible? International Credit Rating Agencies, Consumer Finance, Venture Capital, Factoring and Forfeiting.

**Unit IV:** Analyzing Bank's Financial Statements, Asset Liability Management in Banks and Financial Institutions: ALM Process, Techniques – Gap, Duration, Simulation, Value at Risk, Book value of equity and market value of equity perspective, ALM and Interest rate Swaps, Bank Capital: Risk, Regulation and Capital Adequacy, Risk Management in Banks- Credit Risk Management, Operational Risk Management, Market Risk Management, Corporate Treasury Management, Liquidity Risk Management, Governance Risk and Compliance.

**Unit V:** Mutual Funds and Insurance Services: Banc Assurance, Reinsurance. Private Equity and Hedge Funds, Securitization: Structuring a Securitization Deal, Securitization Process, Risks and Limitations of Securitization.

**Unit VI:** Leasing and Hire purchase, Factoring and Forfaiting, Mergers and Acquisitions.

**Text Books:**

1. Rajesh Kothari: Financial Services in India - Concept and Application, Sage Publishing.
2. Madhu Vij, Swati Dhawan: Merchant Banking and Financial Services, McGraw Hill.
3. Padmalatha Suresh Justin Paul: Management of Banking and Financial Services, Pearson Education, New Delhi.

**Suggested Readings:**

1. Paul, H. (2014). *Fundamentals of Risk Management*. (3<sup>rd</sup>ed.). Kogan Page Publishers.
2. MacDonald, S.S., & Koch, T.W. (2015). *Bank Management*. (8<sup>th</sup> ed.): Cengage Learning.
3. Madura, J. (2018). *Financial Markets and Institutions*. (12<sup>th</sup> ed.). Thomson Business Information.
4. Mishkin, F.S. & Eakins, E. (2018). *Financial Markets & Institutions* (9<sup>th</sup> ed.). Pearson Education.
5. Rose, P., & Hudgins, S.C. (2012). *Bank Management and Financial Services* (9<sup>th</sup> ed.). McGraw-Hill Education.
6. Saunders, A. & Cornett, M. (2018). *Financial Institutions Management* (9<sup>th</sup> ed.). McGraw-Hill Publishing Company.
7. Saunders, A. & Cornett, M. (2007) *Management of Financial Markets and Institutions* (6<sup>th</sup> ed.). Tata McGraw Hill.
8. Vij, M., & Dhawan, S. (2018). *Merchant Banking and Financial Services* (2<sup>nd</sup> ed.). India: McGraw Hill Education (India) Private Limited.
9. Vij, M. (2018). *International Financial Management* (3<sup>rd</sup> ed.). Excel Books.
10. Shanmugham, R. (2017). *Financial Services* (2<sup>nd</sup> ed.). Wiley.

**MBA (EX)- 20/306: MANAGEMENT CONTROL SYSTEM**

**Course Objectives:**

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

**Course Learning Outcomes:**

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

**Course Contents:**

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

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

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

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

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

**Text Books:**

1. Kenneth A. Merchant, Wim A. Van der Stede: Management Control Systems, Pearson Education, New Delhi.
2. Robert N. Anthony, Vijay Govindarajan: Management Control System(Sie), McGraw Hill.

**Suggested Readings:**

1. Allen, B.R., Brownlee, E.R., Haskins, M.E. & Lynch, L.J. (2004). *Cases in management accounting and control system* (4<sup>th</sup> ed.). Pearson.
2. Anthony, R. N., & Govindarajan, V. (2007). *Management control systems* (12<sup>th</sup> ed.). New Delhi: Tata McGraw-Hill.
3. Cooper, R., & Kaplan, R. S. (1991). *The Design of cost management systems* (1<sup>st</sup> ed.).
4. Kaplan, R. S., & Norton, D. P. (2008). *Execution premium: Linking strategy to operations for competitive advantage*. USA: Harvard Business School Press.
5. Shank, J. K. (2005). *Cases in cost management: A strategic emphasis* (3<sup>rd</sup> ed.). USA: Cengage Learning.
6. Shank, J. K., & Govindarajan, V. (2008). *Strategic cost management: The new tool for competitive advantage*. New York: Free Press.



## **MBA (EX)- 20/307: CORPORATE TAXATION**

### **Course Objectives:**

The aim of this course is to familiarize the student with latest provisions of the Indian Corporate tax laws and related judicial pronouncements having implications for various aspects of corporate planning with a view to derive legitimate tax benefits permissible under the law. The knowledge acquired may find a useful application in taking different financial/managerial decisions after taking into consideration the impact of corporate tax laws.

### **Course Learning Outcomes:**

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

### **Course Contents:**

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

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

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

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

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

**Unit VI:** International Taxation; Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like USA, UK, Mauritius, Singapore, etc. The problems of international double taxation – The assignment rules: source versus residence –

methods to alleviate international tax duplication: Tax credit relief; Double tax treaties: OECD Models; International tax avoidance and evasion; transfer pricing; Tax havens – Anti-avoidance measures.

**Text Books:**

1. Mohamed Hanif: Modern Accountancy, McGraw Hill.
2. Prasanna Chandra: Financial Management: Theory & Practice, McGraw Hill.
3. S. R. Vishwanath: Corporate Finance - Text and Cases, Sage Publishing.

**Suggested Readings:**

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

**MBA (EX) - 20/308: FINANCIAL DERIVATIVES**

**Course Objective:**

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

**Course Learning Outcome:**

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

**Course Contents:**

**Unit I:** Introduction to financial markets: Introduction to Derivatives, their uses, applications, markets, trades, common terms, Forwards and Futures, options, bonds, swaps and other derivative instruments

**Unit II:** Determination of forward and futures prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate, basis risk, cost of carry, arbitrage, convergence,

**Unit III:** Hedging strategies using futures: Short hedge and long hedge and using futures, Optimal Hedge Ratio, cross hedging of portfolio and commodities using futures

**Unit IV:** Introduction to Options: European options, American options, forward-spot parity, put-call parity, exercising American calls early, exercising American puts early

**Unit V:** Basic Option Pricing: The binomial option-pricing model.

**Unit VI:** Asset price random walks

**Unit VII:** Valuation of derivatives in Continuous Time: Introduction to Black-Scholes pricing, volatility, Extensions of Black and Scholes formula, options on stock indices, currency and futures. Sensitivity analysis (the “Greeks”) and hedging of options, Delta, gamma and Vega hedging using options and futures. variables, implied volatility

**Unit VIII:** Financial Engineering: Construction of options strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase. Exotic options: Compound, binary, barrier and Asian options, options involving several assets.

**Unit IX:** Swaps Transactions: Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps.

**Unit X:** Value at risk: Normal linear VaR, Historical simulation, value at risk for option Portfolios, Quadratic model, Monte Carlo simulation, stress testing and back testing

**Unit XI:** Credit risk: Bond prices and the probability of default, Historical default experience, reducing exposure to Credit risk, Credit default swaps, total return swaps, credit spread options, Collateralized debt obligation.

**Text Books:**

1. Aman Chugh, Divik Maheshwari: Risk Management and Insurance - Financial Derivatives, Pearson Education, New Delhi.
2. Baz, Jamil and Chacko, George: Financial Derivatives – Pricing, Application, and Mathematics, Cambridge University Press.

**Suggested Readings:**

1. Hull, J.C. (2014). *Options Futures and other Derivatives*. 9<sup>th</sup> edition, Prentice Hall of India.
2. Neftci, S.N. (2000). *An Introduction to the Mathematics of Financial Derivatives*. Academic Press.
3. Bhalla, V.K. (2012). *Investment Management*. New Delhi: Sultan Chand.
4. Wimott, P. (2012). *Quantitative Finance*. Wiley & Sons.
5. Jarrow, R. & Stuart, T. (1995). *Derivative Securities*. South Western.
6. Chance, D.M., & Brooks, R. (2008). *Derivatives and Risk Management Basics*. Cengage Learning India.
7. Pliska, S. (1997). *Introduction to Mathematical Finance*. Wiley-Blackwell Publishing.
8. [www.ncdex.com](http://www.ncdex.com) for details on commodity derivatives in India.
9. [www.nse-india.com](http://www.nse-india.com) for stock-based derivatives
11. <http://www.theponytail.net/DOL/DOL.htm> for derivatives-based notes

**MBA (EX) - 20/309: PROJECT PLANNING, ANALYSIS AND MANAGEMENT**

**Course Objectives:**

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

**Course Learning Outcomes:**

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

**Course Contents:**

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

**Unit II:** History of project management; Project management approaches: Traditional Approach, Critical Chain Project Management, Extreme Project Management, Event Chain Methodology; Process-based management; Project development stages; Project control systems; Project Management Framework; International Project Management Standards; Project Planning Strategies and Tools; Project Management Frameworks; Project Phases and Milestones; Project Goals; Project Processes.

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

**Unit IV:** Project Financing and Implementation: Judgmental, Behavioral, Strategic and organizational Considerations; Financing of Project: Raising financing in domestic market and international market; Infrastructure financing; Tax planning while financing for projects; Implementation. Project Management: Network Techniques for Project Management;

Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in non-profit sector; mergers and acquisitions; Project management principles by project management institute USA; Project management software.

**Text Books:**

1. Clifford F. Gray, Erik W. Larson, Gautam V. Desai: *Project Management: The Managerial Process*, McGraw Hill.

**Suggested Readings:**

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

## MBA (EX)- 20/310: FINANCIAL RISK MANAGEMENT

### Course Objectives:

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

### Course Learning Outcomes:

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

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

### Course Contents:

#### Unit I: Introduction to Financial Risk

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

#### Unit II: Management of Market Risks

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

#### Unit III: Management of Credit Risks

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

#### Unit IV: Management of Other Institutional Risks

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

#### Unit V: Enterprise Risk Management

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

### Text Books:

1. Dun & Bradstreet: Financial risk management, McGraw Hill.
2. Sweeting, Paul: Financial Enterprise Risk Management, Cambridge University Press.

### Suggested Readings:

1. Bhalla, V. K. (2012). *Investment Management*. Delhi: S. Chand.
2. Christoffersen, P. F. (2016). *Elements of Financial Risk Management*. London: Academic Press.

