MASTER OF BUSINESS ADMINISTRATION
MBA (Full Time)
(TWO YEAR FULL-TIME PROGRAMME)

RULES, REGULATIONS
AND
COURSE CONTENTS

FACULTY OF MANAGEMENT STUDIES
UNIVERSITY OF DELHI
DELHI - 110007
2010
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RULES, REGULATIONS AND COURSES
AFFILIATION

The two-year full time programme in Master of Business Administration (MBA) shall be governed by the Faculty of Management Studies, University of Delhi, Delhi – 110007.

THE PROGRAMME STRUCTURE
The Master of Business Administration Programme is divided into two parts as under. Each part will consist of semesters to be known as Semester – 1 and Semester – 2.

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PART I: FIRST YEAR

The schedule of First Year Part I examination shall comprise of two semesters: Semester I and Semester II. At the end of second semester, students will be required to undergo summer training, based on which the student has to submit a report. The schedule of papers during first year of the programme shall be as follows:

Semester - 1
- MBAFT-6101 Organizational Behaviour
- MBAFT-6102 Quantitative Methods
- MBAFT-6103 Managerial Economics
- MBAFT-6104 Financial Accounting
- MBAFT-6105 Marketing Management
- MBAFT-6106 Human Resource Management
- MBAFT-6107 Business Communication
- MBAFT-6108 Information Technology Management

Semester- 2
- MBAFT-6201 Organization Effectiveness and Change
- MBAFT-6202 Management Science
- MBAFT-6203 Economic Environment of Business
- MBAFT-6204 Financial Management
- MBAFT-6205 Management Accounting
- MBAFT-6206 Production and Operation Management
- MBAFT-6207 Marketing Research
- MBAFT-6208 Management of Information System
Summer Training

At the completion of the first two semesters of the first year and before the commencement of the third semester in the second year the student is required to undergo summer training in an organisation. A report based on the summer training shall be submitted within four weeks from the commencement of the third semester.

PART II: SECOND YEAR

Admission to Part II Second Year of the programme shall be open to only those students who have cleared successfully at least twelve papers out of the sixteen papers offered during First Year of the programme comprising of 1st and 2nd Semesters taken together. However, each student would have to clear the remaining papers while studying in Second Year (Part II).

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

Semester - 3

During Semester 3 of Part II of the programme, in addition to the three compulsory papers, a student shall have to choose five elective courses from the list of optional papers announced at the beginning of the Semester 3.

MBAFT-6301 Business Ethics & Corporate Social Responsibility
MBAFT-6302 Strategic Analysis
MBAFT-6303 Legal Environment of Business

In addition a student is required to choose 5 electives

Semester- 4

MBAFT-6401 Project Study
MBAFT-6402 Strategic Management
MBAFT-6403 International Business Environment

In addition, a student is required to choose 5 electives
LIST OF ELECTIVE COURSES

AREA -1: FINANCE
MBAFT-7101  Quantitative Analysis of Financial Decisions
MBAFT-7102  Security Analysis and Investment Management
MBAFT-7103  Portfolio Management
MBAFT-7104  International Financial Management
MBAFT-7105  Management of Financial Services
MBAFT-7106  Management Control System
MBAFT-7107  Corporate Taxation
MBAFT-7108  Financial Derivatives
MBAFT-7109  Project Planning, Analysis and Management
MBAFT-7110  Risk Management
MBAFT-7111  Fixed Income Securities
MBAFT-7112  Corporate Governance
MBAFT-7113  Financial Reporting

AREA - 2: MARKETING
MBAFT-7201  Consumer Behaviour
MBAFT-7202  Advertising Management
MBAFT-7203  Competitive Marketing
MBAFT-7204  Business Marketing
MBAFT-7205  Sales Force Management
MBAFT-7206  Service Marketing
MBAFT-7207  Sales Promotion Management
MBAFT-7208  Brand Management
MBAFT-7209  Internet Marketing
MBAFT-7210  Retailing Management
MBAFT-7211  Marketing Channel
MBAFT-7212  Analytical Marketing
MBAFT-7213  Advanced Research Techniques in Marketing

AREA - 3: OB & HRM
MBAFT-7301  Management of Industrial Relations
MBAFT-7302  Human Resource Planning and Development
MBAFT-7303  Manpower Development for Technological Change
MBAFT-7304  Cross Cultural and Global Management
MBAFT-7305  Performance Management
MBAFT-7306  Training and Development
MBAFT-7307  Managing Interpersonal and Group Processes
MBAFT-7308  Managing Diversity
MBAFT-7309  Counselling Skills for Managers
MBAFT-7310  Human Resource Development: Strategies and Systems
MBAFT-7311  Leadership, Power & Politics
MBAFT-7312  Negotiation, Persuasion and Social Influence Skills
MBAFT-7313  Personal Power & Leadership through Asian Values
MBAFT-7314  Compensation Management
AREA - 4: PRODUCTION & OPERATIONS MANAGEMENT
MBAFT-7401  Advanced Operations Management
MBAFT-7402  Operations Strategy
MBAFT-7403  Total Quality Management
MBAFT-7404  Operations Research
MBAFT-7405  Environment and Safety Management
MBAFT-7406  Modelling in Supply Chain Management
MBAFT-7407  Decision Models and Optimization
MBAFT-7408  Quantitative Analysis of Risk and Uncertainty
MBAFT-7409  Production Planning and Control
MBAFT-7410  Supply Chain Management
MBAFT-7411  Technology, Innovation and New Product Management

AREA - 5: ENTREPRENEURSHIP
MBAFT-7501  Entrepreneurial Management
MBAFT-7502  Entrepreneurship, Creativity and Innovation
MBAFT-7503  Social Entrepreneurship
MBAFT-7504  Family Business and Entrepreneurship
MBAFT-7505  Financing the Entrepreneurial Business
MBAFT-7506  Managing the Growing Business

AREA - 6: INFORMATION TECHNOLOGY MANAGEMENT
MBAFT-7601  Managing E-Business
MBAFT-7602  Business Process Re-Engineering
MBAFT-7603  System Analysis and Design
MBAFT-7604  Strategic Management of Information Technology
MBAFT-7605  Database Management Systems
MBAFT-7606  Knowledge Management
MBAFT-7607  Managing IT-Enabled Services
MBAFT-7608  Network Operations, Management & Security
MBAFT-7609  Business Intelligence

AREA - 7: SERVICES MANAGEMENT
MBAFT-7701  Management of NGOs
MBAFT-7702  Tourism Marketing
MBAFT-7703  Transportation Management
MBAFT-7704  Hospitality Marketing
MBAFT-7705  Hospitality Operations Management
MBAFT-7706  Civil Aviation Management
MBAFT-7707  Airport Management
MBAFT-7708  Service Operations Management
MBAFT-7709  Total Service Quality Management
AREA - 8: CONTEMPORARY ISSUES*
MBAFT-7801
MBAFT-7802
MBAFT-7803

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

Note: Students will receive an input of 45 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.
SCHEME OF EXAMINATIONS

1. English shall be the medium of instruction and examination.

2. Written Examinations shall be conducted at the end of each Semester as per the Academic Calendar notified in advance.

3. Each course will carry 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.

4. The duration of written examination for each paper shall be three hours.

4.1 The internal assessment marks shall be based on factors such as:
   - Participation in case studies/ discussion, seminars and group activities;
   - Class tests, quizzes and mid-term tests;
   - Submission of written assignments, term papers and viva-voce
   - Class attendance.
   - The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet.

4.2 The scheme of evaluation of paper MBAFT-6401: Project Study shall be as follows:
   (a) The Project Study shall commence from the third semester and report shall be submitted towards the end of the fourth semester.
   (b) The written part of the Project Study shall account for 50 marks and the viva-voce to be conducted by a duly constituted examination board for 50 marks.

PASS PERCENTAGE

The minimum marks for passing the examination for each semester shall be 45% in aggregate and a minimum of 40% marks in the semester-end examination in each paper.

However, a candidate who has secured the minimum marks to pass in each paper but has not secured the minimum marks to pass in aggregate or has secured the minimum marks in aggregate but has not secured the minimum marks in the semester-end examination in any paper/s, may reappear in that/those paper/s in the concerned semester in order to be able to secure the minimum marks prescribed to pass the semester any time during the Span Period of the programme.
PROMOTION CRITERIA

To be eligible for promotion to the Second Year (Part II) of the programme, a student must clear successfully at least 12 papers out of the 16 papers offered during the first year of the programme. However, he/she will have to clear the remaining papers while studying in Part-II of the programme.

Eligibility for promotion to the Second Year of the programme will be contingent on the student successfully completing summer training.