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



## MBA (EX) - 20/311: FIXED INCOME SECURITIES

### Course Objectives:

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

### Course Learning Outcomes:

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

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

### Course Contents:

#### Unit I: Introduction to Fixed Income Market

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

#### Unit II: Bond Pricing and Returns

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

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

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

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

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

#### Unit V: Structured Products

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

### Text Books:

1. Frank J. Fabozzi, Steven V. Mann: *The Handbook of Fixed Income Securities*, McGraw Hill.

### Suggested Readings:

1. Alexander, C. (2008). *Market Risk Analysis Vol. I – Quantitative Methods in Finance*. England: John Wiley & Sons.
2. Choudhry, M. (2010). *An Introduction to Bond Markets*. UK: John Wiley & Sons.
3. Fabozzi, F. J. (2016). *Bond Markets, Analysis, and Strategies*. USA: Pearson Education.
4. Fabozzi, F. J. (2007). *Fixed Income Analysis*. New Jersey: John Wiley & Sons.

5. Hull, J. C. (2018). *Risk Management and Financial Institutions*. New Jersey: John Wiley & Sons.
6. Jorion, P. (2011): *Financial Risk Manager Handbook*. New Jersey: John Wiley & Sons.
7. Martellini, L., Priaulet, P., & Priaulet, S. (2003). *Fixed-Income Securities: Valuation, Risk Management and Portfolio Strategies*. England: John Wiley & Sons.
8. National Stock Exchange of India. (2009). *FIMMDA-NSE Debt Market (Basic) Module*. MuMBA (EX)i: NSE.
9. Sen, J. & Apte, A. (2013). *Fixed Income Markets in India: Investment Opportunities for You*. India: Shroff Publishers & Distributors.
10. Veronesi, P. (2010). *Fixed Income Securities: Valuation, Risk, and Risk Management*. New Jersey: John Wiley & Sons.

## **MBA (EX) - 20/312: FINANCIAL MARKETS AND INSTITUTIONS**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

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

### **Course Contents:**

#### **Unit I: Introduction to Financial Intermediation**

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

#### **Unit II: Depository Institution of Banking**

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

#### **Unit III: Capital Market**

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

#### **Unit IV: Debt Market**

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

#### **Unit V: Other Markets**

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

#### **Unit VI: External Market**

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

### **Text Books:**

1. Frederic S. Mishkin Stanley Eakins: Financial Markets and Institutions, Pearson Education, New Delhi.

2. Anthony Saunders, Marcia Millon Cornett, Anshul Jain, Anshul Jain: Financial Markets and Institutions, McGraw Hill.
3. L M Bhole, Jitendra Mahakud: Financial Institutions And Markets, McGraw Hill.

**Suggested Readings:**

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

## **MBA (EX) - 20/313: FINANCIAL REPORTING**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

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

### **Course Contents:**

#### **Unit I: Corporate Financial Reporting**

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

#### **Unit II:**

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

#### **Unit III: Lease accounting and analysis**

Pricing a lease deal and Structuring a lease transaction accounting and legal aspects for lease.

#### **Unit VI: Accounting for Investments**

Issues relating to accounting for investment by companies others than banks and financial instruments, issues relating to accounting for investment in JV, issues relating to accounting for investment in banking companies.

#### **Unit V: Developments in Financial Reporting**

Value Added Statement, GVA, NVA; Economic Value Added, Market Value Added, Shareholders' Value-Added Hedge Accounting. Accounting of derivatives. Human Resource Accounting.

#### **Unit VI:**

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

### **Text Books:**

1. Ambrish Gupta: Financial Accounting for Management: An Analytical Perspective, Pearson Education, New Delhi.
2. Amitabha Mukherjee, Mohammed Hanif: Financial Reporting & Financial Statement Analysis, McGraw Hill.

3. Andrew Higson: Corporate Financial Reporting - Theory and Practice, Sage Publishing.

**Suggested Readings:**

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

## MBA (EX) - 20/314: MERGERS AND CORPORATE RESTRUCTURING

### Course Objectives:

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

### Course Learning Outcomes:

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

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

### Course Contents:

#### Unit I: Meaning of corporate restructuring

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

#### Unit II: Merger and Amalgamation

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

#### Unit III: Takeovers

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

#### Unit VI: Financial restructuring

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

#### Unit V: Approaches to Valuation

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

### Text Books:

1. Chandrashekar Krishnamurti, Vishwanath S. R.: Mergers, Acquisitions and Corporate Restructuring - Text and Cases, Sage Publication.
2. J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin Prashant Salwan: Takeovers, Restructuring and Corporate Governance, Pearson Education, New Delhi.

### Suggested Readings:

1. Arzac, E.R. (2008). Valuation for Mergers, Buyouts and Restructuring (2nd ed.). John Wiley and Sons, Inc.
2. Brealey, Myers & Allen. (2018) *Principles of Corporate Finance*. (12<sup>th</sup> ed.). McGraw Hill.

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



## AREA-4: INFORMATION TECHNOLOGY MANAGEMENT

### MBA (EX) - 20/401: MANAGING E-BUSINESS

#### Course Objectives:

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

#### Course Learning Outcomes:

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

#### Course Contents:

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

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

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

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

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

#### Text Books:

1. Kenneth C. Laudon, Carol Guercio Traver: E-Commerce - Business, Technology, Society, Pearson Education, New Delhi.
2. Syamales Maiti, Sweety Sadhukhan: E-Commerce and Business Communication (CU), McGraw Hill.

#### Suggested Readings:

1. Bhanver, J., & Bhanver, K. (2017). *Click! The Amazing Story of India's E-commerce Boom and Where it's Headed.*: Hachette.

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

## MBA (EX)- 20/402: BUSINESS PROCESS RE-ENGINEERING

### Course Objectives:

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

### Course Learning Outcomes:

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

### Course Contents:

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

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

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

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

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

### Text Books:

1. R Srinivasan: Business Process Reengineering, McGraw Hill.
2. Manuel Laguna, Johan Marklund: Business Process Modeling, Simulation and Design, Pearson Education, New Delhi.

### Suggested Readings:

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

## MBA (EX) - 20/403: STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

### Course Objectives:

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

### Course Learning Outcomes:

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

### Course Contents:

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

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

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

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

**Unit V:** Learning from Indian Successes and Failures.

### Text Books:

1. Melissa A. Schilling, Ravi Shankar: Strategic Management Of Technological Innovation, McGraw hill.

### Suggested Readings:

1. Chew, Eng K., & Gottschalk, P. (2009). *Information technology strategy and management: Best practices*. New York: Information Science Reference.
2. Frank, Malcolm et al. (2017). *What To Do When Machines Do Everything: How to Get Ahead in a World of AI, Algorithms, Bots, and Big Data*. John Wiley & Sons
3. Gupta, Sunil (2018). *Driving Digital Strategy: A Guide to Reimagining Your Business*. Boston: Harvard Business School Press.
4. HBS. (1999). *Business value of IT*. Boston: Harvard Business School Press.
5. HBS (2014). *Leading Digital: Turning Technology into Business Transformation*. Boston: Harvard Business School Press.
6. Rahman, H. (2009). *Selected readings on global information technology: contemporary applications*. New York: Information Science Reference.
7. Rogers, David (2016). *The Digital Transformation Playbook – Rethink Your Business for the Digital Age*. Columbia University Press
8. Sarv, D., & Kohli, R. (2002). *The IT payoff: Measuring the business value of information technology investments*. New York: Prentice Hall.

## **AREA-5: MARKETING**

### **MBA (EX) - 20/501: CONSUMER BEHAVIOUR**

#### **Course Objectives:**

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

#### **Course Learning Outcomes:**

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

#### **Course Contents:**

**Unit 1:** Marketing success and failure and consumer behavior: 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.

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

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

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

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

#### **Text Books:**

1. S. Ramesh Kumar: Consumer Behavior - the Indian Context (Concepts and Cases), Pearson Education, New Delhi.

2. Marieke de Mooij: Consumer Behavior and Culture - Consequences for Global Marketing and Advertising, Sage Publishing.
3. David L. Mothersbaugh, Del I. Hawkins, and Amit Mookerjee: Consumer Behavior - Building Marketing, McGraw Hill.
4. Leon G. Schiffman Joseph Wisenblit S. Ramesh Kumar: Consumer Behavior, Pearson Education, New Delhi.

**Suggested Readings:**

1. Assael, H. (2009). *Consumer behaviour and marketing action*. New Delhi: Cengage Learning.
2. Blackwell, R. D., Miniard, P. D., & Engle, J. F. (2009). *Consumer behaviour*. USA: Thomson-South Western.
3. Evans, M., Jamal, A., & Foxall, G. (2009). *Consumer behaviour* (2<sup>nd</sup> ed.). New Jersey: John Wiley & Sons.
4. Hawkins, D. I., Mothersbaugh, D. L. & Mookerjee, A. (2014). *Consumer behavior: building marketing strategy*. New Delhi: McGraw-Hill.
5. Lindquist, J. D., & Sirgy, J. M. (2010). *Consumer behaviour*. New Delhi: Cengage Learning.
6. Lindstrom M. (2010) *Buyology: Truth and Lies About Why We Buy and the New Science of Desire*. New York: Business Books.
7. Peter, J. P. & Olson, J. C. (2010). *Consumer behaviour and marketing strategy*. New Delhi: McGraw Hill.
8. Schiffman, L. G., & Kanuk, L. L. (2010). *Consumer behaviour*. New Delhi: Prentice Hall.
9. Sheth, J. N., & Mittal, B. (2004). *Consumer behavior: A managerial perspective*. Ohio: Thomson-South Western.

## **MBA (EX) - 20/502: ADVERTISING MANAGEMENT**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

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

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

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

**Unit IV:** Building Advertising Programs- Determination of Target Audience, Message Decisions-Content, Structure, Source and Format, Appeals in Advertising, Message tactics: copy writing.

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

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

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

### **Text Books:**

1. Rajeev Batra John G. Myers David A. Aaker: Advertising Management, Pearson Education, New Delhi.
2. S Ramesh Kumar, Anup Krishnamurthy: Advertising, Brands and Consumer Behavior - The Indian Context, Sage Publishing.
3. Kruti Shah: Advertising And Integrated Marketing Communications, McGraw Hill.

**Suggested Readings:**

1. Aaker, D.A., Batra, R., and Myers, J.G. (2006). *Advertising Management*. New Delhi: Pearson Education.
2. Belch, G.E. and Belch, M.A. (2018). *Advertising and Promotion: An Integrated Marketing Communication Perspective* (11<sup>th</sup> ed.). New York: McGraw Hill.
3. Guinn O', T.C., Allen, C.T., and Semenik, R.J. (2009). *Advertising Management with Integrated Brand Promotion*. New Delhi: Cengage.
4. Sharma, Kavita (2011). *Advertising Planning and Decision Making*. New Delhi: Taxmann Publications.
5. Shimp, T.A. (2013). *Advertising and Promotion: An IMC Approach* (9<sup>th</sup> ed). New Delhi: Cengage.
6. Wells, W., Moriarty, S., and Burnett J. (2009). *Advertising: Principles and Practice* (8<sup>th</sup> ed.). Pearson.



## MBA (EX) - 20/503 COMPETITIVE MARKETING

### Course Objectives:

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

### Course Learning Outcomes:

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

### Course Contents:

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

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

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

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

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

### Text Books:

1. **Ian Chaston: Knowledge Based Marketing:** The Twenty-First Century Competitive Edge, Sage Publishing.

### Suggested Readings:

1. Aaker, D. A. (2013). *Strategic market management* (10<sup>th</sup> ed.). New York: John Wiley & Sons.
2. Craven, D. W., & Nigel, F. P. (2012). *Strategic marketing* (10<sup>th</sup> ed.). McGraw-Hill Higher Education.
3. Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). *Marketing* (14<sup>th</sup> ed.). New Delhi: Tata McGraw Hill.

4. Fahey, L. (1999). *Competitors: outwitting, outmaneuvering, and outperforming*. New York: John Wiley & Sons.
5. Kotler, P., Keller, K., Koshy, A., & Jha, M. (2009). *Marketing Management: A South Asian perspective* (13<sup>th</sup>ed.). New Delhi: Pearson Education.
6. Porter, M (1998). *Market Signals, Competitive Strategy: Techniques for Analyzing Industries and Competitors*. NY: The Free Press.
7. Rao, V. R., & Steckel, J. H. (2006). *Analysis for strategic marketing*. New Delhi: Pearson Education.

## **MBA (EX) - 20/504: BUSINESS MARKETING**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

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

**Unit II:** Organizational Buying Behavior: organizational buying process, different buying situations, strategic implications for business marketer, factors influencing organizational buying behavior.

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

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

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

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

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

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

### **Text Books:**

1. James C. Anderson, Ames A. Narus, Das Narayandas, D.V.R. Seshadri: Business Market Management (B2B) - Understanding, Creating, and Delivering Value, Pearson Education, New Delhi.
2. Ross Brennan, Louise E Canning, Raymond McDowell: Business-to-Business Marketing, Sage Publishing.
3. N D VOHRA, B R. Bagri: Futures and Options, McGraw Hill.

**Suggested Readings:**

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

## MBA (EX) - 20/505: SALES FORCE MANAGEMENT

### Course Objectives:

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

### Course Learning Outcomes:

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

### Course Contents:

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

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

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

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

### Text Books:

1. Darmon Rene Y: Leading the Sales force – A Dynamic Management Process, Cambridge University Press.
2. Neil Rackham: The SPIN Selling Field book - Practical Tools, Methods, Exercises and Resources, McGraw Hill.

### Suggested Readings:

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

## **MBA (EX) - 20/506: SERVICES MARKETING**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

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

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

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

**Unit IV:** Service Buying 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

**Unit V:** Service quality: concept, technical and functional quality, service quality models and measurement and implementation. Demand and supply iMBA (EX)lances management; challenges and strategies; Service culture; managing by values, recovery and empowerment, service culture.

### **Text Books:**

1. K. Rama Mohana Rao: Services Marketing, Pearson Education, New Delhi.
2. Nankervis Alan, Miyamoto Yuki, and Taylor Ruth: Managing Services, Cambridge University Press.
3. Valarie A. Zeithaml: Services Marketing, McGraw Hill.

**Suggested Readings:**

1. Fisk, R. P., Grove, S. J., & John, J. (2013). *Services Marketing: An interactive approach* (4<sup>th</sup> ed.). USA: Cengage Learning.
2. Glynn, W. J., & Barnes, J. G. (2006). *Understanding services management: Integrating marketing, organizational behaviour, operations and human resources management*. New Delhi: Prentice Hall.
3. Gronroos, C. (2007). *Service management and marketing: Customer Management in service competition* (3<sup>rd</sup> ed.). New Delhi: Wiley India.
4. Gronroos, C. (2015). *Service management and marketing: Managing the service profit logic*. New York: John Wiley.
5. Hoffman, K. D., & Bateson, J. E. G. (2016). *Marketing of services: Concepts strategies and cases*. USA: Cengage Learning.
6. Lovelock, C., Wirtz, J. & Chatterjee, J. (2011). *Service marketing: people technology and strategy* (7<sup>th</sup> ed.). New Delhi: Pearson Education.
7. Mudie, P., & Pirrie, A. (2006). *Services marketing management*. New Delhi: Butterworth Heinemann.
8. Shanker, R. (2002). *Services marketing: The Indian perspective*. New Delhi: Excel Books
9. Verma, H. V. (2012). *Services marketing: text and cases* (2<sup>nd</sup> ed.) New Delhi: Pearson Education.
10. Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2013). *Services marketing: integrating customer focus across the firm* (6<sup>th</sup> ed.). New Delhi: McGraw Hill.

## **MBA (EX) - 20/507: SALES PROMOTION MANAGEMENT**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

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

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

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

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

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

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

### **Text Books:**

1. Oren Klaff: Pitch Anything: An Innovative Method for Presenting, Persuading, and Winning the Deal, McGraw Hill.

### **Suggested Readings:**

1. Blattberg, R.C. and Neslin, S.A. (2002). *Sales Promotion: Concept, Methods and Strategies*. NJ: Prentice Hall.
2. Cummins, J., and Mullin, R. (2010). *Sales Promotion: How to Create and Implement Campaigns that Really Work*. Kogan Page.



3. Kazmi, S.H., and Batra, S.K. (2008). *Advertising and Sales Promotion*. New Delhi: Excel Books.
4. Schultz, D.E. and Robinson, W.A. (2001). *Sales Promotion Management*. Chicago: Crain Books.
5. Shah, K. and D'Souza, A. (2010). *Advertising and Promotion: An IMC Perspective* (5<sup>th</sup> ed.). New Delhi: McGraw-Hill.
6. Shimp, T.A. (2013). *Advertising and Promotion: An IMC Approach* (9<sup>th</sup> ed). New Delhi: Cengage.

## **MBA (EX) - 20/508: BRAND MANAGEMENT**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

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

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

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

**Unit IV:** Brand strategies – trade-off between efficiency and effectiveness; Brand architecture and portfolio; Product life cycle, brand lifecycle- challenges and strategies; Managing brand overtime

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

### **Text Books:**

1. Michael Beverland: Brand Management - Co-creating Meaningful Brands, Sage Publishing.
2. Johny K. Johansson, Kurt A. Carlson: Contemporary Brand Management, Sage Publishing.
3. M. G Parameswaran: Building Brand Value: Five Steps To Building Powerful Brands, McGraw Hill.
4. Higgins, David M.: Brands, Geographical Origin, and the Global Economy – A History from the Nineteenth Century to the Present, Cambridge University Press.

**Suggested Readings:**

1. Aaker, D. and Joachimsthaler E. (2000). *Brand Leadership: The Next Level of the Brand Revolution*. NY: The Free Press.
2. Kapferer JN (2008). *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*. London: Kogan Page.
3. Kevin Lane Keller (2012), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. NJ: Prentice Hall
4. Kumar R (2002). *Managing Indian Brands*. New Delhi: Vikas Publishing.
5. Travis, D (2000). *Emotional Branding*. California: Random House,
6. Verma H V (2013). *Brand Management: Text and Cases*. New Delhi: Excel Books
7. Verma HV (2010). *Branding Demystified: From Plans to Payoffs*. New Delhi: Sage Publications

## **MBA (EX) - 20/509: DIGITAL MARKETING**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Contents:**

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

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

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

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

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

### **Text Books:**

1. Puneet Bhatia: Fundamentals of Digital Marketing, Pearson Education, New Delhi.
2. Dave Chaffey: Internet Marketing - Strategy, Implementation and Practice, Pearson Education, New Delhi.
3. Annmarie Hanlon: Digital Marketing - Strategic Planning & Integration, Sage Publishing.
4. Seema Gupta: Digital Marketing, McGraw Hill.

**Suggested Readings:**

1. Aslam K (2017). *The 7 Critical Principles of Effective Digital Marketing*. Arizona: Scottsdale, The Stone Soup Hustler Publication.
2. Bly R.W. (2018). *The Digital Marketing Handbook*. Entrepreneur Press.
3. Giovannoni, E (2018). *The Digital Marketing Planning*. Brisbane: Chasefive.com.
4. Maity, M (2017). *Internet Marketing*. New Delhi: Oxford University Press
5. Rayan D and Russ, H (2017). *Digital Marketing for Dummies*. NJ: John Wiley.

## MBA (EX) - 20/510: RETAILING MANAGEMENT

### Course Objectives:

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

### Course Learning Outcomes:

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

### Course Contents:

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

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

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

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

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

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

### Text Books:

1. Barry Berman, Joel R Evans, Patrali Chatterjee Ritu Srivastava: Retail Management - A Strategic Approach, Pearson Education, New Delhi.
2. Dhruv Grewal: Retail Marketing Management - The 5 Es of Retailing, Sage Publishing.
3. Prashant Chaudhary: Retail Marketing in the Modern Age, Sage Publishing.
4. Sudarshan Seshanna, N. Raghu Prasad: Retail Management, McGraw Hill.
5. Michael Levy, Barton A. Weitz, Ajay Pandit: Retailing Management, McGraw Hill.
6. Swapna Pradhan: Retailing Management, McGraw Hill.

### Suggested Readings:

1. Bajaj, C., Tuli, R. & Srivastava, N. (2016). *Retail Management (3<sup>rd</sup> ed)* New Delhi: Oxford University Publication.
2. Berman, B., & Evans, Jr. (2013). *Retail Management- A Strategic Approach (10<sup>th</sup> ed.)*. New Delhi: Pearson Education.

3. Dunne, P., Lusch, R. & Carver, J. (2014). *Retailing* (8<sup>th</sup> ed.). Cengage.
4. Michael, L. M., Weitz, B. W. & Grewal, D. (2013). *Retailing Management*. New Delhi: McGraw Hill.
5. Newman, A. J. & Cullen, P. (2002). *Retailing Environment & Operations*. London: Cengage Learning.
6. Pradhan, S. (2017). *Retailing Management: Text and Cases*. New Delhi: McGraw-Hill.