DIVISION CRITERIA

The degree shall be awarded to the successful students on the basis of the combined results of Part-I and Part-II in the first year and second year examinations as follows:

- Candidates securing 60% and above : First Division
- Candidates securing above 50% but below 60% : Second Division
- All others : Third Division

RE-EXAMINATION

A candidate who has secured the minimum marks to pass in each paper but has not secured the minimum marks to pass in aggregate or has secured the minimum marks in aggregate but has not secured the minimum marks in the semester-end examination in any paper/s, may take re-examination in that/those paper/s in order to be able to secure the minimum marks prescribed to pass the semester any time during the Span Period of the programme.

A student shall be allowed to re-appear in any paper in any semester. However, the total number of attempts in a Paper shall not exceed four during the span period of the programme.

Special Provision: However, a special chance will be given to students who fail in Semester-4, Part II, to reappear in a maximum of two papers of Part II in the month of August/September immediately after the declaration of Final Semester Results so as to enable them to clear the remaining papers of Semester-4 before joining their respective jobs.

SPAN PERIOD

The span period of the programme is four years from the date of registration in the programme.

A student to be eligible for award of degree has to clear all the papers offered during the two year programme within the span period.
ATTENDANCE

No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Dean, Faculty of Management Studies, University of Delhi, Delhi to have attended 75% of the total number of class room sessions conducted in each semester during his/her course of study. Any student not complying with this requirement shall not be allowed to appear in the semester examinations. However, the Dean may condone the required percentage of attendance by not more than 10 percent during a semester.

A student not allowed to appear in the preceding semester examinations due to shortage of attendance, may appear in the papers of the preceding semester along with the papers of the current semester after making up the shortfall in the attendance. No remedial/ special classes shall be arranged by the Faculty for the purpose of making up the attendance shortfall.
COURSE CONTENTS
COMPULSORY COURSES

SEMESTER - 1: MBAFT-6101 to MBAFT-6108

MBAFT-6101: ORGANIZATIONAL BEHAVIOUR

Objective

The purpose of the course is to help students develop an understanding of the basic management concepts and behavioural processes in organizations.

Course Contents

Introduction to Organizational Behaviour; Management Functions, Skills and Roles. Foundations of Individual Behaviour; Personality and Values; Learning, Attitudes and Job satisfaction, Perception and Individual decision making; Emotions and Moods; Interpersonal Communication; Work Motivation; Group Dynamics & Team building, Leadership and Influence Process. Stress Management; Organization Structure and Design.

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAFT-6102: QUANTITATIVE METHODS

Objective

The course is designed to make the students familiar with the basic statistical and linear programming techniques. The focus of this paper is to enable the students to apply relevant quantitative tools in business decision making. Students will be exposed to relevant software packages as part of the curriculum.

Course Contents

Probability Theory, Discrete Probability Distributions: Binomial, Poisson and Hyper geometric distribution; Continuous Probability Distributions: Normal, Lognormal and Exponential distribution; Sampling and Sampling distribution; Statistical inference: Estimation for single population parameters, Hypothesis testing for single population, Hypothesis testing for two population; Analysis of variance and Design of experiments, Hypothesis testing for Categorical data; Correlation and Regression analysis, Non-parametric tests. Business forecasting.

Linear Programming: Basic concepts, Model formulation, Solution methods, Duality, Sensitivity analysis; Integer linear Programming: Different types of integer programming problems (Pure integer, Mixed integer and 0-1 integer problems), Formulating integer programming problems, Solution through Branch and Bound algorithm.

Suggested Readings


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

**MBAFT- 6103: MANAGERIAL ECONOMICS**

**Objective**

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

**Course contents**

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


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

**MBAFT- 6104: FINANCIAL ACCOUNTING**

**Objective**

The course is designed to provide a thorough understanding of the financial and management accounting techniques as an essential part of the decision-making process in the total business information system.

**Course Contents**

Accounting in Business: Accounting for Decision Making– A Managerial Perspective, Financial Accounting and Management Accounting, Accounting as an information system, Indian Accounting standards, IFRS, Harmonization of Accounting Standards, Analyzing and recording business transactions,
Preparation of financial statements, Corporate Balance sheet: Key terms, Contents and Format as per Schedule VI Part I of the Companies Act 1956

Depreciation Accounting and Inventory Valuation: Meaning and Methods of Depreciation, Management viewpoint, Depreciation methods employed by Indian companies, Inventory valuation, Methods of Inventory valuation, ABC Analysis, Inventory valuation policies of Indian Companies.


Financial statement analysis: Significance, Techniques, Kinds of ratios, DuPont analysis

Cost Behaviour, Planning and Decision Making: Cost concepts for planning and control, Classification of cost terms used in planning, control and decision making, Components of total cost

Cost Volume Profit and Break even analysis: Importance and assumptions, Contribution margin, Profit planning, Profit volume graph, Limitations

Relevant costing in managerial decisions: Make or buy, accepting a special order, Dropping a product line, Decision to eliminate unprofitable segments


Transfer pricing: Objectives, Transfer pricing methods, Examples

Human Resource accounting and Life cycle accounting

Suggested Readings


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

**MBAFT-6105: MARKETING MANAGEMENT**

**Objective**

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

**Course Contents**


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


Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process

Developing Pricing Strategies: Setting Price, Factors influencing Price Determination
Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics

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

Suggested Readings


MBAFT- 6106: HUMAN RESOURCE MANAGEMENT

Objective

In a competitive business environment, people are the most important asset of any organization regardless of its size and type of business. The objective of the course is to sensitize students to various facets of managing people and to focus on the development of knowledge and skills that all managers and leaders need. The content of the course is designed to familiarize participants with current human resource practices that apply to their careers regardless of their field. It strives to facilitate the development of better understanding of human resources issues as they relate to other managerial functions, organizational behaviour, and the ability of managers and the organization to achieve prescribed goals.

Course Contents


Suggested Readings


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

**MBAFT-6107: BUSINESS COMMUNICATION**

**Objective**

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

**Course Contents**


Making Effective Oral Presentations; Conducting Business Meetings & Effective Interviews.

Negotiating for Business: Strategy & Tactics. Technology and Business communication: Office Automation; Telephone Culture; Video Conferencing; NET Etiquette.

Legal Aspects of Business Communication.

Corporate Communication; Global Business Etiquette & Cross Cultural communication

**Suggested Readings**


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

**MBAFT-6108: INFORMATION TECHNOLOGY MANAGEMENT**

**Objective**

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 Contents**

Computers: An Introduction; Computers in Business Organizations; Components of a Computer System; Generations of Computers and Computer Languages; Personal Computers in Business; Configuration of a Personal System.

Elements of Information Technology: Hardware, Software, Data, Telecommunications and People; Planning an Information Technology set up for an organization.

Indian Computing Environment: Growth of IT Sector in India; Trends in IT and ITES sectors; Applications of information technology in business, government and service organizations. E-Commerce and E-Governance. Latest developments in IT applications.

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
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.

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.

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.

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
SEMESTER – 2: MBAFT-6201 to MBAFT-6208

MBAFT –6201: ORGANIZATION EFFECTIVENESS AND CHANGE

Objective

The purpose of this course is to familiarize students with the basic organizational processes to bring about organizational effectiveness and change.

Course Contents

Introduction to concepts of Organizational Change and Development; Models of Change; Organizational Climate and Culture; Conflict, Collaboration, Intergroup Behaviour and Negotiations. Power and Politics in Organization; Quality of Work Life; Management of Organizational Creativity and Innovation. Management of Gender Issues; Cross-Cultural Management; Learning Organizations.

Suggested Readings


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

MBAFT-6202: MANAGEMENT SCIENCE

Objective

The objective of this course is to develop an understanding of the students towards basic management science, familiarize them with different tools, techniques and decision models and enable them to apply the same in managerial decision making situations. Students would be exposed to the use of relevant and contemporary software packages as part of the curricula.

Course Contents

Management Science: basic concepts and its role in decision making, Transportation and Assignment Models including Transhipment and Routing problems, Queuing Theory, Basic Inventory models, PERT/CPM, Decision Theory, Game Theory, Markov Chains.

Suggested Readings:


**MBAFT-6203: ECONOMIC ENVIRONMENT OF BUSINESS**

**Objective**

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

**Course Contents**


**Suggested Readings**


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

MBAFT-6204: FINANCIAL MANAGEMENT

Objective

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

Course Contents


Strategic Investment Decisions: Capital Budgeting Decisions - Capital Budgeting: Process and Techniques - Payback period, Accounting rate of return, NPV, IRR, MIRR, Profitability index, Discounted payback period, Estimation of cash flows, NPV vs. IRR, Risk analysis in Capital Budgeting - Sensitivity analysis, Certainty Equivalent Approach, Calculation of RADR, Real options

Cost of Capital: Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting cost of capital for risk, International Dimensions in cost of capital

Strategic Financing Decisions: Capital Structure, Theories and Value of the firm -Net income approach, Net operating income approach, Traditional approach, Modigliani Miller model, HAMADA model; Determining the optimal capital structure, Checklist for capital structure decisions, Costs of bankruptcy and Financial distress, Trade off models, Pecking Order Theory

Leverage analysis and EBIT-EPS Analysis: Concept of leverage, Types of leverage: Operating leverage, Financial leverage, Combined leverage; EBIT-EPS Analysis, Guidelines for capital structure planning, Link between capital structure and capital budgeting

Dividend Decisions: Factors determining dividend policy, Theories of dividend - Gordon model, Walter model, MM Hypothesis, Forms of dividend – Cash dividend, Bonus shares, Stock split, Dividend policies in practice, Patterns observed in payout policies worldwide
Working Capital Management: Working capital policies, Risk – Return trade off, Cash management, Receivables management, Inventory management, Credit management, Working capital financing

Corporate Valuation: Adjusted Book Value Approach, Discounted Cash Flow Approach, Forecasting and Valuation of free cash flows, Economic Value Added

Mergers, Acquisitions and Restructuring, Reasons for mergers and takeovers, Mechanics of mergers and acquisitions, Dynamics of restructuring, Case studies

**Suggested Readings**


**MBAFT-6205: MANAGEMENT ACCOUNTING**

**Objective**

To gain knowledge of use of costing data for decision-making and control, and emerging modern cost management concepts. This course will focus on providing skills on contemporary Management Accounting methodologies and issues. The teaching environment will cover lectures, case discussions and discussion of project assignments.

**Course Contents**


Cost Management: Activity based approaches to management and cost analysis, Analysis of common costs in manufacturing and service industry, Techniques for profit improvement, cost reduction, and value analysis, Throughput accounting, Target costing, cost ascertainment and pricing of products and services, Life cycle costing, Impact of just in time, Backflush costing.

**Suggested readings**


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

**MBAFT- 6206: PRODUCTION AND OPERATIONS MANAGEMENT**

**Objective**

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

**Course Contents**

Nature, Evolution and scope of Production and Operations management, Operations as a competitive strategy, Product and service design: Factors and issues, Facility location: planning and analysis, Flow strategies and process
design. Lean processing and operations, Cellular manufacturing, (Re-) design of work systems, work measurement, aggregate production planning, scheduling: Flow shop and job shop, Management of quality, statistical process control, process capability analysis and six sigma approach, Concept and Framework of a TQM System, Elements and objectives of Supply Chain Management, Inventory Management: Models and Applications. Introduction to contemporary productivity improvement techniques/systems like TPM, MRP, JIT etc.; Environment, Safety and other considerations in Production & Operations Management.

Suggested Readings


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

MBAFT- 6207: MARKETING RESEARCH

Objective

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

Course Contents

Introduction to Marketing Research, Marketing Research Process, Formulation of research problem; Research Design : Exploratory and Conclusive research Design; Scaling techniques: Comparative and Non Comparative Scaling Techniques, Reliability and Validity of Scales; Data Collection Methods: primary and Secondary Data, Sources of Secondary Data .Conducting review of literature; Survey and Questionnaire Design : Form and layout , Pilot testing ;Sampling Techniques: Probability and Non Probability Sampling Techniques, Sample Size determination; Data Coding and Data Preparation : Tabulation Graphical presentation and frequency distribution.

Hypothesis Testing: Concepts, Parameter and Non parametric Testing, Use of Statistical Software; Correlation and Regression: Bivariate Correlation and Regression; Analysis of Variance: One way, Two Way and N-Way; Factor Analysis: Introduction and Application in Marketing Research; Introduction to Multivariate Analysis: Ethical issues in Marketing Research; Project report writing: Types of report, Format of writing the report

Suggested Readings


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

**MBAFT-6208: MANAGEMENT OF INFORMATION SYSTEMS**

**Objective**

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 Contents**

Emerging Technology Issues and Data Processing in Organizations; Introduction to Information Systems; Shift in information system thinking. Decision Making and MIS.

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.


Planning and Building IT Architecture; Information Infrastructure; Legal Issues and National Information Infrastructure.
Structured Systems Analysis; System Development; System Development Life Cycle. Cases on strategic use of IT in different industries. Discussion on ERP, CRM and SCM.

IT Leadership & IS Strategic Planning; IS Strategy and Effects of IT on Competition. Re-engineering Work Processes for IT application.

**Suggested Readings**


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
SEMESTER–3: MBAFT-6301 TO MBAFT-6303

MBAFT-6301: BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Objective

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

Course Contents


Suggested Readings


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

MBAFT-6302: STRATEGIC ANALYSIS

Objective

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

Course Contents

Introduction and Overview: The concept of strategy, Strategy as the art and science of creating value, Goals and means, Deliberate versus emergent, Influence of stakeholders, Strategic choices, Levels of strategy, Vision, mission, intent and objectives, Strategic fit, leverage and stretch, The strategy process, Limitations of strategic analysis

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

Analysis of Organisational Resources and Capabilities: Distinction between resources and capabilities, Types of resources and capabilities, Nature and development of capabilities

Competitive Advantage: The notion of core competence, Sustainability of competitive advantage, The role of innovation, Competencies as barriers to change

The Creation of Value: Value chain analysis, Industry life cycle

Generic Strategies: Cost based versus differentiation strategies, Cost leadership and focus, Sources of cost advantage, Broad differentiation versus focus, Types of differentiation, Product and market diversification strategies, Portfolio models

Static versus Dynamic Competitive Advantage

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Suggested Readings


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

MBAFT- 6303: LEGAL ENVIRONMENT OF BUSINESS

Objective

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

Course Contents

The objective/s, basic provisions and contemporary issues relating to the following:

The Indian Contract Act, 1872; The Sale of Goods Act, 1930; The Consumer Protection Act, 1986; The Negotiable Instruments Act, 1881; The Patents Act,
1970; The Competition Act, 2002; The Arbitration and Conciliation Act, 1996; The Partnership Act, 1932; The Companies Act, 1956

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
SEMESTER- 4: MBAFT- 6401 TO MBAFT- 6403

MBAFT- 6401: PROJECT STUDY

The Project Study shall commence from the third semester and report shall be submitted towards the end of the fourth semester. The written part of the Project Study shall account for 50 marks and the viva-voce to be conducted by a duly constituted examination board for 50 marks.

MBAFT-6402: STRATEGIC MANAGEMENT

Objective

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

Course Contents

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

Firms versus Markets: The nature of firms, When are firms superior to markets?, Theory and empirical evidence

Boundaries of the Firm: Economies of scale and scope, Vertical and horizontal integration, Costs and benefits of diversification, Mergers and acquisitions, Alternative modes of organization, Franchising, alliances, joint ventures and networks

Strategy Implementation: Role of structure and process, Aligning strategy, structure and process, Power and stakeholders, Culture and values, Management of strategic change, Learning in organisations

Strategic Management in an International Firm

Suggested Readings


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

**MBAFT- 6403: INTERNATIONAL BUSINESS ENVIRONMENT**

**Objective**

Objective of this course is to develop capacity of the students to understand the contemporary changes in the global business environment. To achieve this objective student will be familiarized with the extent of embeddedness of global business in the international institutional setting.

**Course Contents**

International Business Theories; Liberalisation: Tariff and Non-tariff barriers ; World Trade Organization ; Recent Trends and main Drivers of International Trade-Real Merchandise Trade and Output Developments, Nominal Trade Developments.

Regional Blocks: Regional Integration Agreement (RIAs) and Trade - Economic Effects of RIAs; Trade Creation and Diversion and the Types of RIA; The Proliferation of Regional Preference Systems; India’s Regional Integration Agreements; Regional Integration Agreements and Foreign Investment; Making Regionalism Complimentary to Multilateralism: Building Blocks versus Stumbling Blocks.

International Production: An Interdisciplinary Approach; Global Trends in International Production; Trade in Services: Opportunities and Constraints;
Internationalization of Service Firms; Operation Management in International Companies.

Global Competitiveness; Internationalisation of Technological Innovations; Designing Global Organizational Structure and Control; Global Knowledge Management; Globalisation and Human Resource Developments; Multicultural Management; International Marketing; Export Management.

India’s Foreign Trade; Policy and Trends; Financing on International Trade; Licensing; Joint Ventures; International Capital Flows: Foreign Direct Investment-Global FDI Patterns; FDI Distribution by Regions; Sectoral Analysis of FDI.

Foreign Portfolio Investment (FPI), Sovereign Wealth Funds (SWFs); Cross-border Mergers and Acquisitions; International Banking and Eurocurrency Market; Strategic Issues in International Management; Global e-business.

Balance of Payments; International Monetary Systems; Forex Markets and Risk Management; Corporate Governance; Business Ethics; Corporate Social Responsibility; World Economic Growth and the Environmental Issues; Country Risk Analysis; Taxation in an International Economy.