## MBA (EX) - 20/511: MARKETING CHANNELS

### Course Objectives:

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

### Course Learning Outcomes:

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

### Course Contents:

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

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

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

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

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

### Text Books:

1. Philip Kotler Gary Armstrong Prafulla Agnihotri: Principles of Marketing, Pearson Education, New Delhi.

### Suggested Readings:

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



## MBA (EX) - 20/512: MARKETING ANALYTICS

### Course Objectives:

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

### Course Learning Outcomes:

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

### Course Contents:

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

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

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

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

### Text Books:

1. Lisa Spiller: Direct, Digital & Data-Driven Marketing, Sage Publishing.
2. Sandhya Kuruganti, Hindol Basu: Business Analytics: Applications To Consumer Marketing, McGraw Hill.
3. Fisher, N. I.: Analytics for Leaders – A Performance Measurement System for Business Success.
4. Efraim Turban, Ramesh Sharda, Dursun Delen: Business Intelligence and Analytics: Systems for Decision Support, Pearson Education, New Delhi.

### Suggested Readings:

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

## MBA (EX) - 20/513: ADVANCED MARKETING RESEARCH

### Course Objectives:

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

### Course Learning Outcomes:

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

### Course Contents:

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

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

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

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

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

### Text Books:

1. Nichols, Austin Lee, Edlund, John E.: Advanced Research Methods for the Social and Behavioral Sciences, Cambridge University Press.
2. V. Kumar: Marketing Research - A Global Outlook, Sage Publishing.
3. Naresh K. Malhotra Satyabhushan Dash: Marketing Research - An Applied Orientation, Pearson Education, New Delhi.

### Suggested Readings:

1. Gilbert, A., Churchill, Jr., and Iacobucci, D. (2005). *Marketing Research: Methodological Foundations*. OHIO: South Western.
2. Hair, J.F. (2010). *Essentials of Marketing Research*. Boston: McGraw – Hill /Irwin.

3. Kerlinger, F.N., Rinehart, H. (1989). *Foundations of Behavioral Research*. New York:Winston.
4. Kinnear, T.C., and Taylor, J.E., (1996). *Marketing Research: An Applied Approach*. NY: Mc Graw Hill.
5. Malhotra, N.K., and Birks D.F. (2010). *Marketing Research: An Applied Orientation*, N.J: Prentice Hall.
6. Zikmund, W.G., and Babin, B.J. (2010). *Essentials of Marketing Research* (4th ed.). Cengage Learning.

## MBA (EX) - 20/514: GLOBAL MARKETING

### Course Objectives:

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

### Course Learning Outcomes:

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

### Course Contents:

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

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

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

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

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

### Text Books:

1. Svend Hollensen, Madhumita Banerjee: Global Marketing, Pearson Education, New Delhi.
2. Warren J. Keegan, Gautam Dutta: Global Marketing Management, Pearson Education, New Delhi.
3. Carlyle Farrell: Global Marketing - Practical Insights and International Analysis, Sage Publishing.

### Suggested Readings:

1. Cateora PR and Graham JL (2009). *International Marketing*. Boston: McGraw Hill/Irwin.

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

## **MBA (EX) - 20/515: RURAL MARKETING**

### **Course Objectives:**

To provide students with an understanding of the Indian rural marketing environment and enable students to plan products and strategies that would help in overcoming the challenges of rural markets.

### **Course Learning Outcomes:**

1. Understanding the nature and importance of rural markets
2. Sensitizing students to the needs and behavior of rural consumers
3. Understanding the peculiarities of rural markets and competition in marketing decision making
4. Understanding rural marketing mix and the changes required in product and pricing
5. Understanding distribution channels and communication mix for rural consumers
6. Learning about issues and challenges of rural marketing

### **Course Contents:**

**Unit I:** Introduction- Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Rural versus Urban Markets, Rural Market in India – size and scope, Factors contributing to Growth of Rural Markets

**Unit II:** Rural Consumer behavior- Characteristics of rural consumers, Occupation and Income, Economic circumstances, Lifestyle, Consumer buying behavior models, Factors affecting Rural Consumer Behavior, Consumer Buying Process

**Unit III:** Rural Marketing Environment- Rural Environment, Occupation Pattern, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Markets- Segmentation, Targeting and Positioning strategies, Four A's of Rural Marketing Mix

**Unit IV:** Product and Pricing - Classification of products and services in Rural marketing, Rural Marketing of FMCG's and Consumer durables- issues and challenges, Importance of Branding, Packaging and Labelling, New Product launch techniques for rural markets, Nature of Competition in Rural Markets, Pricing Strategies in Rural Markets.

**Unit V:** Distribution and Communication - Accessing Rural Markets, Channels of Distribution, Prevalent Rural Distribution Models, Emerging Distribution Models, Rural Retail System, Rural Communication strategy, Rural Media, Advertising and promotion strategies for rural markets, Challenges in Rural Communication

**Unit VI:** Shaping the Future of Rural Marketing- Identifying and Handling Constraints in Rural Marketing, Corporate Social Responsibility in Rural Markets, Future of Rural Marketing in India- Role of Government, Rural Micro Finance, Digitalizing the Indian rural markets.

### **Text Books:**

1. Dinesh Kumar, Punam Gupta: Rural Marketing - Challenges and Opportunities, Sage Publishing.
2. A. R. Desai: Rural Sociology in India, Sage Publishing.

3. Katar Singh, Anil Shishodia: Rural Development - Principles, Policies, and Management, Sage Publishing.

**Suggested Readings:**

1. Dogra B., & Ghuman K. (2010). *Rural Marketing Concepts and Practices*. New Delhi: Tata McGraw-Hill.
2. Gopal Swamy, T. P. (2009). *Rural Marketing (3<sup>rd</sup> ed.)*. New Delhi: Vikas Publishing House.
3. Kashyap, P., & Raut, S. (2007). *Rural Marketing (5th ed.)*. Wiley India Pvt. Ltd
4. Krishnama Charyulu, C. S. G., & Ramakrishnan, L. (2011). *Rural Marketing Text & Cases (2<sup>nd</sup> ed.)*. Pearson Education.
5. Krishnamoorthy R. (2014). *Introduction to Rural Marketing, 4<sup>th</sup> Edition*. Himalaya Publishing House.
6. Ramakrishnan, R. (2006). *Rural Marketing in India – Strategies and Challenges*. New Century Publications.

## **AREA-6: ORGANIZATION BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT**

### **MBA (EX) - 20/601: HUMAN RESOURCE METRICS AND ANALYTICS**

#### **Course Objective:**

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

#### **Course Learning Outcomes:**

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

#### **Course Contents:**

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

**Unit II: HR Analytics:** Meaning and scope of analytics in HR; Typical sources of data; Overview of data formats; Quantitative and Qualitative data analysis techniques in HR analytics; Predictive analytics: basic methods and techniques, scenario planning, integration with strategic decisions; Effectiveness and Efficiency – Outcome and Impact



analysis; HR Dash Boards; HR Analytics and HR Decisions. Data Integrity and Security Issues.

**Text Books:**

1. Dipak Kumar Bhattacharyya: HR Analytics - Understanding Theories and Applications, Sage Publishing.
2. Pratyush Banerjee, Jatin Pandey, Manish Gupta: Practical Applications of HR Analytics - A Step-by-Step Guide, Sage Publishing.

**Suggested Readings:**

1. Bassi, L., Carpenter, R., & McMurrer, D. (2012). *HR Analytics Handbook*. New York: McBassi & Co.
2. Bucknall, H. & Wei, Z. (2006). *Magic Numbers for Human Resource Management*. New Delhi: Wiley.
3. Edwards, M.R. & Edwards, K. (2016). *Predictive HR Analytics: Mastering the HR Metric*. London: Kogan Page.
4. Fitz-Enz, J. & Mattox-II, J. R. (2014). *Predictive Analytics for Human Resources*. New Jersey: Wiley.
5. Isson, J. P., & Harriott, J. S. (2016). *People Analytics in the Era of Big Data: Changing the way you attract, acquire, develop and retain talent*. New Jersey: Wiley.
6. Marr, B. (2018). *Data-Driven HR: How to Use Analytics and Metrics to Drive Performance*. London: Kogan Page.
7. McBeath, G. (1992). *The Handbook of Human Resource Planning: Practical Manpower Analysis Techniques for HR Professionals*. Oxford: Wiley-Blackwell.
8. Pease, G. (2015). *Optimize Your Greatest Asset - Your People: How to Apply Analytics to Big Data to Improve Your Human Capital Investments*. New Jersey: Wiley.
9. Rao, T.V. (2014). *HRD Audit: Evaluating the Human Resource Function for Business Improvement (2<sup>nd</sup>ed.)*. New Delhi: Sage.
10. Smith, T. (2013). *HR Analytics: The What, Why and How*. Createspace Independent Pub.
11. Soundararajan, R., & Singh, K. (2016). *Winning on HR Analytics: Leveraging Data for*
12. *Competitive Advantage*. New Delhi: Sage.
13. Sundmark, L. (2017). *Doing HR Analytics: A Practitioner's Handbook with R Examples*. Createspace Independent Pub.
14. Waters, S.D., Streets, V.N., McFarlane, L., & Johnson-Murray, R. (2018). *The Practical Guide to HR Analytics: Using Data to inform, transform, and empower HR Decisions*. Virginia. SHRM Society Pub.

## **MBA (EX) - 20/602: PERFORMANCE MANAGEMENT AND TRAINING INTERVENTION**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

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

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

### **Text Books:**

1. Dipak Kumar Bhattacharyya: Performance Management Systems and Strategies, Pearson Education, New Delhi.
2. Arup Varma, Pawan Budhwar: Performance Management Systems - An Experiential Approach, Sage Publishing.
3. Jenkins, Mark, Pasternak, Ken, West, Richard: Performance at the Limit, Cambridge University Press.

### **Suggested Readings:**

1. Agochiya, D. (2018). *Every Trainer's Handbook* (2<sup>nd</sup>ed). New Delhi: Sage.
2. Armstrong, M. (2018). *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance* (6<sup>th</sup>ed.). London: Kogan Page.

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

## **MBA (EX) - 20/603: MANAGING TRAINING, LEARNING & DEVELOPMENT**

### **Course Objective:**

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

### **Course Learning Outcome:**

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

### **Course Content:**

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

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

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

### **Text Books:**

1. Stephen P. Robbins, Phillip L. Hunsaker: Training in Interpersonal Skills - TIPS for Managing People at Work, Pearson Education, New Delhi.