**Suggesting Readings**


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
ELECTIVE COURSES
AREA – 1: FINANCE: MBAFT- 7101 TO MBAFT- 7113

MBAFT-7101: QUANTITATIVE ANALYSIS OF FINANCIAL DECISIONS

Objective

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

Course Contents

Econometric Methods for Finance: Objective behind building of econometric models, micro and macro models. General Linear Model: Assumptions, least squares estimation, BLUE, confidence intervals for unknown parameters, prediction, linear restrictions, multicolinearity, heteroscedasticity, autocorrelation, specification error.

Modelling and Forecasting Financial Time Series: Financial forecasting with exponential smoothing, stationary time series and their properties; random walk model; unit roots, tests of stationarity; financial forecasting with AR, MA and ARMA models, Box-Jenkins methodology for ARIMA models, co-integration-spurious regression; testing for co-integration; co-integration and error correction model, Vector auto regression, problems with VAR modelling-applications. Modelling Financial Volatility: ARCH, GARH, ARCH-M, GJR, EGARCH and IGARCH models.


Application Software: EViews or Stata

Suggested Readings


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

MBAFT-7102: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Objective

The objective of this course is to impart knowledge to the participants regarding the theory and practice of Security Analysis and Investment Decision Making Process.

Course Contents

Introduction to Investment theory; Investment objectives, constraints and policies, Investment alternatives; Attributes of an Investible instrument; Markets
for various Investment alternatives and recent developments; Valuation principles and Practices; Stock Market Analysis – Fundamental Approach, Technical Approach, Efficient Market Theory and Behavioural Theory; Equity Investment; Fixed Income Securities; Derivative securities; Other investment avenues; Investment Strategies and wisdom.

Suggested Readings


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

**MBAFT-7103: PORTFOLIO MANAGEMENT**

**Objective**

The objective of this course is to give the participants an in – depth knowledge of the theory and practice of Portfolio Management.

**Course Contents**

Introduction to Portfolio theory; Investor's objectives, constraints and policies; Return – Risk analysis; Markowitzian Portfolio Theory; Leveraged and Unleveraged Portfolios; Multiple security portfolios; Capital Asset Pricing Model; Arbitrage Pricing Theory and Multifactor models; Optimum risky portfolio using
Single Index Model; Active Portfolio Revision; Portfolio risk management; Portfolio Performance Evaluation; Managed Portfolios in India;

**Suggested Readings**


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

**MBAFT-7104: INTERNATIONAL FINANCIAL MANAGEMENT**

**Objective**

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

**Course Contents**


**Suggested Readings**


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

**MBAFT-7105: MANAGEMENT OF FINANCIAL SERVICES**

**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 Contents**

Financial Services: An Overview, Indian and Global Perspective – Managing new challenges, regulatory perspectives, financial sector reforms in India, Future challenges for Indian banks, Improving risk management systems, Banking and the Management of Financial Services

Credit Rating Agencies –Importance, Issues, Difference in credit ratings, Rating methodology and benchmarks, Are Indian Credit Ratings Credible? International credit rating agencies –crisis of confidence?

Risk Management in Banks – Credit risk management, Operational risk management, Market risk management, Corporate treasury management, Liquidity risk management, Governance risk and compliance, Asset Liability Management and Basel 2 – Basel 1 and 2, IRR and Basel 2, Three Pillars, ALM and Interest rate swaps, Swaps as a risk management tool, ALM and Capital Adequacy, ALM Softwares


Leasing and Hire purchase, Factoring and Forfaiting, IFRS – Issues and Challenges

Suggested Readings


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

MBAFT-7106: MANAGEMENT CONTROL SYSTEM

Objective

The course is designed to allow students 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 Contents

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

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

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

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

Suggested readings


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

**MBAFT-7107: CORPORATE TAXATION**

**Objective**

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 useful application in taking different financial/managerial decisions after taking into consideration the impact of corporate tax laws.
Course Contents

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

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

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

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

Implications of Tax benefits and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business. Tax planning with reference to financial management decisions; Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace Tax planning with reference to employees' remuneration.

Tax planning with reference to sale of scientific research assets Tax planning with reference to receipt of insurance compensation. Tax planning with reference to distribution of assets at the time of liquidation. Tax Planning in respect of amalgamation or de-merger of companies; Slump sale; conversion of a firm into a company.

International Taxation; Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like USA, UK, Mauritius, Singapore, etc.

The problems of international double taxation – The assignment rules: source versus residence – methods to alleviate international tax duplication: Tax credit relief; Double tax treaties: OECD Models; International tax avoidance and evasion; transfer pricing; Tax havens – Anti-avoidance measures.
Suggested Readings


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

**MBAFT-7108: FINANCIAL DERIVATIVES**

**Objective**

This course sets up study in the field of investments related to options, futures and other derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

**Course Contents**

Introduction to financial markets: forwards, futures, options, bonds, swaps and other derivative instruments. *Determination of forward and future prices: Pricing*
of futures and forwards on investment assets, commodities, currencies and interest rate.

Hedging strategies using futures: Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures.

Basic Option Pricing: European options, American options, forward-spot parity, put call parity, the binomial option-pricing model.


Valuation of derivatives in Continuous Time: The Black and Scholes model, volatility estimation in BS model, 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.

Financial Engineering: Construction of option 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. 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. Value at risk: Normal linear VaR, Historical simulation, value at risk for option portfolios.

**Suggested Readings**


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

**MBAFT –7109: PROJECT PLANNING, ANALYSIS AND MANAGEMENT**

**Objective**

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

**Course Contents**

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

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.

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 modelling 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.

Project Financing and Implementation: Judgmental, Behavioural, Strategic and 
Organisational Considerations; Financing of Project: Raising finance 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.

Suggested Readings

Publications.

cases* (7th ed.). New Delhi: Anmol Publications.

evolutions and control. India: Sangam Books.


McGraw Hill.

perspective. New Delhi: Vikas publication.


The list of cases and specific references including recent articles will be 
announced in the class at the time of launching of the course.
MBAFT- 7110: RISK MANAGEMENT

Objective

The basic purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the management of risk. This course will provide the skills to identify and measure risks, quantify risks and create risk response strategies to deliver decisions that meet stakeholder expectations.

Course Contents

An overview of risk management – Investors and risk management, the profitable side of risk management; Risk management process – risk models; Derivative - Hedging Currency Risk, Hedging Risk through Forward Contracts, FAS-133, Indian Derivatives Market, Types of Futures Contracts, Pricing of Stock Index Futures, Pricing of Currency Options, Using Currency Options, Speculating with Currency Options.

Interest rate Swaps – rationale, liability and asset based interest rate swaps, pricing of swaps, forwards and options on swaps, Creating value with risk management- financial distress and investment, risks in banking- credit risk, interest rate risk, off balance sheet risk, foreign exchange risk, political risk and country risk, liquidity risk Measuring and managing Interest rate risk – the maturity model, the maturity model with a portfolio of assets and liabilities, The duration model, Duration and convexity, limitations of the duration model,

Models for the evaluation and management of Credit risk and credit derivatives – default risk models, credit risk models – Altman’s model, off balance sheet risks and liquidity risks, credit risks of derivatives. A firm wide approach to risk management – measuring risks for corporations, the maturity model, Value at risk – Var models, Portfolio risk, Risk adjusted return on capital, Identifying and managing cash flow exposures. Hedging interest rate risk with futures, options and swaps –Using options to create hedges, The Black Scholes model.

Using Options on Interest Rate Futures to Control Interest Rate Risk - Options on Futures versus Options on Physicals, Complications of Hedging with Options on Futures, Protective Put Buying Hedge Strategy, Covered Call Strategy and Its Limitations, Creating Collars, Comparison of Hedging with Futures and Futures Options. Using Interest Rate Swaps, Caps and Floors to Control Interest Rate Risk

Suggested Readings


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

**MBAFT-7111: FIXED INCOME SECURITIES**

**Objective**

The objective of this course is to give the participants an in – depth knowledge of the investment in fixed income generating securities.

**Course Contents**

Introduction to Fixed Income Securities; Markets for Fixed Income Securities and recent developments; Avenues for Fixed income – Central Government Securities, Corporate Debt, Commercial Papers, Repos and other avenues; Bond Market Indices and Benchmarks; Valuation of Fixed Income Securities; Attributes of a fixed income security; Risk Analysis of Fixed Income Securities; Term Structure of Interest rates; Fixed Income investment Strategies; Fixed Income Derivatives; Fixed Income investments in India.
Suggested Readings


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

**MBAFT-7112: CORPORATE GOVERNANCE**

**Objective**

To acquaint the participants with the fundamentals and practices of corporate governance in India and other countries in the light of the prevailing legal provisions and codes of good governance.

**Course Contents**

Genesis of Corporate Governance: Evolution, Principles, Main Drivers, Theories and Models. Structure and composition of company Boards: Chairman, CEO, Executive, Non-executive and Independent Directors. Role and responsibilities of the Chairman and Board of Directors; Board Committees and their role and functions: Finance, Audit, Compensation and other Statutory Committees. Legislative Framework in India: the Companies Act, the SEBI Act and other enactments including the Reports of Prominent Committees on Corporate Governance in India. Global Practices on Corporate Governance in the World and their impact on corporate world.
Suggested Readings:


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

**MBAFT-7113: FINANCIAL REPORTING**

**Objective**

The course is designed to allow student to gain ability to analyze financial statements including consolidated financial statements of group companies and financial reports of various types of entities and to familiarize with recent developments in the area of financial reporting.

**Course Contents**

Overview of international Accounting Standards (IAS)/International Financial Reporting Standards (IFRS), Interpretations by International Financial Reporting Interpretation Committee (IFRIC), significant difference vis-à-vis Indian Accounting Standards. Understanding of US GAAP, Applications of IFRS and US GAAP.

Accounting for Corporate Restructuring (including inter-company holdings). Consolidated Financial Statements of Group Companies Concept of a Group, purposes of consolidated financial statements minority interest, Goodwill,


**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
AREA – 2: MARKETING: MBAFT-7201 TO MBAFT-7213

MBAFT-7201: CONSUMER BEHAVIOUR

Objective

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 act about marketing stimuli that marketers develop.

Course Contents

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

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

Consumer involvement: perceived risk, antecedents and consequences
Consumer decision making: psychology of simplification, elaborate to routine buying

Habit: loyalty, inertia and strategic implications for incumbent and entrant
Consumer perception and knowledge: categorization process and discrimination
Consumer learning: connectionist and non-connectionist approaches

Motivation and drive: theories and means and end chain
Personality and self concept influence: consistency hypothesis, creating aspiration brand

Demographic and psychographic segmentation: life style and psychographics
Reference group influence: categories and types of influence

Consumer culture: values and orientation, sub-culture, social class
Family decision making: decision making unit, roles and influence, types of decisions

Organizational consumer behaviour: differences, models and strategies
Suggested Readings


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

**MBAFT-7202: ADVERTISING MANAGEMENT**

**Objective**

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 Contents**

The communication model: communication process, stages and challenges. Advertising industry: advertisers, agencies, media companies and other organizations. Demand creation: role of advertising in primary and secondary demand. How advertising works? Hierarchy of effects model, advertising objectives, routes to persuasion. Economic, social, ethical and regulatory
aspects of advertising. Customer behaviour and advertising: segmentation, motivation analyses, and value proposition. Advertising Objectives: goals and objectives, DAGMAR

Advertising message: message objectives, recall, attitude, emotions and feelings


Suggested Readings


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

**MBAFT-7203: COMPETITIVE MARKETING**

**Objective**

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

**Course Contents**

Introduction to the competitive marketing strategies: Understanding the competitor, Outwitting, outmanoeuvring 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.


Designing and Managing value networks and marketing channels – channel design decisions, channel management decisions, channel dynamics; Managing Integrated marketing communication; Managing Advertising, sales promotion, public relations and Direct marketing

Suggested Readings


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

**MBAFT-7204: BUSINESS MARKETING**

**Objective**

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


Managing Relationships in Business Marketing: Types and nature of relationships, value adding exchanges, and strategic choices.

Assessing Market Opportunities: Segmenting the Business Market, Evaluating the Competitive and Technological environment, Organizational Demand Analysis


Future Perspectives: B2B e-marketplaces, Evolution of marketing networks

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
MBAFT-7205: SALES FORCE MANAGEMENT

Objective

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 Contents

Introduction to Sales Management, personal selling and salesmanship, the sales role in the marketing mix, determining sales related marketing policies, nature and scope of personal selling, formulating personal selling objectives, recruiting and selecting sales personnel, developing and conducting sales training programme, designing and administering compensation plan, supervision of salesmen, motivating sales force, sales meetings and sales contests, designing territories and allocating sales efforts, objectives and quotes for sales personnel, developing and managing sales evaluation programme, sales cost and cost analysis.

Suggested Readings


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

**MBAFT-7206: SERVICES MARKETING**

**Objective**

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

**Course Contents**

The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation

Unique aspects of services: goods, services, products, managerial challenges
Marketing mix: concept of value and value drivers, extended framework
Service marketing system: production, marketing, human resources, sequential analysis

Service system positioning: service delivery process, blueprinting
Service buying behaviour; difference in perspective, risk analysis, decision process

Service marketing strategy; segmentation, targeting and positioning, market innovation

Competitive differentiation; competitive advantage and value chain analysis
Service quality; concept, technical and functional quality,
Service quality models and measurement

Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value

Service industries: insurance, banking, air transportation, courier, education etc.

**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
MBAFT-7207: SALES PROMOTION MANAGEMENT

Objective

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

Course Contents

Sales Promotion and marketing mix; Nature and types of sales promotion; Consumer behaviour and sales promotion; Deal-Prone consumer; Economic theories of promotion; Sales promotion’s impact on sales; Evaluation of sales promotion experiments; Choice and purchase timing models; Manufacturer promotion planning process; Retailer promotion planning process; Strategic issues in designing promotional strategies; Substantive findings and issues on coupons, trade dealings, and retail promotions.

Suggested Readings


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

MBAFT-7208: BRAND MANAGEMENT

Objective

The drivers of a firm’s performance at the marketplace have undergone a radical change. Brands have risen to the top of the hierarchy of assets. Financial and manufacturing related assets run common across players in an industry. Therefore brands have to come to acquire important role in transforming value on a higher plane. This course is designed to provide insight to students into the process how brands create superior marketing results. Specifically the course aims to develop specific competencies involved in navigating brand effectively in dynamic marketing environment.

Course Contents

Branding context: assets and the asset, concept of value, brand and marketing metrics; Brand meaning: brand image and personality, brand and product; Brand planning: brand vision and visioning process, business of brand; Brand audit: brand reality check and brand appraisal; Brand positioning: choice of context, parity and differentiation, repositioning; Brand equity: brand assets and liabilities, equity creation and management.


Suggested Readings


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

**MBAFT-7209: INTERNET MARKETING**

**Objective**

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

**Course Contents**

Suggested Readings


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

MBAFT-7210: RETAILING MANAGEMENT

Objective

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

Course Contents

Introduction to the World of Retailing – Functions, Economic Significance of Retailing, Retail Mix, The Retailing environment in India, Types of Retailers – Retail Formats, Theories of Retail Development, The Retail Life Cycle


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

Store Management: Store Layout and Design, Visual Merchandising, Retail Communication Mix, Customer Service
Suggested Readings


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

**MBAFT-7211: MARKETING CHANNEL**

**Objective**

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


**Suggested Readings**


   New Delhi: Thomson learning.


**MBAFT-7212: ANALYTICAL MARKETING**

**Objective**

The course will introduce multidisciplinary analytical methods that lead to better decision making in Marketing Management. The use of quantitative data such as how to use Marketing research results and tools like spreadsheet applications in Marketing will be discussed.

**Course Contents**

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

**Suggested Readings**


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

**MBAFT-7213: ADVANCED RESEARCH TECHNIQUES IN MARKETING**

**Objective**

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

**Course Contents**

Introduction to Advanced Research Techniques in marketing; Multiple Regression Analysis; Multiple Analysis of variance; Conjoint Analysis; Canonical
Correlation Analysis; Cluster Analysis; Multi Dimensional Scaling; Structure Equation Modelling; Discriminate Analysis; Logit choice model

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course
AREA – 3: OB & HRM: MBAFT- 7301 TO MBAFT-7314

MBAFT-7301: MANAGEMENT OF INDUSTRIAL RELATIONS

Objective

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

Course Contents


Suggested Readings


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

**MBAFT-7302: HUMAN RESOURCE PLANNING AND DEVELOPMENT**

**Objective**

The objective of this course is to facilitate greater understanding of the importance of systematic planning for optimal deployment and utilisation of human resources; and review some of the techniques of organisational manpower mapping, quantification human resources and HR Matrices.

**Course Contents**

Manpower Planning, Human Resource Planning and Business Environment; Defining and Drawing Manpower Systems- Stocks and Flows; Human Resource Distribution Mapping and Identifying Surplus; Downsizing Strategies- Legal and voluntary framework; Internal Mobility, Career Management and Succession Plans; Benchmarking and Calculation of man-hour FTEs in different industry sectors ; Organisational Workforce Demand Forecasting (Executive and Non-Executive Cadres); Behavioural Model of Human Resource Planning; Supply Analysis, Manpower wastage and Retention Strategies; Retirement Planning; Human Resource Audit and HR Matrices

**Suggested Readings**


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

**MBAFT-7303: MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE**

**Objective**

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

**Course Contents**

Evolution of human resources management philosophies; Environmental impact on human resources management strategies; Challenges of globalization and global markets on competitiveness; Technological change, concept and process of Innovation; Changing profile of work and its impact on employee competency; Structural, cultural and HRM implications of technological change. Performance management and career development issues.