2. Dipak Kumar Bhattacharyya: Training and Development - Theories and Applications, Sage Publishing.
3. Raymond Andrew Noe: Employee Training & Development, McGraw Hill.

**Suggested Readings:**

1. Agochiya, D. (2018). *Every Trainer's Handbook*(2<sup>nd</sup>ed). New Delhi: Sage.
2. Biech, E. (2014). *ASTD Handbook: The Definitive Reference for Training and Development* (2<sup>nd</sup>ed.). Alexandria, VA: ASTD Press.
3. Bray, T. (2012). *The Training Design Manual: The Complete Practical Guide to Creating Effective and Successful Training Programs* (2<sup>nd</sup>ed.). New Delhi: Kogan Page.
4. Gane, C. (2017). *Managing the Training Function: Using Instructional Technology and Systems Concepts* (Vol.29). Oxon, UK: Routledge Library Editions.
5. Lawson, K. (2016). *The Trainer's Handbook* (4<sup>th</sup>ed.). New Jersey: Pfeiffer-Wiley.
6. Lynton, R., & U. Pareek. (2011). *Training for Development* (3<sup>rd</sup>ed.). New Delhi: Sage.
7. Moskowitz, M. (2008). *A Practical Guide to Training and Development: Assess, Design, Deliver, and Evaluate*. New York: John Wiley.
8. Donaldson, L. & Scannell, E.E. (2000). *Human Resource Development: The New Trainer's Guide* (3<sup>rd</sup>ed). Cambridge, MA, USA. Perseus Pub.
9. Sleezer, C.M., Russ-Eft, D., and Gupta, K. (2014) *A Practical Guide to Needs Assessment*. San Francisco. ASTD-John Wiley.
10. Phillips, P.P. (2012). *ASTD Handbook for Measuring & Evaluating Training*. New York. Cengage.
11. Noe, R. A. (2016). *Employee Training & Development* (7<sup>th</sup>ed.). USA: McGraw-Hill.
12. Phillips, P., Phillips, J. J., Stone, R., & Burkett, H. (2007). *The ROI field book: Strategies for implementing: ROI in HR and training*. USA: Elsevier.
- 13.

## MBA (EX) - 20/604: TALENT MANAGEMENT

### Course Objectives:

Organizations are unlikely to remain competitive without high performing employees to execute team and organizational strategy. The objective of this course is to facilitate students in developing insights and understanding of effective management and development of talent in teams and organizations. The syllabus is intended to help students identify best practices and approaches for talent management. The course is designed for students and executives who will be significantly involved in creating and managing talent.

### Course Learning Outcomes:

1. Understanding Talent Management, Challenges and Dilemmas.
2. Understanding best HR practices for talent management and managing talent for teams and organizations
3. Gaining insight on talent management in different organizational contexts
4. Developing an understanding of how to identify talent and create development plans using data

### Course Contents:

**Unit I:** Define Talent and Talent Management; historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage.

**Unit II:** Best HRM Practices for managing talent/star employees (hiring, rewarding, retaining, performance management and succession planning etc.); employer branding and talent management; Role of social media in talent management

**Unit III:** Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios etc.

**Unit IV:** Diversity and Talent; Talent management and future directions

**Unit V:** Talent Analytics; Preparing a talent development plan

### Text Books:

1. Sonal Minocha, Dean Hristov: Global Talent Management - An Integrated Approach, Sage Publishing.
2. Lance A. Berger, Dorothy Berger: The Talent Management Handbook, Third Edition: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People, McGraw Hill.
3. Sparrow, Paul, Scullion, Hugh, and Tarique, Ibraiz: Strategic Talent Management – Contemporary Issues In International Context, Cambridge University Press.

### Suggested Readings:

1. Collings, D.G., Mellahi, K. & Cascio, W.F. (2017). *The Oxford Handbook of Talent Management*: Oxford University Press.
2. Wilcox, M. (2016). *Effective Talent Management: Aligning Strategy, People and Performance*. Routledge.
3. Sparrow, P., Scullion, H. & Tarique, I. (eds) (2014) *Strategic Talent Management: Contemporary Issues in Global Context*. Cambridge: Cambridge University Press.

4. Sparrow, P., Hird, M., and Cooper, C. L. (2015). *Do We Need HR? Repositioning People Management for Success*. Palgrave Macmillan.
5. Born, M. and Heers, M. (2009) *Talent Management: Alternatives to the single-ladder approach*. DEA, EHRM, Denmark (Faculty Report)
6. [https://dea.nu/sites/default/files/Report\\_EHRM.pdf](https://dea.nu/sites/default/files/Report_EHRM.pdf) (accessed 19/08/2018)

## **MBA (EX) - 20/605: PERSONAL POWER AND LEADERSHIP THROUGH ASIAN VALUES**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

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

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

**Unit III:** Exploring the self through Svabhava – Guna theory from Bhagavad Gita. Understanding the self from Buddhist and Western viewpoint.

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

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

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

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

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

### **Text Books:**

1. N C Narayanan: Pragmatic Leadership, McGraw Hill.

### **Suggested Readings**

1. Aurobindo, S. (1993). *Essays on Gita*. Pondicherry, Shri Aurobindo Ashram.
2. Capra, F. (2003). *The Hidden Connections*. Harper Collins.
3. Griffiths, B. (1995). *Universal Wisdom*. Indus.
4. Nikam, R. K. (1973). *Some Concepts of Indian Culture*. Shimla: Indian Institute of Advanced Studies.
5. Iyengar, B.K.S. (2005). *Light on Life*. Rodale.



6. Hanh, T.N. (2007). *Understanding our mind*. Harper Collins.
7. Watt, A. W. (1957). *The Way of Zen*. Penguin Books.
8. Wong, E. (2000). *The ShaMBA (EX)la Guide to Taoism*. ShaMBA (EX)la, South Asian editions.
9. Kao, H.S.R., & Sinha, D. (1997). *Asian Perspectives on Psychology*. New Delhi: SAGE.
10. Roy, R. (1960). *Beyond Egos Domain*. New Delhi: Shipra Publications.
11. Ross, N. W. (1960) *The World of Zen*. New York: Random House.
12. Vinoba, B. (2003). *Talks on Gita*: Gram Sewa Mandal.

## MBA (EX) - 20/606: COMPENSATION AND REWARDS MANAGEMENT

### Course Objectives:

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

### Course Learning Outcomes:

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

### Course Contents:

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

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

### Text Books:

1. Richard I. Henderson: Compensation Management in a Knowledge Based World, Pearson Education, New Delhi.
2. R. C. Sharma, Sulabh Sharma: Compensation Management, Sage Publishing.

### Suggested Readings:

1. Armstrong, M. (2015). *Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward* (5<sup>th</sup> Ed.). London: Kogan Page.

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

**MBA (EX) - 20/607: MANAGING INTERPERSONAL AND GROUP PROCESSES**

**Course Objectives:**

The objective 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 Learning Outcomes:**

1. Explain the meaning and importance of work groups as a medium of learning, developing and change.
2. Understand the role of effective interpersonal communication and interpersonal awareness in groups.
3. Identify the sources of interpersonal, intra group and intergroup conflict and understand effective techniques for managing conflict.
4. Detail the nature of power dynamics and influence processes in groups.
5. Identify the factors that facilitate effective group decision making, enhance group performance and increase group cohesiveness.
6. Review the importance and influence of effective team work and understand how the team's composition influences its effectiveness.

**Course Contents:**

**Unit I:** Group as a medium of learning, developing and change.

**Unit II:** Interpersonal Communication; Interpersonal Awareness and Feedback process.

**Unit III:** Interpersonal Trust; Interpersonal, Intra - group and Inter-group Conflict.

**Unit IV:** Power Dynamics in Groups; Influence Processes.

**Unit V:** Group Decision making; Group cohesiveness; Group Synergy

**Unit VI:** The Nature of Teams and Team Development.

**Text Books:**

1. Mei-wei Chen, Christopher Rybak: Group Leadership Skills - Interpersonal Process in Group Counseling and Therapy, Sage Publishing.

**Suggested Readings:**

1. Forsyth, D. R. (2014). *Group Dynamics* (6<sup>th</sup>ed). Cengage Learning.
2. Levi, D. (2017). *Group Dynamics and Teams* (5<sup>th</sup> ed). India: Sage Publication.
3. Corey, M. S., & Corey, G. (2014). *Groups: process and practice* (9<sup>th</sup> ed.). Brooks / Cole Cengage Learning.
4. Goleman, D. (2007). *Social Intelligence: The New Science of Human Relationships*. Bantam Books New York.
5. Seligman, M. E. P. (2006). *Learned optimism: how to change your mind and your life*. New York: Free Press.
6. Brown, R. (2004). *Group Processes: Dynamics within and between groups* (2<sup>nd</sup> ed). Blackwell.

## MBA (EX) - 20/608: MANAGING DIVERSITY

### Course Objectives:

The objective of this course is to create awareness and understanding among students about the role and importance of valuing and managing diversity and to develop leadership skills required to manage a diverse workforce effectively.

### Course Learning Outcomes:

1. Understanding the concept of diversity and diversity related issues in a global context.
2. Examine the theoretical perspectives on diversity and exclusion in the workplace.
3. Identify issues related to cultural and gender diversity in the global workplace.
4. Examine sources and dimensions of diversity in India.
5. Appreciate the inclusive workplace model for managing diversity.
6. Analyze diversity management programs, strategies and policies and examine its relationship to leadership.

### Course Contents:

**Unit I:** An overview of the challenge of managing diversity in a global context.

**Unit II:** Theoretical perspectives on diversity and exclusion in the workplace.

**Unit III:** Managing cultural and Gender Diversity in the Global workplace.

**Unit IV:** Sources and dimensions of diversity in India.

**Unit V:** Diversity management and the inclusive workplace.

**Unit VI:** Diversity management and leadership.

### Text Books:

1. Carol Harvey, M. June Allard: Understanding and Managing Diversity - Readings, Cases and Exercises, Pearson Education, New Delhi.
2. Michalle E. Mor Barak: Managing Diversity - Toward a Globally Inclusive Workplace, Sage Publishing.