**Suggested Readings**


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

**MBAFT- 7304: CROSS CULTURAL AND GLOBAL MANAGEMENT**

**Objective**

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

**Course Contents**

Defining and understanding culture, nationality and stereotypes; Social and Cultural concepts and their influence in international business organizations; Theoretical Approaches to cross-cultural analysis- George Murdock to Fons Trompenaars; Cross-Cultural Research and Hofstede’s Hermes Study; Ethics and Morality in International Business; Human Resource Management in Cross Cultural Context: Managing Expatriates; Entry and re-entry challenges and culture shock; Training of expatriates; Performance Evaluation; Expatriate compensation; Regulatory and legal framework for expatriates; Managing Expatriate Diversity; Communication and Negotiation in cross-cultural context; Regional and country cluster analysis

**Suggested Readings**


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

**MBAFT-7305: PERFORMANCE MANAGEMENT**

**Objective**

The objective of this course is to provide a comprehensive conceptual and practical insight into the entire cycle of performance management, including performance planning, measurement, evaluation, feedback interview, and potential assessment. The course also shall dwell in to identifying KPAs and KRAs, designing performance management system, including evaluation forms, and identifying post evaluation interventions such as training needs.

**Course Contents**

Defining Performance Management and PMS; Defining and Identifying Performance Indices: KPAs and KRAs for various job holders; Scaling and Measuring Performance levels of Individuals and Teams: Tools and Formats; Strategies to neutralise Cognitive Stereotypes and Subjectivity; Performance Review Methods: 360-Degree System, BARS, and Balanced Score Card System; Conducting Performance Feedback Sessions – Feedback Interview and Counselling; Competence Mapping and Potential Assessment; Performance Planning and Setting Performance Targets and Standards; Defining and Measuring Performance Standards in Service Sector; Designing Performance Evaluation Forms and Rating Scales; Integrating Performance Evaluation with HR systems, including Training, Rewards and Recognition, Career Progression; Evaluating Efficacy of PMS system
Suggested Readings


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

**MBAFT-7306: TRAINING AND DEVELOPMENT**

**Objective**

The objective of this course is to provide an in-depth understanding to various stages in a training process and the catalytic role of training and development in the effective functioning of an organisation. The course also facilitates the participants to learn some of the tools and techniques of training process.

**Course Contents**

Training Process: An Overview; Role of Training and Development in HRD and Organisational Effectiveness; Stakeholders in Training: Roles and Expectations; Management of Training function; Training Needs Analysis (TNA); Designing
Training Modules; Instructional Objectives and Lesson Planning; Learning Principles, Learning styles and Training Climate; Methods and techniques in Training and Development; Facilities planning, Training Aids and management of training sessions; Training Effectiveness and Evaluation- Rol approach; Action Research, OD and Training Interventions

Suggested Readings


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

MBAFT- 7307: MANAGING INTERPERSONAL AND GROUP PROCESSES

Objective

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

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

Suggested Readings


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

MBAFT- 7308: MANAGING DIVERSITY

Objective

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

Course Contents

Overview of the Diversity Challenge ;Relationship of Valuing Diversity to Organizational Issues( Conflict, Empowerment, Interpersonal Relationship, Leadership, Team Work) ;Role of Developing a Holistic Diversity Strategy; Skills required for Managing Diversity & Change ;Understanding the Impact of Cultural, Gender and other Stereotypes; Managing the Multicultural Workforce ; Sources
Dimensions of Diversity in India; Evaluating Effective Diversity Strategies & Programmes.

**Suggested Readings**


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

**MBAFT- 7309: COUNSELLING SKILLS FOR MANAGERS**

**Objective**

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

**Course Content**

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


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

**MBAFT-7310: HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS**

**Objective**

The characterization of employees as human assets has important implications for Human Resource Development (HRD) systems. Employee skills, competencies and motivation have always been critical for organizational success. However, the pace and dimensions of modern change is drawing increased attention to HRD activities. The challenges facing organizations are complex and multi dimensional. Those responsible for HRD activities in corporate world have to make informed choices about developmental strategies and systems.

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


HRD & Diversity: HRD for culturally diverse employees, Developing global managers, HRD systems for International managers. Applications of HRD: HRD Climate, HRD for managing organizational change, HRD for Workers (blue collar employees), HRD Audit

Suggested Readings


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

**MBAFT-7311: LEADERSHIP, POWER AND POLITICS**

**Objective:**

The course aims to develop an orientation for implementing complex and long-range decisions through effective leadership, power and influence. It also develops the political will, expertise and personal skills to become flexible, innovative and adaptive in dealing with parochial politics and destructive power struggles in organizations and the environment.

**Course Contents**

Understanding dynamics of Power, Influence and Organizational Politics. Intrapersonal, Interpersonal, Intergroup and Institutional power. Bases of Power and Development of Multiple Sources of Power. Impact of ideological factors, structural issues, dependency and scarcity on distribution of power. Lobbying, bargaining and negotiating to manage power dynamics within and outside the organization. Power motivation, strategy, tactics and skills to manage effectively power dynamics. Leaders and use of power. Misuse and loss of power.

**Suggested Readings:**


**MBAFT-7312: NEGOTIATION, PERSUASION AND SOCIAL INFLUENCE SKILLS**

**Objective**

The objective of this course is to help students develop their skills in effective use of different forms of influence in the decision-making process, preparing them for leadership positions. The syllabus is intended to facilitate an understanding of the structure and dynamics of negotiation and the appropriate application of persuasion strategies and influence at work and other settings.

**Course Contents**

Introduction: Social Influence processes- Persuasion and Negotiation; principles of influence; influence tactics

Negotiation: Scope, Types and Styles of negotiation; negotiation process, strategies and tactics; win-win negotiation; Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion;

Persuasion: Principles of persuasion; Persuasion Strategy; seeking and resisting compliance; Effective persuasion
Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAFT-7313: PERSONAL POWER & LEADERSHIP THROUGH ASIAN VALUES

Objective:

The objective of the course is to develop a holistic perspective towards 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 embodied in the Asian psycho-spiritual philosophies, wisdom traditions, epic literature and folklore.

Contents:


Suggested Readings


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

**MBAFT-7314: COMPENSATION MANAGEMENT**

**Objective**

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

**Courses Contents**

Economic concepts and theories for compensating human resources; minimum wages, fare wages, just wages and efficiency wages. Concept of human capital and its implications for compensating human resources. Determinants of intra and inter-industry differentials in compensation. Internal and external equity in compensation systems. Understanding of tools used in designing and implementing compensation management systems. Designing compensation for Chief Executives, senior managers, knowledge workers etc. Different

**Suggested Readings**


The list of cases and specific references including recent articles and government reports will be announced in class at the time of launching the course.
AREA – 4: PRODUCTION & OPERATIONS MANAGEMENT: MBAFT- 7401 TO MBAFT-7411

MBAFT- 7401: ADVANCED OPERATIONS MANAGEMENT

Objective
This course would help students develop an insight into the strategic aspects of operations management and acquaint them with the contemporary philosophy, approaches, decision making tools and techniques and finally enable them to apply those tools and techniques in real-life situation with a view to improving the productivity, quality, cost, delivery and overall customer satisfaction of an organization.

Course Contents

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

Suggested Readings


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

**MBAFT-7402: OPERATIONS STRATEGY**

**Objective**

The key objective of this course is to appreciate the need and role of an operations strategy particularly in view of cost, quality, flexibility and time competitiveness. Various strategic choices are analyzed in different sub-functions of operations. The operations strategies especially in the light of globalization, environmental, ethical and social concerns as also the work force diversity issues are to be focused.

**Course Contents**

Need for Operations Strategy, need for flexibility and agility, Impact of globalization on Operations Management, The Marketing link in the Operations Strategy -Role in competitive advantage, time based competitiveness and
market share. Process of designing, analysing and implementing operations’ strategies. Operations as a core competence, strategic outsourcing decisions, Strategic management of transformation processes and flow strategies, Managing innovations and new product and process development, Strategic purchasing and supply management, Strategic choices in layout and capacity planning, World Class Manufacturing Strategies, Humanistic aspects of operations strategies, Strategic quality management: TQM, Quality policy, goals, objectives and audit, Total Productivity Management, Strategic aspects of Environment Management System (EMS) and Social Accountability (SA) Standards, Leveraging IT for strategic management of Operations.

Suggested Readings


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

**MBAFT- 7403: TOTAL QUALITY MANAGEMENT**

**Objective**

The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes’ assurance to service assurance. Additional objective is to give focus on Quality Management Systems (QMS) like ISO-9001. The course would also aim to closely link management of quality with that of reliability and maintainability for total product assurance. The dimensions of quality in services in the contemporary environment are also to be emphasized.

**Course Contents**

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

**Suggested Readings**


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

**MBAFT-7404: OPERATIONS RESEARCH**

**Objective**

The course is designed to acquaint the students with the principles and techniques of Operations Research (OR) and enable them to apply the OR decision models in different functional areas of Management. Students will be exposed to relevant software packages as part of the curriculum.

**Course Contents**

Goal Programming, Dynamic Programming, Applied Queuing Models, Simulation, Specific Inventory Models under uncertainty, PERT/Cost, Project Scheduling with limited resources, Quadratic Programming, Time minimization in Distribution problems.
Suggested Readings


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

**MBAFT- 7405: ENVIRONMENT AND SAFETY MANAGEMENT**

**Objective**

The objective of this course is to enable the participants to appreciate the role of occupational safety and health at the corporate level and at work place. The course particularly focuses on importance of human factors of engineering, environment management system (EMS) and its standards, environmental auditing and use of green technologies for global competitiveness.
Course Contents

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

Suggested Readings


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

MBAFT- 7406: MODELLING IN SUPPLY CHAIN MANAGEMENT

Objective

This course is designed to acquaint the students with various decision making models and tools available for managing the supply chain at strategic level, tactical level and operational level and also to equip them to apply the same in real-life situation. Wherever possible, spreadsheet based decision modelling would be used. In addition, contemporary and relevant software would also be used as part of the course curriculum.

Course Contents

Decision models for Supply Chain (SC) performance efficiency and responsiveness: Data Envelopment Analysis (DEA); Decision models for SC network design; Tactical planning models for Supply Chain Management; Operational decision models for Supply Chain Management; Multi-echelon inventory models; Supply Chain contract and coordination; Decision models for performance evaluation of suppliers: Supply Chain Operations Reference (SCOR) Model, Analytic Hierarchy Process, Analytic Network Process; Decision models for reverse logistics and green supply chain management; Supply Chain network optimization models.

Suggested Readings


   *Designing and managing the supply chain* (3rd ed.). New Delhi: Tata 
   McGraw Hill.


   Delhi: McGraw Hill.

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

**MBAFT- 7407: DECISION MODELS AND OPTIMIZATION**

**Objective**

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

**Course Contents**

Large scale linear programming, discrete optimization models, Network models 
and Optimization, Non-Linear Programming, Analytical Hierarchy Process, Yield 
Management and Revenue Optimization. 
(The detailed course plan, text books and supplements, list of cases and details 
on grading would be announced at the start of the semester)

**Suggested Readings**

   fundamentals of management science* (2nd ed.). Dynamic Ideas.

   Scientific.


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

**MBAFT- 7408: QUANTITATIVE ANALYSIS OF RISK AND UNCERTAINTY**

**Objective**

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

**Course Contents**


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

**Suggested Readings**


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

**MBAFT-7409: PRODUCTION PLANNING AND CONTROL**

**Objective**

This course would help students develop an insight into the operational aspects of Production and Operations Management, acquaint them with various concepts and decision making tools and also enable them to apply the same in real-life situation with a view to effectively utilizing the available capacity and improving the efficiency of the production system.

**Course Contents**

Forecasting for production planning, Time-series forecasting method, Aggregate production planning, Aggregate planning strategies and methods, Master Scheduling, Job shop scheduling, Forward and backward scheduling, Sequencing of jobs through more than one work station, *Line Balancing*, Theory of Constraints, bottleneck, non-bottleneck and capacity constrained resource; drum, buffer and rope; process batch and transfer batch, Just-in-time (JIT) philosophy, building blocks/organizational elements of JIT, framework for implementation of JIT, Material Requirements Planning (MRP), Manufacturing Resources Planning (MRP II), Capacity Planning, Rough-cut capacity planning using overall factors, capacity bills, resource profiles; capacity requirements planning, Distribution Requirements Planning.

**Suggested Readings**


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

**MBAFT- 7410: SUPPLY CHAIN MANAGEMENT**

**Objective**

This course would help students develop an understanding about the strategic role of supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts, models and decision-making tools pertaining to supply chain network design, forecasting, inventory, transportation etc. and also enable them to apply the tools in real-life situation. In addition, supply chain performance evaluation model and the issues relating to strategic alliances would also be covered from supply chain perspective.

**Course Contents**

Concepts and importance of a Supply Chain (SC), Evolution of Supply Chain Management (SCM), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit, Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Network design and Operations in the Supply Chain, Demand Forecasting in a Supply Chain, The value of information, Bullwhip effect, its Causes and remedial measures, Managing inventory in SC environment: Basic and Advanced inventory models, Multi-echelon inventory models, Transportation in SC environment: Design options for a transportation network, Strategic Outsourcing
and Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management, SC performance model: SCOR model.

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

**Suggested Readings**


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

**MBAFT-7411: TECHNOLOGY, INNOVATION AND NEW PRODUCT MANAGEMENT**

**Objective**

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

**Course Contents**

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


AREA – 5: ENTREPRENEURSHIP: MBAFT- 7501 TO MBAFT-7506

MBAFT-7501: ENTREPRENEURIAL MANAGEMENT

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

Course Contents
The evolution of the concept of entrepreneurship; Entrepreneurial process and strategies: Idea Generation, Identifying opportunities and Evaluation; Building the Team/Leadership; Business Plan/ Business Models; Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship.

Suggested Readings


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

**MBAFT-7502: ENTREPRENEURSHIP, CREATIVITY AND INNOVATION**

**Objective**

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

**Course Contents**

Entrepreneurship and the Entrepreneurial process; The Entrepreneurial Perspective; Stimulating Creativity; Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity; Corporate Entrepreneurship.

**Suggested Readings**


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

**MBAFT-7503: SOCIAL ENTREPRENEURSHIP**

**Objective**

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

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Nonprofits Organization; Financing and Risks; Business Plan for a Social Venture; Competition, Measuring and Managing Performance; Business Strategies and Scaling up. For Profit Social Venture Models; Scope of Social Entrepreneurship.

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAFT-7504: FAMILY BUSINESS AND ENTREPRENEURSHIP

Objective

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

Course Contents

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

Suggested Readings


MBAFT-7505: FINANCING THE ENTREPRENEURIAL BUSINESS

Objective

This course is designed to introduce the students to the issues and practices of financing entrepreneurial businesses.

Course Contents

Valuation techniques; Raising equity capital; Pricing and structuring financings; Multiple rounds of financing & preserving one’s equity; Venture capital as a business; Investor considerations and pitfalls; Exiting – IPOs, trade sales and related transactions; Non financial factors affecting valuation.

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAFT-7506: MANAGING THE GROWING BUSINESS

Objective

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

Course Contents

Barriers to growth and strategies to overcome them; Finance for entrepreneurs – including cash management, funding growth; Stakeholder perspectives in a growing business; Non-organic growth – e.g. roll-ups, buy/sell businesses; Organising for growth; Growth models, adaptation and evolution and managing transitions.

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
AREA – 6: INFORMATION TECHNOLOGY MANAGEMENT: MBAFT-7601 TO MBAFT-7609

MBAFT-7601: MANAGING E-BUSINESS

Objective

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

Course Contents


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.


Indian e-Commerce Scenario; IT Act; Indian Convergence Bill; Cyber Appellate and PKI.


Suggested Readings


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

**MBAFT-7602: BUSINESS PROCESS RE-ENGINEERING**

**Objective**

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

**Course Contents**


Suggested Readings


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

**MBAFT-7603: SYSTEM ANALYSIS AND DESIGN**

**Objective**

This course is designed to equip participants with tools and techniques for undertaking Analysis and Design of computer based commercial data processing systems. The course also includes discussion on various aspects of software project management.
Course Contents

Business Systems Concept; Information System Building Blocks; Systems Development Life Cycle; Project Selection; Feasibility Study. Tools for analysis and design of business systems; Methodologies available; Need for structured techniques; structured techniques available and their relevance for SDLC.


Suggested Readings


MBAFT-7604: STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Objective

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

Course Contents

Technology trends and models for management of information technology; Information Systems Strategy Formulation; CSF/KPI Theory; IT Architecture Planning; Open Source Architecture; Leadership in Information Technology; Information Systems Management Issues; National Information Infrastructure; Digital Signatures and Certifications; Strategic Information Systems Planning; Learning Organizations; Outsourcing IT Function; IT for Strategic Alliances; Organizational Transformation thru IT; CRM/SCM; Data Warehousing, Knowledge Management; Business Intelligence; Learning from Indian Successes and Failures.

Suggested Readings


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


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

**MBAFT-7605: DATABASE MANAGEMENT SYSTEMS**

**Objective**

This course is designed to introduce the participants to the theoretical fundamentals of relational database design for business applications in organizations. The course aims at providing the participants an opportunity to study the hands-on implementation of a database in corporate environment.