### Suggested Readings:

1. Barak, M. E. M. (2014). *Managing diversity: Toward a globally inclusive workplace* (3<sup>rd</sup> ed.). Sage Publications.
2. Ozbilgin, M, A Tatli& K. Jonsen. (2015). *Global diversity management an evidence - based approach*(2<sup>nd</sup>ed.). Palgrave.
3. Clements, P., & Jones, J. (2008). *The diversity training Handbook*. Kogan Page.
4. Bendl, R. I., Bleijenbergh, E. Henttonen& Mills A. J. (ed) (2015). *The Oxford Handbook of Diversity in Organizations*. Oxford University Press.
5. Kossek, E. E., &Lobel, S. A. (1997). *Managing diversity: Human Resource Strategies for Transforming the Workplace*. Oxford/Blackwell Publishers.
6. Ruffino, N. C. (1999). *Diversity success strategies*. Butterworth.

## MBA (EX) - 20/609: COUNSELING SKILLS FOR MANAGERS

### Course Objectives:

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

### Course Learning Outcomes:

1. Understanding the concept of counseling skills in the business environment
2. Develop an understanding of different approaches to counseling
3. Identify the goals and process of counseling in the context of work environment by identifying the procedures and skills of counseling
4. Develop an understanding of organizational application of counseling
5. Understanding how behaviors can be changed by use of counseling skills
6. Identifying and understanding the specific techniques of counseling
7. Understanding the role conflicts as experienced by the counselors and managers
8. Develop an understanding of dealing with the Problem Subordinates
9. Identify the relevance of ethics in counseling

### Course Contents:

**Unit I:** Overview of Counseling

**Unit II:** Introduction to Counseling: Historical evolution; Definition- Common elements; Counseling and Psychotherapy and Instruction; Why workplace Counseling – Goals of Counseling

**Unit III:** Theoretical Foundations of Counseling: Elements of a Theory; Psychoanalysis; Behaviorism; Humanism

**Unit IV:** Counselor's attitudes and Skills in Counseling: Qualities of a Counselor; Counselor's needs in Counseling; Personal characteristics of an effective Counselor

**Unit V:** Counseling Process: 5 D Model of counseling process; Initial Interview – Assessing Client's needs; Rational Emotive Behavior Therapy (REBT); Final phase – Role of Emotions

**Unit VI:** Organizational Applications of Counseling Skills: Changing behavior through Counseling; Specific Techniques; Context of Counseling; Role conflicts of Managers and Counselors; counseling at work place; Problem subordinates

**Unit VII:** Ethics in Counseling

### Text Books:

1. Evans, Christine: Genetic Counselling – A Psychological Approach, Cambridge University Press.
2. Richard Nelson-Jones: Basic Counselling Skills - A Helper's Manual, Sage Publishing.

### Suggested Readings:

1. Carroll M. (1996). *Workplace Counseling* (1<sup>st</sup> ed.). Sage publications,
2. Kottler, J.A., & Shepard, D. S. (2008). *Counseling Theories and Practices* (1<sup>st</sup> ed.). Cengage Learning.

3. Moursund, J. (1990). *The Process of Counseling and Therapy* (1<sup>st</sup> ed.). Englewood Cliffs NJ: Prentice hall.
4. Patterson, L. E., & Welfel, E. R. (2004). *The Counseling Process: A Multi-theoretical Integrative Approach (Skills, Techniques, & Process, Cengage Learning(6<sup>th</sup>ed.)*.
5. Rogers, C. C. (1961). *On Becoming a Person: A Therapist View of Psychotherapy*. Boston: Houghton-Mifflin.
6. Rogers, C. C. (1951). *Client Centered Therapy*. Boston: Houghton-Mifflin.
7. Singh, K. (2015). *Counseling Skills for Managers* (2<sup>nd</sup> ed.). India: Prentice Hall of India.

## **MBA (EX) - 20/610: HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS**

### **Course Objectives:**

The objective of the course is to familiarize the students with the concepts, processes, practices and strategies that form the basis of successful HRD in organizations. The course is designed to facilitate the development of knowledge and skills that HR specialists need in performing their strategic role. It is intended to promote an understanding of how concepts and theories can be put into practice in a variety of organizations.

### **Course Learning Outcomes:**

1. Understanding essentials of HRD and developing insight into principles of system design
2. Developing an understanding for designing career management and mentoring systems in organizations
3. Learning to design programs for work-life integration and preparing managers for global assignments
4. Understanding applications of HRD for blue collar employees and in managing organizational change
5. Appreciating the importance of evaluating HRD systems through practice.

### **Course Contents:**

**Unit I:** HRD: Evolution and Concepts; Challenges & Goals of HRD; HRD Function and staffing; Roles and Competencies of HR professionals; Role of Line and Staff managers in HRD; HRD Climate; Systems Approach to HRD; HRD System Design Principles.

**Unit II:** Design & Administration of Select HRD Systems: Career Management; Workplace Mentoring

**Unit III:** Design & Administration of Select HRD Systems: Work-Life Integration; Developing global managers, HRD systems for International managers.

**Unit IV:** Applications of HRD: HRD for managing organizational change, HRD for Workers (blue collar employees)

**Unit V:** HRD Audit; additional HRD systems with Case Examples

### **Text Books:**

1. Jim Grieses: Strategic Human Resource Development, Sage Publishing.
2. H. John Bernardin: Human Resource Management, McGraw Hill.

### **Suggested Readings:**

1. Agarwala, T. (2007). *Strategic Human Resource Management*. New Delhi: Oxford University Press.
2. Dayal, I. (1993). *Designing HRD Systems*. Concept.
3. Maheshwari, B. L., & Sinha, D. P. (1991). *Management of Change Through HRD*. Tata McGraw Hill.
4. Mankin, D. (2009). *Human Resource Development*. Oxford University Press.
5. McCall, Jr. M. W., & Hollenbeck, G. P. (2002). *Developing Global Executives: The Lessons of International Experience*. Harvard Business School Press.
6. Mello, J. A. (2009). *Strategic Human Resource Management* (4<sup>th</sup>ed.). Cengage Learning.



7. Pareek, U. (1992). *Managing Transitions: The HRD Response*. New Delhi: Tata McGraw Hill.
8. Rao, T. V. (1988). *Alternative Approaches & Strategies of Human Resource Development*. Rawat.
9. Rao, T. V. (1999). *HRD Audit*. Response Books.
10. Som, A. (2008). *Organization Redesign and Innovative HRM*. Oxford University Press.
11. Werner, J. M., & DeSimone, R. L. (2012). *Human Resource Development* (6<sup>th</sup>ed.). South western: Cengage Learning.

## **MBA (EX) - 20/611: MANAGEMENT OF INDUSTRIAL RELATIONS**

### **Course Objectives:**

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

### **Course Learning Outcomes:**

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

### **Course Contents:**

#### **Unit I: Introduction to Industrial Relations:**

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

#### **Unit II: Trade Unions**

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

#### **Unit III: Collective Bargaining:**

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

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

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

#### **Unit V: Contract of Employment:**

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

**Unit VI: Public Policy and Wage and Reward System**

Wage Theories; Wage System in India; The Payment of Wages Act, 1936; Minimum Wages Act, 1948; The payment of Bonus Act, 1965; Profit Sharing and Stock Options; National Wage Policy; Wage Policy at the Company Level; Pay Structures; Contemporary Issues in Wage System

**Unit VII: Working Conditions, Safety, Health and Environment & Social Security**

(a) Factories Act; Workers Compensation Act; Employees' State Insurance Act related to social security; Workers Education

(b) Social security; Medical Care; Safety; Occupational health; Welfare funds; Social security reforms during the period of structural Adjustment; Social Security conventions of ILO

**Unit VII: Dispute Resolution and Industrial Harmony:**

Industrial Conflict; Legal Framework: The Industrial Dispute Act, 1947; Role of Labor boards, courts and tribunals; Procedures, power and Duties of Authorities; General prohibition of Strikes and Lockouts; Unfair Labor practices; Recommendations of National Commission of labor; Guiding framework for sound Labor Management Relations; Labor Administrative Machinery

**Unit VIII: Employee Participation and Labor-Management Cooperation**

Labor participation schemes; Constitutional and Legal framework; Indirect representation versus direct participation; Levels of Indirect Participation; Participation versus Collective Bargaining; Suggestion schemes; Quality Circles; Labor Management Cooperation at the shop floor Level and Company level

**Unit IX: Grievance and Discipline Handling**

Managing Employee Grievance; Nature and Cause of Grievance; Guiding principles for Grievance procedure; Grievance Procedure; Interest Issues and Rights Issues; Managing Discipline; Different types of approaches; Different types of punishments; Case laws;

**Unit X: HRM and IR in India**

Management philosophy and Approaches; Integrative Approaches to Human Resource Management; HRM-IR-HRD Integration

**Unit XI: ILO, India and International Labor Standards**

ILO & India; The Case of India; Lessons from foreign Unions; OECD guidelines; The road ahead for Indian IR

**Text Books:**

1. P. N. Singh and Neeraj Kumar: Employee Relations Management, Pearson Education, New Delhi.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj: Industrial Relations and Labor Laws, McGraw Hill.

**Suggested Readings:**

1. Bray (2004). *Industrial relations: A Contemporary Approach*. Australia: McGraw Hills
2. Mamoria, S., Mamoria, C.B. & Gankar. (2010). *Dynamics of Industrial Relations*. New Delhi: Himalaya Publishing House
3. Monappa, A. (2000). *Industrial Relations*. New Delhi: Tata McGraw Hill.
4. Sen, R. (2009). *Industrial Relations in India: Text and Cases*. Laxmi Publications (P) Ltd, MuMBA (EX)i
5. Uzzaman & Sherwani (2000). *Industrial Relations in India*. Anmol Publication

6. Venkata Ratnam, C.S., & Dhal, M. (2017). *Industrial Relations*. Oxford University Press, India

## MBA (EX) - 20/612: NEGOTIATION AND INFLUENCE SKILLS

### Course Objectives:

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

### Course Learning Outcomes:

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

### Course Contents:

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

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

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

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

**Unit V:** Ethical issues to guide negotiation

### Text Books:

1. Himanshu Rai: Negotiation, McGraw Hill.

### Suggested Readings:

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

## **MBA (EX) - 20/613: CROSS CULTURAL AND GLOBAL MANAGEMENT**

### **Course Objectives:**

The objective of the course is to provide conceptual framework and diagnostic tools to identify and understand how social and cultural factors influence behavior of people and how organizational systems, management styles, and human resource practices in multinational and global organizations are influenced by the social and cultural factors. The course is designed to sensitize and create a broader appreciation of the nuances of cultural factors on managerial behavior, business processes, and in managing human resources in transnational organizations. The course content is broadly grouped into 3 modules.

### **Course Learning Outcomes:**

1. Participants will be able to understand the influence of social and cultural factors on the behavior of individual at work places, influence on managerial styles, business strategies, and other organizational processes;
2. Participants will be able to understand the complexity of managing people from diverse social and cultural background in multinational and global organizations;
3. The course provides a broader canvass of understanding the nuanced influence of culture in organizations across different cultural contexts;
4. Participants will be able to develop their own contextual framework of cultural factors while travelling / conducting business in different parts of the World.
5. The entire course is based on case studies and students will be able to understand the influence of social and cultural factors from real world examples.

### **Course Contents:**

**Unit I:** Defining and understanding culture, society and nationality; Influence of Social and Cultural Concepts on individual behavior, managerial styles and organizational processes; Theoretical frameworks to cross-cultural analysis: Kluckhohn and Strodtbeck, Murdock, Hall, Lewis, Hofstede, and Trompenaars; Cross-Cultural Research: Hermes and GLOBE studies; Ethics in International Business.

**Unit II:** Human Resource Management in Global Organizations; Recruiting and managing expatriates: Entry and re-entry challenges; Performance Assessment and Learning and Development in MNCs/ Global Companies; Expatriate Compensation; Communication and Negotiation in cross-cultural context; Work related regulatory and legal issues for expatriates.

**Unit III:** Regional and country cluster analysis

### **Text Books:**

1. Helen Deresky: International Management - Managing Across Borders and Cultures, Text and Cases, Pearson Education, New Delhi.
2. Marie-Joelle Browaeys Roger Price: Understanding Cross-Cultural Management, Pearson Education, New Delhi.
3. Zeynep Aycan, Rabindra N Kanungo, Manuel Mendonca: Organizations and Management in Cross-Cultural Context, Sage Publishing.
4. Thomas L. Crandell, Corinne Haines Crandell, James W. Vander Zanden: Human Development, McGraw Hill.

**Suggested Readings:**

1. Abramson, N.R. & Moran, R.T. (2018). *Managing Cultural Differences* (10<sup>th</sup>ed.). New York: Routledge.
2. Adler, N. J., & Gundersen, A. (2008). *International Dimensions of Organizational Behavior* (5<sup>th</sup> ed.). USA: Thomson Learning.
3. Browaeys, M. J., & Price, R. (2015). *Understanding Cross-Cultural Management*. Harlow: Pearson.
4. Dolan, S.L., & Kawamura, M.K. (2015). *Cross Cultural Competence: A Field Guide for Developing Global Leaders and Managers*. Bingley: Emerald.
5. Dowling, P. J., & Festing, M. (2017). *International Human Resource Management* (7<sup>th</sup>ed.). London: Cengage.
6. Gannon, M. J., & Newman, K. L. (2017). *The Blackwell Handbook of Cross-Cultural Management*. UK: Blackwell Pub.
7. Hofstede, G., Hofstede, G.J. & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind*. (3<sup>rd</sup> Ed.). New York: McGraw Hill.
8. Madhavan, S. (2016). *Cross Cultural Management: Concepts and Cases*. (2<sup>nd</sup> Ed.). New Delhi: Oxford University Press.
9. McFarlin, D., and Sweeny, P. (2018). *International Organizational Behaviour* (2<sup>nd</sup>ed.). New York: Routledge.
10. Sparrow, P., Brewster, C. & Chung, C. (2017). *Globalizing Human Resource Management*(2<sup>nd</sup>ed.). New York: Routledge.
11. Vance, C.M., & Paik, Y. (2015) *Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management* (3<sup>rd</sup>ed.). New York: Routledge.
12. Thomas, D. C., & Peterson M.F. (2018). *Cross Cultural Management: Essential Concepts* (4<sup>th</sup>ed.). California: Sage.

## **MBA (EX) - 20/614: CHANGE AND INTERVENTION STRATEGIES**

### **Course Objectives:**

The purpose of this course is to familiarize the students with the various aspects of change management in organizations. It helps them get acquainted with the various models, theories and tools of change management that would help organizations cope in the volatile, complex and fast changing world of today. The course primarily deals with the soft side of strategic change management and delves into the various issues and challenges related to different change management approaches and strategies.

### **Course Learning Outcomes:**

1. Understanding the evolutionary and revolutionary development and changes in organizations in a complex and volatile world
2. Understanding various types of change models and perspectives and related theoretical frameworks
3. Understanding change frameworks for Organizational diagnosis and approaches to change: The 'What' and 'How' of change
4. Navigating the change through formal structures and Systems and exploring new structures and systems
5. Leadership prerogatives during organizational change and its relation with other organizational factors
6. Managing Resistance to change and methods of dealing with it
7. Measuring and Designing effective control systems during change management

### **Course Contents:**

**Unit I: Introduction to change:** Theoretical approaches Models and Perspectives of change; Organizations and their changing Environment; Forces of change; Nature of Change

#### **Unit II: Organizational Structure, Design and Culture**

Culture, Leadership and Politics of Change; Different types of organizational structures and designs.

#### **Unit III: Strategies for Managing Change**

The Hard Systems models of change and the soft systems of Models of change; Understanding Organizational development in a life cycle perspective; The different challenges and resolution of conflicts along the life cycle of an organization; Nature of Planned Change; Diagnosing organizations; Collecting and Analyzing diagnostic information; Designing Intervention; Action Research & Appreciative Enquiry

#### **Unit IV: Interventions of Change in Organizations**

Human Process Interventions; Techno-structural Interventions; Human Resource Management Interventions; Strategic Interventions of Change; Mergers & Acquisitions; Knowledge Management; Quality Circles etc.

#### **Unit V: Implementing Change**

Implementation of Change; the Delta Technique; Developing an Implementation Plan; Gaining Support and Involvement of Key People; Developing Enabling Organizational Structures; Celebrating Milestones; Factors Affecting the Choice of a Change Strategy; Formulating and Facilitating Change; Role of Change Agent; Action planning and Implementation; Action planning tools; Contingency planning; Surveys; Critical path methods; Force Field and Stakeholder Analysis, Leverage Analysis;



Impact on Stakeholders; Ethics in Change Management; Kotter's 8-step Model; Lewin's Change Model; Implementing Change;

**Unit VI: Resistance to change**

Causes, Challenges and Management of Resistance of Change; Communication during Change; Communicating Vision; Consolidating Change

**Unit VII: Measuring Change and Designing Effective Control Systems**

Selecting and deploying measures; Control Systems during different stages of Change Management; Strategy maps; Balanced Scorecard; Risk Exposure Calculator; Consolidating Change

**Unit VIII: Future prerogatives of change**

Organizations of the future; Impact on society, people and attitudes; The changing psychological contract; Unplanned environmental triggers of change and managing predictability; Identifying Trends; Double and Triple Loop Learning in organizations to identify trends; Coping with uncertainties and Scenario planning

**Text Books:**

1. Wendell French, Cecil Bell Jr, Veena Vohra: Organization Development - Behavioral Science Interventions for Organizational Improvement, Pearson Education, New Delhi.

**Suggested Readings:**

1. Bridges, W. (1991). *Managing transitions: Making the most of change*. New York: Wesley Publishing Company.
2. Clarke, T. & Clegg, S. (1998). *Changing Paradigms: the transformation of management knowledge for the 21st century*. Harper Collins Business.
3. Cummings, T.G. & Worley, C.G (2009). *Organization Development and Change*. California. Cengage
4. Hammond, S. A. & Royal, C. (1998). *Lessons From the Field: Applying appreciative inquiry*. Pinto: Practical Press Inc.
5. Kanter, R. M. (1995). *World class*. New York: Simon and Schuster.
6. Kotter, J.P. (2012). *Leading Change*. Boston. Harvard Business Review Press.
7. Kotter, J.P., & Cohen, D.S. (2012). *The Heart of Change: Real Life Stories of how people change their organizations*. Boston. Harvard Business Review Press.
8. Mann, A. (2018). *Future First: How successful leaders turn innovation challenges into new value frontiers*. Routledge.
9. Peters, T. (2018). *The Excellence dividend: meeting The Tech Tide with work that wow and jobs that last*. Boston. Vintage.
10. Quinn, J. (1992). *Intelligent Enterprise*. New York: The Free Press.
11. Sharma, R. R. (2013). *Change Management and organizational transformation*. New Delhi. McGraw-Hill Education
12. Waddell, D., Cummings, T., & Worley, C.G (2017). *Organizational Change: Development and Transformation*. Australia: Cengage Learning

## **MBA (EX)- 20/615: LEADERSHIP, POWER AND POLITICS**

### **Course Objectives:**

This course is designed to orient the students of management towards the art and science of influence and Leadership in organizations. Power and politics are an integral part of organizational dynamics and thus it is pertinent for young leaders to know the ways of navigating through the political jungle to wield influence. As an astute head and strategist, a leader should be able to diagnose the negative forces, anticipate moves and handle resistance to the initiatives that he wants to take.

### **Course Learning Outcomes:**

- (1) To understand the art and science of leadership and attain new insights about the most suited leadership style.
- (2) To gain insights on how to develop younger leaders and their leadership skills and behaviors.
- (3) To develop perspectives on how to adapt and lead teams more effectively whilst creating a top-line perspective on strategy and implementation.
- (4) To be able to diagnose the true distribution of power in organizations, identify strategies for building sources of power, and develop techniques for influencing others, and understand the role of power in building cooperation and leading change in organizations.
- (5) Learn the skills related to the political aspects of management in organizations.
- (6) Understand about the political dynamics of organization and reflect on one's own management style and influence style, along with the development of a personal agenda for successful political management of one's own career.
- (7) Understand the importance of relationships with organizational stakeholders and social and business networks.

### **Course Contents:**

#### **Unit I: Nature of Leadership**

Leadership and business of living, Art and Science of Leadership, Leadership as a process and not a position, Approaches to Leadership, Myths about Leadership

#### **Unit II: Developing Leaders**

Personality and Leadership, Founder as a leader, Developing junior leaders, Courage, Morals and Leadership, Leadership Skills, Leader-Communication

#### **Unit III: Strategic Leadership and Culture**

Shaping Culture and Values through Leadership, Leadership Diversity, Leading Teams, Developing Vision and Direction, Leading Learning Organizations, Development Planning and Leading Change, Startups, Lifecycle and Leadership choice

#### **Unit IV: Power and Influence**

Sources of Leader power, Leader motives, Influence Tactics, Individual attributes of Power, Reputation, Personality and Power, Building Bases of power through Resources, Relationships and Trust, Institutionalization of Power in Organizations, Power Sharing: Empowerment, Participation, Delegation and Empowerment, Power Distribution, Gender and Power, Pitfalls of Power

### Unit V: Organizational Politics

Positive and Negative Politics, Organizational politics and Silos, Coalition Politics, Career Politics, Network politics, Diagnosis of Organizational politics, Survival in the political jungle

#### Text Books:

1. David Buchanan, Richard Badham: Power, Politics, and Organizational Change, Sage Publishing.

#### Suggested Readings:

1. Buchanan, D., & Badham, R. (2008). *Power, politics, and organizational change: Winning the turf game*. Sage.
2. Cabane, O. F. (2013). *The charisma myth: How anyone can master the art and science of personal magnetism*. Penguin.
3. Cropanzano, R., & Kacmar, K. M. (Eds.). (1995). *Organizational politics, justice, and support: Managing the social climate of the workplace*. Greenwood Publishing Group.
4. Fairholm, G. W. (2009). *Organizational power politics: tactics in organizational leadership*. ABC-CLIO.
5. Kotter, J. P. (1985). *Power and Influence: Beyond Formal Authority*. Free Press.
6. Lukes, Steven (2004). **Power: A Radical View**. Palgrave Macmillan.
7. Northouse, P. G. (2018). *Leadership: Theory and practice*. Sage publications
8. Pfeffer, J. (1992). *Managing with power: Politics and influence in organizations*. Harvard Business Press.
9. Schein, E. H. (2017). *Organizational culture and leadership*-5<sup>th</sup> Edition. John Wiley & Sons.
10. Thomas, R. J. (2008). *Crucibles of leadership: How to learn from experience to become a great leader*. Harvard Business Press.
11. Wrong, Dennis (1996). **Power: Its Forms, Bases and Uses**. Transaction Publishers.
12. Yukl, G. A. (2013). *Leadership in organizations*- 8<sup>th</sup> edition. Pearson Education.

## **AREA - 7: STRATEGIC MANAGEMENT**

### **MBA (EX) - 20/701: STRATEGIC CAPABILITY BUILDING AND INNOVATION**

#### **Course Objectives:**

The course is designed to look at the key issues relating to development of organizational resources and capabilities that can serve as a basis for competitive advantage.

#### **Course Learning Outcomes:**

1. Understand the difference between organizational resources and capabilities.
2. Comprehend how resources are transformed into capabilities.
3. Analyze how core competencies serve as a basis for competitive advantage.
4. Examine issues relating to sustainability of competitive advantage.

#### **Course Contents:**

**Unit I:** Resources and capabilities, Resources as the basis for capability formation, Types of resources and capabilities, Functional capabilities and cross functional capabilities, Operational versus strategic capabilities

**Unit II:** Transforming resources into capabilities, Evolutionary nature of capability formation, Path-dependence and cumulative change, The role of strategic vision and leadership

**Unit III:** Core competence and competitive advantage, Distinctive capabilities as basis of superior profitability, Role of tacitness, Core competencies and core rigidities.

**Unit IV:** Sustainability of competitive advantage, Incremental and disruptive innovation, Guarding against complacency.

#### **Text Books:**

1. Jay B. Barney, William Hesterly: Strategic Management and Competitive Advantage: Concepts and Cases, Pearson Education, New Delhi.
2. V. K. Narayanan: Managing Technology and Innovation for Competitive Advantage, Pearson Education, New Delhi.
3. Arthur A. Thompson, Margaret Peteraf, John E. Gamble, A. J. Strickland, T Joseph Crafting and Executing Strategy, The Quest for Competitive Advantage - Concepts and Cases, McGraw Hill.

#### **Suggested Readings**

1. Barney JB, "Firm resources and sustained competitive advantage" (1991), Journal of Management, Volume 17
2. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6<sup>th</sup>ed.), John Wiley
3. Cyert, R. M., & March, J. G. (1963). A behavioral theory of the firm. Upper Saddle River, NJ, US: Prentice Hall/Pearson Education

4. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases*, Eighth Edition, Wiley.
5. Porter, M. E. (2004). *Competitive strategy*. (2004). New York: Simon & Schuster
6. Prahalad CK and G Hamel (1990). *The core competence of the corporation*, Harvard Business Review, May 1990

## **MBA (EX) - 20/702: STRATEGIC MANAGEMENT IN SOCIAL ENTERPRISES**

### **Course Objectives:**

The course aims to explore the key issues relating to strategy formulation and execution with respect to social enterprises at various stages of their organizational development.

### **Course Learning Outcomes:**

1. Understand the key characteristics of social enterprises and the social sector.
2. Explore the distinctive aspects of social enterprises.
3. Examine issues relating to start up and financing of social ventures.
4. Explore issues relating to scaling up and key managerial challenges.
5. Explore how the performance of social enterprises can be measured.

### **Course Contents:**

**Unit I:** Introduction to social enterprises, Different kinds of social enterprises: not-for-profit and profit making, Need and opportunity.

**Unit II:** Social ventures, what motivates social entrepreneurs, Models of social entrepreneurship.

**Unit III:** Start up and financing of social enterprises, Developing a business plan, Diversity of funding models and sources, Linkages to CSR.

**Unit IV:** Scaling up, Internal versus external sources of finance.

**Unit V:** Measurement of performance, Profit measures versus non-profit measures, Bench-marking

### **Text Books:**

1. Rory Ridley-Duff, Mike Bull: Understanding Social Enterprise - Theory and Practice, Sage Publishing.

### **Suggested Readings**

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6<sup>th</sup>ed.), John Wiley
2. Borzaga C and Defouney, J (2004), The emergence of social enterprise, Routledge
3. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases*, Eighth Edition, Wiley.
4. LaPiana D (2005), The non-profit guide to competitive strategy, Jossey-Bass
5. Nicholls, A (2008), New models of sustainable development, Oxford University Press

## **MBA (EX) - 20/703: INTERNATIONAL BUSINESS STRATEGY**

### **Course Objectives:**

The course aims to examine the major issues relating to strategy formulation and execution with respect to international business.

### **Course Learning Outcomes:**

1. Understand the global context in which business operates
2. Explore the various drivers and patterns of international business activity
3. Examine the various forms of international business activity
4. Examine business strategies for going global and key managerial issues.
5. Explore differences between multinational versus transnational management models.

### **Course Contents:**

**Unit I:** The global context of business today, National versus regional versus global integration, Challenges to globalization.

**Unit II:** Porter's national diamond of competitive advantage, Economies of scale and scope, Standardization versus differentiation.

**Unit III:** Forms of international business, International trade and investment, Licensing arrangements, Transaction cost theories of international business activity.

**Unit IV:** Competence building for going global, Cross-cultural management issues, Sharing competencies across borders, Transfer pricing issues, Expatriate management.

**Unit V:** Stages of evolution in international strategic management, Multi-domestic to multinational to transnational solutions.

### **Text Books:**

1. Vyuptakesh Sharan: International Business - Concept, Environment and Strategy, Pearson Education, New Delhi.
2. Verbeke, Alain: International Business Strategy, Cambridge University Press.
3. Fred Luthans, Jonathan Doh: International Management - Culture, Strategy, and Behavior, McGraw Hill.

### **Suggested Readings**

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6<sup>th</sup>ed.), John Wiley
2. Cherlunilam F (2010), International Business: Text and Cases, Prentice Hall
3. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases*, Eighth Edition, Wiley.
4. Teece D (1986) "Transaction cost economics and multinational enterprises", *Journal of Economic Behaviour and Organisation*, Vol 7
5. Porter M (1990), *The Competitive Advantage of Nations*, Free Press

## **MBA (EX) - 20/704: STRATEGIC MANAGEMENT OF STARTUPS**

### **Course Objectives:**

The course aims to explore issues relating to the creation and management of startups.

### **Course Learning Outcomes:**

1. Understand the distinctive nature of startups.
2. Examine the ideation process
3. Understand how the prototype model is tested.
4. Understand the possible financing options
5. Understand the scaling up process

### **Course Contents:**

**Unit I:** What is meant by startups? Role of digital technologies, Startup ecosystems, The startup movement in India

**Unit II:** Generating a value proposition, how valuable are new ideas, Design thinking principles

**Unit III:** Experimenting with the prototype, Lean startup principles, Learning and failing fast

**Unit IV:** Various financing options, Self-financing, Angel investors, Venture Capital

**Unit V:** How to scale up? Need for continuous innovation and feedback, Key managerial issues

### **Text Books:**

1. Ganesh Natarajan, Prameela Kalive: From Start-Up to Global Success - The Zensar Story, Sage Publishing.
2. Shlomo Maital, D. V. R. Seshadri: Innovation Management - Strategies, Concepts and Tools for Growth and Profit, Sage Publishing.

### **Suggested Readings**

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6<sup>th</sup>ed.), John Wiley
2. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases*, Eighth Edition, Wiley
3. Mootee I (2017), Design Thinking for Strategic Innovation, Wiley
4. Ries E (2011), The Lean Startup, Penguin
5. Thiel P (2014), Zero to One, Random House



## **MBA (EX) - 20/705: STRATEGIC INNOVATION IN HEALTH CARE AND EDUCATION**

### **Course Objectives:**

The course aims to explore innovative strategic models for delivering low cost and effective services in the key areas of health care and education in developing countries, especially India.

### **Course Learning Outcomes:**

1. Understanding the importance of the health care and education sectors
2. Examine current models of service delivery in health care and education
3. Explore low cost and innovative models of service delivery
4. Examine lessons from other nations with respect to the above

### **Course Contents:**

**Unit I:** Key role of healthcare and education in the development process, Public goods and externalities, Merit goods, The economics of public goods.

**Unit II:** Current scenario in India in health and education sectors, Public versus private provision, Public-private partnership models

**Unit III:** Experimenting with low cost innovative models, Arvind eye care and Narayan Hridalaya models, Insurance schemes in health care, Tele and digital medicine, Web based education models, what can AI contribute?

**Unit IV:** Lessons from other developed and developing countries

### **Text Books:**

1. Insung Jung, Tat Men Wong, Tian Belawati: Quality Assurance in Distance Education and E-learning - Challenges and Solutions from Asia, Sage Publishing.

### **Suggested Readings:**

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6<sup>th</sup>ed.), John Wiley
2. Elton J (2016), Health Care Disrupted, Wiley
3. Govindarajan V (2018), Reverse Innovation in Health Care, Harvard
4. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases*, Eighth Edition, Wiley
5. Wulff D (2004), Paths to the Professoriate, Jossey Bass