**Course Contents**


Distributed Data Base Systems; On-line Data Bases; Object Oriented Data Bases. Managerial Issues related to Data Base Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Re-organization Problems; Implementation and Maintenance Issues; Data Base Administration. Contemporary issues in management of Databases. Data base Security and Disaster Recovery Strategies.
Suggested Readings


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

**MBAFT-7606: KNOWLEDGE MANAGEMENT**

**Objective**

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

**Course Contents**

Introduction to Knowledge Management & Knowledge Engineering. History of Knowledge Management; Process of Knowledge Management - creating, capturing and storing knowledge; combining, transferring and distributing knowledge. Knowledge Economy.

Knowledge Management and information technology. Role of Knowledge Management in Governance; Social Networking; Intellectual Capital Management.

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAFT-7607: MANAGING IT-ENABLED SERVICES

Objective

This course is designed to introduce the participants to the newly emerging area of IT enabled services and how these are transforming the entire society. Students would be expected to undertake extensive field work on role of IT in reshaping the Services Sector.

Contents


Suggested Readings


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

**MBAFT-7608: NETWORK OPERATIONS, MANAGEMENT & SECURITY**

**Objective**

This course is designed to familiarize the participants with the fundamentals of computer networking and emerging security needs. The course aims at providing the participants an opportunity to appreciate network operations issues and concerns.

**Course Contents**

Computer Network Systems; Network Communication Hardware/Software; Network Processing Strategies; Enterprise Wide Computing; Wireless and Mobile Networks; Business Value of Networks; Business Applications of Networks; Networks for competitive advantage; Electronic Data Interchange – EDI; Security & Privacy Issues; Digital Signatures; Certifying Authority; Legal issues of e-Commerce. Extranets/Intranets – Applications.

Introduction to Computer Networks and Threats; Network Architecture and protocols; Different layers of Protocols and Security; Web Security and Remote Access Security; Digital Certificates and Public-Key Infrastructures. Secure Data Dissemination; Comparison the Security Architectures of various available platforms.

**Suggested Readings**


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

**MBAFT-7609: BUSINESS INTELLIGENCE**

**Objective**

This course is designed to familiarize the participants with the emerging domain of managing businesses through data resource management and business intelligence. The participants would be expected to study availability and implementation of various business intelligence solutions.

**Course Contents**


Data Warehousing, Data Mining and OLAP Systems. Designing Data Warehousing Systems; Data Warehousing Investments; Metaphysical Concepts in Data Warehousing; Distributed Databases and Data Warehousing; Managing Data Warehousing Projects. Data Cleaning and Legacy Systems; Business Performance Management.

Data Mining for Decision Making; Spatial Data Mining Methods; Benchmarking Data Mining Algorithms; Data Mining for Market Segmentation and Customer Relationship Management; Fuzzy Sets and Knowledge Management in business intelligence. Neural Networks for data mining.
Suggested Readings


AREA – 7: SERVICES MANAGEMENT: MBAFT-7701 TO MBAFT-7709

MBAFT-7701: MANAGEMENT OF NGOS

Objective

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

Course Contents


Suggested Readings


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

**MBAFT-7702: TOURISM MARKETING**

**Objective**

This course is designed to provide an overview of the tourism with particular emphasis on Marketing and Promotion of Tourism.

**Course Contents**

Development of Tourism in India: Characteristics of Modern Tourism and Tourist Behaviour: Economics of Leisure and Tourism; Tourism Impact Assessment; Sustainable Tourism Activities; Tourism Products: Natural Attractions & Eco Tourism Cultural Attractions, Conventions, Incentives, Sports & Adventure, Life Style Tourism, Ethnic Roots Tourism, Theme Parks; Tourist Product Life Cycle;
Tourism Agencies (Civil Aviation, Railways, Surface Transportation, External Affairs, Forest and Archaeological Survey of India, etc.), National Trade Organization (TAAI, IATO, FHRAI etc.), and International Organizations (WTO, PATA, ASTA, UFTAA, ICAO, IATA, etc.).

Tourism Marketing: Concepts and Importance; Tourism Marketing Mix; Tourism Pricing: Methods of Pricing; Tourism Promotion; Advertising Costs; Steps in Planning Promotional Campaign; Tourist Publicity: Key Success Factors; Measuring Marketing Effectiveness; Global Trends and Cases from different Countries on Best Practices of Tourism Marketing Activities.

Suggested Readings


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

**MBAFT-7703: TRANSPORTATION MANAGEMENT**

**Objective**

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

**Course Contents**

Significance of Transport as an activity: Airlines, Surface, Railways Ships and Water Transport; Forms of Transport Regulations and Limitation, Transport Network: Government and Private Sector Activities.

Metropolitan Transportation Systems: Planning, Operation and Management; Trip Generation and Distribution; Load Planning; Transportation Modes and their Selection.

Travel Demand Forecasting Models, Destination Management; Structure and Functions of Travel agencies and Tour operators; Transport Marketing: Airline, Railways, Roadways, Containers, Port and Shipping Services. Pricing & Tariff Strategies. Multimode Transportation services; Courier Services; Travel Formalities.

Global Trends and Best Practices in Different Types of Transportation systems. Role of IT and Transportation Management.
Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAFT- 7704: HOSPITALITY MARKETING

Objective

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

Course Contents


Suggested Readings


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

**MBAFT-7705: HOSPITALITY OPERATIONS MANAGEMENT**

**Objective**

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

**Course Contents**


**Suggested Readings**


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

**MBAFT-7706: CIVIL AVIATION MANAGEMENT**

**Objective**

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

**Course Contents**

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

**Suggested Readings**


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

**MBAFT-7707: AIRPORT MANAGEMENT**

**Objective**

The objective of this course is to acquaint the participants with the commercial aspects of airport management, marketing of airports, the role of facilitation, the
need to generate airport revenue, and to prepare a business plan. Participants will also be acquainted with issues related to design and planning of airports.

**Course Contents**

Importance of Air Transport in the economy of the country; International Aviation Law: Meaning and Concept of Commercial Management; Worldwide Trends in Commercial management of Airports; The Changing Nature of Airport. Airport System,

Airport Planning, Airport Requirements and Site Selection, Airport Layout and Land- use Plans. Terminal Area and Airport Access Plans, Airport Capacity and Delays ,Airport Economics and Performance Benchmarking, Service Quality and Measurement, Concepts of Marketing of Airports; Approaches to Airport Revenue Generation; ICAO Principles, Guidelines and Documents on Airport Charges, Revenue Generation;, Facilitation etc; Method of Costing of Airport Facilities; Comparison of Airport Charges and Fixation of Airport Charges; Concepts of Concessions, Licenses, Leases, Contracts and Agreements, Planning and Selection of Non-aeronautical activities; Setting Rental Charges and deciding on the procedure for awarding contracts; Airport Pavement Maintenance; Airport Terminal Management; Airport Electrical and Mechanical installations and maintenance; Handling and Processing of Dangerous Goods; Bird Hazard Control Management. The Business Plan of an Airport.

**Suggested Readings**

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

MBAFT-7708: SERVICE OPERATIONS MANAGEMENT

Objective

The objective of this course is to acquaint the participants with decision making in planning, design, delivery, quality, maintenance and scheduling of service operations on a global basis. The participants are also expected to appreciate the role of service quality and supply chain in emerging service economy of India in relation to international business environment and global benchmarks.

Course Contents

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

Suggested Readings


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

MBAFT-7709: TOTAL SERVICE QUALITY MANAGEMENT

Objective:

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

Contents:

Concept of Total Quality (TQ) in Services; Determinants of Service Quality; Components of TQ Loop; Elements of a TQM System; Developing Service Quality Culture and Ethics: Trust, Values, Integrity and Responsibility; Quality Policy and Organisation; Service Quality Costs, Design for Quality, Failsafing, Service Quality Deployment, Benchmarking, Q-7 and new Q-7 Tools; Assessment of Customer feedback and Satisfaction, Walk-Through Audit, Use of scales like SERVQUAL and LODGESERVE; Service Quality Gaps Analysis; Customer Value Analysis; Human aspects of Service Quality; Total Employee Involvement and Empowerment; Suggestion System; Benchmarking; Implementing Service Quality: Complaints Handling and Service Recovery;
Unconditional Service Guarantee and Refunds, Integrating Service Quality with Environment, Safety and Supply Chain; Total Service Quality Management Systems; Assessment, Accreditation and Audits. Exemplary case studies in implementation of Service Quality in Indian context with global benchmarks e.g. in health care, hospitality and education sectors.

Suggested Readings:


2. All India Institute of Medical Sciences (2000). Proceedings of national convention on quality criteria for Indian hospitals, New Delhi:


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

**AREA - 8: CONTEMPORARY ISSUES: MBAFT-7801 TO MBAFT-7803**

Before the beginning of an academic year a maximum number of three courses in all on contemporary issues may be announced by faculty members as optional courses to be offered during the coming academic year under notification to the University of Delhi.

MBAFT-3801:
MBAFT-3802:
MBAFT-3803: