MASTER OF BUSINESS ADMINISTRATION EXECUTIVE) &
MASTER OF BUSINESS ADMINISTRATION EXECUTIVE)
HEALTH CARE ADMINISTRATION
(EVENING PROGRAMMES)

RULES, REGULATIONS AND COURSE CONTENTS

FACULTY OF MANAGEMENT STUDIES
UNIVERSITY OF DELHI
DELHI – 110007
2012
RULES, REGULATIONS AND COURSES
AFFILIATION

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

THE PROGRAMME STRUCTURE

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

Table 1

<table>
<thead>
<tr>
<th></th>
<th>Semester - Odd</th>
<th>Semester - Even</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part I</td>
<td>First Year</td>
<td>Semester - 1</td>
</tr>
<tr>
<td>Part II</td>
<td>Second Year</td>
<td>Semester - 2</td>
</tr>
<tr>
<td></td>
<td>Semester - 3</td>
<td>Semester - 4</td>
</tr>
</tbody>
</table>

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

Table 2

<table>
<thead>
<tr>
<th>MBA-Executive &amp; MBA-Executive (Health Care Administration)</th>
<th>First &amp; Third Semesters</th>
<th>Second &amp; Fourth Semesters</th>
<th>Total Number of Courses</th>
<th>Total Number of Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Core Courses</td>
<td>Elective Courses</td>
<td>Core Courses</td>
<td>Elective Courses</td>
</tr>
<tr>
<td>1st Year</td>
<td>7</td>
<td>0</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>2nd Year</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>4</td>
<td>9</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 3

<table>
<thead>
<tr>
<th></th>
<th>Total Number of Core Courses</th>
<th>Total Number of Elective Courses</th>
<th>Total Number of Courses</th>
<th>Number of Weeks per Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Core Courses</td>
<td>19</td>
<td>9</td>
<td>28</td>
<td>16</td>
</tr>
<tr>
<td>Total Number of Elective Courses</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Number of Courses</td>
<td>28</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Weeks per Semester</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Number of Contact Hours per Course per Week | 2.5
---|---
Total Number of Hours per Course | 40
Total Number of Contact Hours | 1120 Hrs

**Notes:**

i. As given in Table 3, each candidate will be required to choose 4 and 5 elective courses in the 3rd and 4th semesters of the MBA-Executive and MBA-Executive (HCA) programmes respectively. In the 4th semester, a candidate may choose to undertake a Project Study in place of one elective course. Thus, the candidate would have a choice to undertake either an elective or a Project Study. Each course, including Project Study, will be of 100 marks.

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

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

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

**PART I: FIRST YEAR**

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

**Semester -1**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAEX 8101</td>
<td>Organizational Behaviour &amp; Managing Transitions</td>
</tr>
<tr>
<td>MBAEX 8102</td>
<td>Quantitative Methods for Management</td>
</tr>
<tr>
<td>MBAEX 8103</td>
<td>Managerial Economics</td>
</tr>
<tr>
<td>MBAEX 8104</td>
<td>Accounting for Managerial Decisions</td>
</tr>
<tr>
<td>MBAEX 8105</td>
<td>Marketing Management</td>
</tr>
<tr>
<td>MBAEX 8106</td>
<td>Managerial Finance</td>
</tr>
<tr>
<td>MBAEX 8107</td>
<td>Managing Information Technology for Organisations</td>
</tr>
</tbody>
</table>

**Semester -2**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAEX 8201</td>
<td>Human Resource Management</td>
</tr>
</tbody>
</table>
PART II: SECOND YEAR

Admission to Part-II Second Year of the programme shall be open to only those students who have successfully cleared at least 10 papers out of the 14 papers offered during First Year of the programme, comprising of 1st and 2nd Semesters taken together.

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

Semester - 3

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

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

Semester  4

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

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

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

A candidate may take Project Study (MBAEX-9906) as one of the elective papers.
LIST OF ELECTIVE COURSES (MBA-Executive)

AREA -1: FINANCE

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

AREA - 2: MARKETING

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

AREA - 3: STRATEGY & LEADERSHIP

MBAEX-9301  Strategic Analysis
MBAEX-9302  Managing Diversity
Faculty of Management Studies, University of Delhi

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

AREA - 4: PRODUCTION & OPERATIONS MANAGEMENT

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

AREA - 5: ENTREPRENEURSHIP

MBAEX-9501 Entrepreneurial Management
MBAEX-9502 Entrepreneurship, Creativity and Innovation
MBAEX-9503 Social Entrepreneurship
MBAEX-9504 Family Business and Entrepreneurship
MBAEX-9505 Financing the Entrepreneurial Business
MBAEX-9506 Managing the Growing Business
MBAEX-9507  Micro Finance & Entrepreneurship
MBAEX-9508  Venture Financing & Entrepreneurship
MBAEX-9509  Managing Marketing of Small & Medium Enterprises
MBAEX-9510  Corporate Entrepreneurship

AREA - 6: INFORMATION TECHNOLOGY MANAGEMENT

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

AREA - 7: SERVICES MANAGEMENT

MBAEX-9701  Management of Non-Profit Organisations
MBAEX-9702  Global Environment of Service Sector
MBAEX-9703  Transportation Management
MBAEX-9704  Hospitality Marketing
MBAEX-9705  Hospitality Operations Management
MBAEX-9706  Civil Aviation Management
MBAEX-9707  Total Service Quality Management
LIST OF ELECTIVE COURSES (MBA-Executive Health Care Administration)

AREA - 8: HEALTH CARE ADMINISTRATION

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

AREA - 9: CONTEMPORARY Courses*

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

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

MBAEX-9906 Project Study

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

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

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

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

1. Each of the three components mentioned against A, B and C shall carry at least five marks but the total marks under each of these three components shall not exceed ten.

2. Class attendance shall have five marks, and the allocation of marks shall be as under:
   - 71% - 80%   2 Marks
   - 81% - 90%   3 Marks
   - 91% - 99%   4 Marks
   - 100%    5 Marks

3. Students who fail to secure a minimum of 40% internal assessment marks, which is required to pass a course, shall be given another chance for remedial within two weeks of the last date of the dispersal of the classes of the said semester. However, such students will not be awarded more than 60% marks in the internal assessment in that/ those course(s).

4. The internal assessment marks should be submitted in a columnarised form, and before submitting to the Dean’s office, the same may be shown to the students for clarifications/ errors, if any.

The scheme of evaluation of elective paper - MBAEX-9906 Project Study shall be as follows:
(a) The elective paper Project Study shall commence from the fourth semester and report shall be submitted towards the end of the fourth semester.
(b) The written part of the Project Study shall account for 70 marks and the viva-voce to be conducted by a duly constituted examination board for 30 marks.

Pass Percentage

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

Numeric Scores

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

Submission of Marks and Declaration of Result

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

Division Criteria

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

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

Re-Examination

A candidate who has secured the minimum marks to pass each paper but has not secured the minimum marks to pass in aggregate (45%) or has secured the minimum marks in aggregate but has not secured the minimum 40% marks in the semester-end examination in any paper, may take re-examination in that/those paper/s in order to be able to secure the minimum marks prescribed to pass the semester, any time during the span period of the programme. A student shall be allowed to re-appear in any paper in any of the semesters. However, the total number of attempts in a paper shall not exceed more than four during the span period of the programme.
Special Provision: A special chance will be given to students who fail in Semester-4, Part-II, to re-appear in a maximum of two papers of Part-II in the month of August/September immediately after the declaration of Final Semester results so as to enable them to clear the remaining papers of Semester-4 at an early date.

SPAN PERIOD

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

ATTENDANCE

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

SEMESTER - 1: MBAEX-8101 to MBAEX-8107

MBAEX-8101: ORGANIZATIONAL BEHAVIOUR & MANAGING TRANSITIONS

Objective

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

Course Contents

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

Suggested Readings


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

**MBAEX 8102: QUANTITATIVE METHODS FOR MANAGEMENT**

**Objective**

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

**Course Contents**

Collection and presentation of data, Descriptive statistics; Probability, Probability distribution; Sampling, sampling distributions, confidence interval estimation; Introduction of hypothesis testing, z, t, F and chi-square tests; Analysis of variance, Correlation and Regression; Nature and scope of Operations Research/Management Science; Linear Programming (LP): Model formulation, Concept of solution of LP problem using graphical method, Solving LP problem using spreadsheet, Concept of duality and complimentary slackness, Sensitivity analysis (use of spreadsheet recommended), Application of linear programming: Transportation and trans-shipment problems, Assignment problems.
MBAEX- 8103: MANAGERIAL ECONOMICS

Objective

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

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

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAEX- 8104: ACCOUNTING FOR MANAGERIAL DECISIONS

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

Course Contents

Suggested Readings
MBAEX-8105: MARKETING MANAGEMENT

Objective

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

Course Contents


Suggested Readings


MBAEX-8106: MANAGERIAL FINANCE

Objective

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

Course Contents


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.

MBAEX-8107: INFORMATION TECHNOLOGY

Objective

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

Course Contents

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


Semester 2

MBAEX- 8201: HUMAN RESOURCE MANAGEMENT

Objective

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

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

Suggested Readings


* To be indicated during the introductory session.
List of cases and other specific references will be announced by the instructor at the time of launching the course.

MBAEX- 8202: OPERATIONS MANAGEMENT FOR EXECUTIVES

Objective

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

Course Contents

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

Suggested Readings


MBAEX-8203: ECONOMIC ENVIRONMENT OF BUSINESS

Objective

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

Course Contents

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.

MBAEX-8204: STRATEGIC FINANCIAL MANAGEMENT

Objective

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

Course Contents

Formulation of Financial Strategy: Identify an organization's objectives in financial terms; evaluate the attainment of an organization’s financial objectives; evaluate current and forecast performance taking account of potential variations in economic and business factors; evaluate alternative financial strategies for an organization taking account of external assessment of the organization by financiers and other stakeholders, including likely changes to such assessment in the light of developments in reporting; analyzing complex investment decisions, risk analysis in capital budgeting – project selection under risk, sensitivity analysis, APV method, Real Options and Decision Trees, Investment strategy and process – understanding options, valuing options, strategic real options, The abandonment option, The timing option, Market efficiency and Financing decisions – patterns of corporate
financing, raising long term finance, Financing and valuation – lessons of market efficiency, costs of financial distress, the pecking order of financing choices; Mergers, Control and Corporate Governance – Motives and Mechanics of a merger, Takeover battles, Leveraged Buyouts, Conglomerates, Bankruptcy, Deal structuring, Corporate Governance and Legal structure, ESOPs, Joint Ventures in business strategy, International mergers and restructuring, performance measurement and balanced scorecard.

Leasing, Hire purchase and Project Financing, Hybrid Financing.


**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.
MBAEX- 8205: MARKETING RESEARCH

Objective

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

Course Contents


Suggested Readings


MBAEX-8206: BUSINESS COMMUNICATION

Objective

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

Course Contents


Suggested Readings


MBAEX-8207: DELIVERING INFORMATION SERVICES

Objective

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

Course Contents


Suggested Readings

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.
MBAEX-8302 STRATEGIC MANAGEMENT

Objective

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

Course Contents

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

Suggested Readings


The list of cases and specific references including recent papers and articles will be announced in the class at the time of course launch.
MBAEX-8303 SUSTAINABLE BUSINESS & DEVELOPMENT

Objective

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

Course Contents

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

Suggested Readings

Objective

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

Course Contents

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

Suggesting Readings


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

**MBAEX-8402 LEGAL ENVIRONMENT OF BUSINESS**

**Objective**

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

**Course Contents**

The objectives, basic provisions and issues relating to the following:
Suggested Readings

ELECTIVE COURSES
MBAEX-9101: FINANCIAL DECISION ANALYSIS

Objective

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

Course Contents


Application Software: Eviews, SPSS.

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.
MBAEX-9102: SECURITY ANALYSIS

Objective

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

Course Contents


Suggested Readings

MBAEX-9103: FINANCIAL MARKETS & INVESTMENT MANAGEMENT

Objective

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

Course Contents


Suggested Readings


MBAEX-9104: PORTFOLIO MANAGEMENT

Objective

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

Course Contents


Suggested Readings


MBAEX-9105: MULTINATIONAL BUSINESS FINANCE
Objective

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

Course Contents


Suggested Readings

MBAEX-9106: MERCHANT BANKING & FINANCIAL SERVICES

Objective

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

Course Contents

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

Suggested Readings


MBAEX-9107: MANAGEMENT CONTROL SYSTEMS

Objective

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

Course Contents


Suggested Readings

gage Learning.


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

**MBAEX-9108: CORPORATE TAX PLANNING**

**Objective**

The course is designed to allow students to gain knowledge related to understanding the latest provisions of the Indian Corporate tax laws and related judicial pronouncements having implications for various aspects of corporate planning with a view to derive legitimate tax benefits permissible under the law. Efforts will be made to enable the students to find useful application of the knowledge gained in taking different financial/managerial decisions after taking into consideration the impact of corporate tax laws.

**Course Contents**

Income Tax Law: Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status, scope of total income on the basis of residential status Computation of income under different heads Salaries Profits and gains of business or profession Capital gains Total income and tax computation - and set-off and carry forward of losses Deductions from gross total income; Preparation of return of income manually as well as through software Advance payment of tax, Tax deduction at source, e-TDS return/return of TDS and assessment; Corporate Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management; Computation of taxable income and tax liability of companies: Concept and application of Minimum Alternate Tax; Carry forward and set 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.

**MBAEX-9109: Derivatives and Risk Management**

**Objective**

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

Course Contents


Suggested Readings


MBAEX-9110: FIXED INCOME SECURITIES

Objective

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

Course Contents

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

Suggested Readings

MBAEX-9111: FINANCIAL MODELLING & BUSINESS FORECASTING

Objective

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

Course Contents

Econometric Methods for Finance: Objective behind building of econometric models, micro and macro models. General Linear Model: Assumptions, least squares estimation, BLUE, confidence intervals for unknown parameters, prediction, linear restrictions, multi-collinearity, 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.

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.

MBAEX-9112: PRIVATE EQUITY & VENTURE CAPITAL

Objective

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

Course Contents

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

Suggested Readings

2. Bare acts SEBI and FEMA latest editions SEBI Regulations from SEBI website.
MBAEX-9113: BEHAVIOURAL FINANCE

Objective

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

Course Contents


Suggested Readings

MBAEX-9114: PERSONAL INVESTING

Objective

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

Course Contents

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

Software: Eviews, Excel.

Suggested Readings

MBAEX-9115: COMMODITY MARKETS

Objective

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

Course Contents

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

Suggested Readings


**MBAEX-9116: WORKING CAPITAL MANAGEMENT**

**Objective**

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

**Course Contents**

Concept of Working Capital Management; Levels of Working Capital Investment; Profitability Versus Risk Tradeoff for Alternative Levels of Working Capital Investment; Optimal Level of Working Capital Investment; Proportions of Short-term and Long-term Financing; Profitability Versus Risk Tradeoff for Alternative Financing Strategies; Cash Management Systems: Motives for Holding Cash and Marketable Securities; The Cash System; Managing the Cash Flow; Collection System; Collection System Costs; Types of Collection Systems; Cash Concentration Systems; Disbursement Systems; Disbursement Tools; Investment in Marketable Securities; Forecasting Cash Flows; Methods of Financial Forecasting; Sources of Uncertainty in Cash Forecasting; Hedging Cash Balance Uncertainties; Corporate Liquidity and Financial Flexibility; Cash Management Optimization Models: The Baumol Model; The Beranek Model; The Miller-Orr Model; The Stone Model; Optimization Models for Short-term Investments in Perspective; Receivables Management: Trade Credit; Determining the Appropriate Receivable Policy; Receivables Management: Credit Granting Decisions; Sources of Credit Information; Credit Granting to Marginal Accounts; Heuristic approach; Discriminant analysis; Sequential Decision Analysis; Monitoring Accounts Receivables; Payables Management and Instruments of Short-term Financing; Inventory Management; Inventory Control Models; Programming Working Capital Management; Planning Working Capital with Multiple Objectives in a Programming structure; Application of GP to Working Capital Management; Mathematical Formation of the GP Problem; Integrating Working Capital and Capital Investment Processes; Working Capital as an Investment; Money Market in India; Money Market Instruments; Changing
Monetary Policy Paradigm; Managing Liquidity and Capital Flows; Money Market Price and Rates; The Term Structure of Interest Rates and the Yield Curve; YTM Vs. ZCYC; Shape of the Yield Curves; Working Capital Control and Banking Policy; Electronic Trading (ET) and Banking; Instruments of the International Money Market; Foreign Exchange Market; International Banking; Short-term Investment Portfolio Strategy; Assessing the Riskiness of Bank’s Foreign Claims; Managing Short-term International Financial Transactions.

Suggested Readings

AREA - 2: MARKETING

MBAEX-9201 Consumer Behaviour

Objective

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

Course Contents

Marketing success and failure and consumer behaviour: manager and consumer perspectives, strategy consistency and inconsistency; Consumer behavior models: Mapping consumer’s mind, deterministic and probabilistic approaches, Howard and Sheth, Nicosia and Engle and Blackwell model; Consumer involvement: perceived risk, antecedents and consequences; Consumer decision making: psychology of simplification, elaborate to routine buying; Habit: loyalty, inertia and strategic implications for incumbent and entrant consumer perception and knowledge: categorization process and discrimination; Consumer learning: connectionist and non-connectionist approaches; Motivation and drive: theories and means and end chain; Personality and self-concept influence: consistency hypothesis, creating aspiration brand ;Demographic and psychographic segmentation: life style and psychographics; Reference group influence: categories and types of influence; Consumer culture: values and orientation, sub-culture, social class ;Family decision making: decision making unit, roles and influence, types of decisions.

Suggested Readings

MBAEX-9202 ADVERTISING MANAGEMENT

Course Objective

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

Course Contents


Suggested Readings

MBAEX-9203  COMPETITIVE MARKETING

Objective

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

Course Contents

Introduction to the competitive marketing strategies: Understanding the competitor, Outwitting, outmaneuvering and outsmarting the competition; Competitor learning, Competitor analysis: Marketplace strategy – Scope, posture and goals, Competitive strategic analysis: Activity/value chain, Alliances, Networks, Capabilities and competencies, Assets and Assumptions, Growth Strategies: Competitive market strategies for emerging industries, strategies for mature and declining brands and fragmented industries, Projecting the Competitor’s Future Marketplace strategies, Marketing warfare strategies: Market leader strategies, market challenger strategies, market nicher strategies, Portfolio Analysis – PLC, Portfolio Matrix, Porter’s Strategies Framework, Designing and Managing value networks and marketing channels – channel design decisions, channel management decisions, channel dynamics, Managing Integrated marketing communication, Managing Advertising, sales promotion, public relations and Direct marketing.

Suggested Readings

MBAEX-9204: BUSINESS MARKETING

Objective

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

Course Contents


Suggested Readings

Objective

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

Course Contents


Suggested Readings


**MBAEX-9206 SERVICES MARKETING**

**Objective**

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

**Course Contents**

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

**Suggested Readings**


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

MBAEX-9207  SALES PROMOTION MANAGEMENT

Objective

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

Course Contents


Suggested Readings


MBAEX-9208 BRAND MANAGEMENT

Objective

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

Course Contents

Branding context: assets and the asset, concept of value, brand and marketing matrix; Brand meaning: brand image and personality, brand and product; Brand Planning: brand vision and visioning process, business of brand; Brand audit: brand reality check and brand appraisal; Brand positioning; choice of context, party and differentiation, repositioning; Brand equity: brand assets and liabilities, equity creation and management; Leverage: concept of stretch, line and brand extensions: type of extensions, Branding strategies; portfolio decisions, optimal portfolio, portfolio structure; Brand naming decisions: names and meaning, semiotic analysis, semantic name and creation; Brand concept management: functional, symbolic and experiential brands; managing brand over time: revitalization decisions; Brand valuation: valuation process and methods; Branding across categories: commodity, industrial, service and consumer products; Branding across markets: geographies and cultures. Branding in special areas such as sports, political, social cause and digital entertainment.
MBAEX-9209  INTERNET MARKETING

Objective

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

Course Contents


Suggested Readings


MBAEX-9210 RETAILING MANAGEMENT

Objective

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

Course Contents


Suggested Readings


MBAEX-9211    Marketing Channel

Objective

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

Course Content

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

Suggested Readings

MBAEX-9212  Analytical Marketing

Objective

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

Course Contents

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

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

Suggested Readings


The detailed course outline, reading list and grading scheme will be announced at the beginning of the semester.
MBAEX-9213 Advanced Research Techniques in Marketing

Objective

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

Course Contents

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

Suggested Readings

MBAEX- 9301: STRATEGIC ANALYSIS

Objective

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

Course Contents

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

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

Suggested Readings

MBAEX- 9302: MANAGING DIVERSITY

Objective

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

Course Contents

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

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAEX- 9303: CROSS CULTURAL AND GLOBAL MANAGEMENT

Objective

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

Course Contents

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

Suggested Readings

MBAEX-9304 PERFORMANCE MANAGEMENT & TRAINING INTERVENTION

Objective

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

Course Contents

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

Suggested Readings


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

MBAEX- 9305: COUNSELLING SKILLS FOR MANAGERS

Objective

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

Course Contents

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


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

MBAEX-9306: CHANGE & INTERVENTION STRATEGIES

Objective

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

Course Contents

Organizational effectiveness and excellence, measures and perspectives of organizational effectiveness; Perspectives on Organizational Change –Theoretical frameworks and Models of organizational transition, Planned, emergent, Episodic & continuous change; Difference between Organizational Change and Organizational Development - Concept, strategic dimensions and features of OD; Triggers for OD; Relevance of OD techniques in contemporary times. Factors and Drivers of change—Environmental scanning, competitive intelligence; Diagnosis of need for change - OD models and strategic tools of assessment; Restructuring organizations- Techniques of restructuring- new organizational designs, role of critical success factors in organizational design, HRIS and Organizational design, Organizational culture and design, Change Management Strategies- Kotter's model, Lewin's model of change, Planned model of change, role of change agent; Change & Leader-
ship- Strategic Leadership for change, cultural issues, Empowerment; Implementation of Change – Process, challenges and issues. Organizational development tools; Change and Human resource interventions - Management during Mergers and Acquisitions and management of IR in the context of change ;Resistance to change- reasons for resistance to change, management of organizational resistance ;Strategies for Communication of Change; Consolidation of Change & Prevention of failure of change.

Suggested Readings


MBAEX- 9307: MANAGING INTERPERSONAL AND GROUP PROCESSES

Objective

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

Course Contents

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

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
MBAEX- 9308: INDUSTRIAL RELATIONS

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

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

Suggested Readings

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAEX- 9309: COMPETITIVE STRATEGY

Objective

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

Course Contents

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

Suggested Readings

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

**MBAEX- 9310: LEARNING ORGANIZATION**

**Objective**

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

**Course Contents**

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

**Suggested Readings**

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

Objective

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

Course Contents

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

Suggested Readings


MBAEX- 9312: POWER, POLITICS & ORGANIZATIONAL DECISION MAKING

Objective

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

Course Contents

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

Suggested Readings


MBAEX – 9313: ORGANIZATIONAL THEORIES: STRUCTURE & DESIGN

Objectives

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

Course Contents

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

Suggested Readings

MBAEX–9314: PERSONAL POWER & LEADERSHIP THROUGH ASIAN VALUES

Objective

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

Course Contents

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

**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.
MBAEX-9315  NEGOTIATION, PERSUASION & SOCIAL INFLUENCE SKILLS

Objective

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

Course Contents

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

Suggested Readings

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

MBAEX-9316 MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Objective

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

Course Contents

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

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAEX-9317  HUMAN RESOURCE DEVELOPMENT: STRATEGIES & SYSTEMS

Objective

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

Course Contents


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.

MBAEX-9318 COMPENSATION AND REWARDS MANAGEMENT

Objective

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

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

Suggested Readings


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

MBAEX-9319 CAREER MANAGEMENT

Objective

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

Course Contents

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

Suggested Readings


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

**MBAEX-9320 MANAGEMENT DEVELOPMENT**

**Objective**

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

**Course Contents**

Field of HRD: Definition, Objectives and Functions of HRD Professionals; Open Systems Theory Perspective for Training; Strategic Planning Approach; Organizational Environment and Training-Principles of Learning: Learning and Behaviour, Teaching/ Learning Debate, Training and / or Development ; Management Development- Perspectives, MD and management education, pitfalls, continuing need, need for effective MD, MD Policy and Committees; Planning the strategies and Programme to reach MD objectives; Training Methodology. An overview of the training process; Management Effectiveness Audit and Management Inventory : Training needs Assessment and Training objectives; Designing training for effective learning; Methods of MD including Training for Human Relations, leadership, Team Work, Communication and creativity; conduction of MD Programme-Role
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.
MBAEX-9401 Management Science for Executives

Objective

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

Course Contents

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

Suggested Readings


The detailed course plan, text books and supplements, list of cases and details on grading would be announced at the start of the semester.
MBAEX-9402 Operations Strategy

Objective

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

Course Contents

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

Suggested Readings

MBAEX-9403 TOTAL QUALITY MANAGEMENT

Objective

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

Course Contents

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

Suggested Readings


Journals

1. Quality Progress.

2. TQM Journal (The erstwhile TQM Magazine)

MBAEX-9404 World Class Manufacturing

Objective

The course is designed to help executive students develop an insight into the advanced operations and manufacturing practices prevalent across the globe. The students will also develop an understanding about the applicability of the world class manufacturing (WCM) concepts and practices across both manufacturing and service organizations. The course would equip them with the concepts, tools, techniques and benchmarks of WCM practices which would enable them to apply the same in their firms in order to excel in overall operational performance. The pedagogy of the course would involve lectures, case discussions, exercises and mini-projects to be carried out in groups.

Course Contents

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

Suggested Readings


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

MBAEX-9405 Environment and Safety Management

Objective

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

**Course Contents**

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

**Suggested Readings**


The list of case and supplementary readings including relevant articles will be announced by the instructor at the time of launching of the course.
MBAEX-9406 Quantitative Analysis of Risk and Uncertainty

Objectives

Uncertainty affects all aspects 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


Suggested Readings


The detailed course plan, text books and supplements, list of cases and grading scheme would be announced at the start of the semester.
MBAEX-9407 Supply Chain Management

Objective

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

Course Contents

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

Suggested Readings


Journal

2. Supply Chain Management: An International Journal, Emerald

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

MBAEX-9408 TECHNOLOGY, INNOVATION AND NEW PRODUCT MANAGEMENT

Objective

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

Course Contents

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


Journal


MBAEX-9409: SERVICE OPERATIONS MANAGEMENT

Objective

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

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

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAEX-9501 Entrepreneurial Management

Objectives

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

Course Contents

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

Suggested Readings

MBAEX-9502 Entrepreneurship, Creativity and Innovation

Objective

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

Course Contents

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

Suggested Readings

MBAEX-9503 Social Entrepreneurship

Objectives

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

Course Contents

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

Suggested Readings


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

**MBAEX-9504 Family Business and Entrepreneurship**

**Objectives**

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

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

Suggested readings


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

MBAEX-9505 Financing the Entrepreneurial Business

Objective

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

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

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAEX-9506 Managing the Growing Business

Objective

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

Course Contents

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

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAEX-9507 Micro Finance & Entrepreneurship

Objective

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

Course Contents

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

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAEX-9508 Venture Financing & Entrepreneurship

Objective

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

Course Contents

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

Suggested Readings


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

**MBAEX-9509 Managing Marketing of SMEs**

**Objective**

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

**Course Contents**

Introduction to SMEs: Concept of management of SMEs, Characteristics of SMEs, Advantages of SMEs and their role and significance in economic development, Policies for SMEs and their scope in India; Growth and Development of SMEs: Types of SMEs and the growth structure, Promotion and Development of SMEs, Sustaining the growth and development in the management of SMEs, Managing SMEs in the Service Sector; Considerations in Management of SMEs: Entrepreneurial Competencies for SMEs, Choice of Enterprise, Choice of Technology and Selection of Site, Market Assessment for SSE, Managing Family Enterprises; Organizing and Operating SMEs: Preparation
of the Business Plan, Financing the New/Small Enterprise, Ownership Structure and Organization Framework, Marketing Management Issues in SMEs, Marketing mechanism in SMEs, Organizational Relations in SME, Turnaround strategies for SMEs; Challenges and Opportunities of SMEs: Performance of SME sector, Challenges and Opportunities in management of SMEs in the current scenario, Problems of and Prospects of SMEs, SMEs in a global economy.

Suggested Readings


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

MBAEX-9510 Corporate Entrepreneurship

Objective

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

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

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAEX-9601  Information Technology for Creating Business Value

Objective

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

Course Contents

Business Value and Information Technology. Trends and models for management of information technology; Information Systems Strategy Formulation; CSF/KPI Theory; IT Architecture Planning; Open Source Architecture.

Information Systems Management Issues. Strategic Information Systems Planning. IT Function Strategic Alignment. Learning Organizations. Outsourcing IT Function; IT for Strategic Alliances; Organizational Transformation thru IT; ERP/CRM/SCM; Data Warehousing, Knowledge Management; Business Intelligence; Learning from Indian as well as Global Successes and Failures. World class IT Implementations.

Suggested Readings

MBAEX-9602  Managing Software Projects

Objective

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

Course Contents

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

Suggested Readings

Objective

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

Course Contents


Suggested Readings

MBAEX-9604        Executive Effectiveness through Information Technology

Objective

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

Course Contents

Personal Computers and Internet Technologies for Business and Executive Effectiveness. Understanding IT and business needs; Exploring an Executive Suite such as MS-Office. Operating Systems and Windows; Text Processing Software. Spreadsheet Software; Creation of spreadsheet applications; Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet. Introduction to a micro data base manager. Presentation Graphics - Creating a Presentation on a PC. Data Processing and handling executive data. Integration of Applications. Application Portfolio Development; Management of Data Processing Systems in Organizations. Data Base and Business Applications. Statistical Processing with a system like SPSS. Using an end user accounting system like Tally. Planning IT applications for Executive Effectiveness.

Suggested Readings

MBAEX-9605 Business Analytics & Business Intelligence

Objective

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

Course Contents


Suggested Readings

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 participants would be familiarized with the emerging set of tools for undertaking analysis and design of IT projects.

Course Contents

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

Suggested Readings

MBAEX-9607 Managing E-Business

Objective

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

Course Contents

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

Suggested Readings

MBAEX-9608 Managing Information Technology Enabled Services

Objective

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

Course Contents


Suggested Readings


MBAEX-9609 Knowledge Management

Objective

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

Course Contents


Suggested Readings


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

MBAEX-9701: MANAGEMENT OF NON-PROFIT ORGANISATIONS

Objective

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

Course Contents

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

Suggested Readings


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

**MBAEX-9702: Global Environment of Service Sector**

**Objective**

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

**Course Contents**

Nature of Emerging Economies; Relationship between Economic Development and Service Sector; Potential of Service Sector in Employments Generation; Information Technology and Global Restructuring of Service Sector; Potential of Global Trade in Services; General Agreement on Trade in Services and its implications; Integration of Global Financial and Capital Markets and its Implications; Privatization of Services in Developing Economies and
its Implications; National Differences in the Quality of Services and its Impact on Foreign Direct Investment; Future of Tele-working and Tele Trade in the Global economy.

Suggested Readings


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

MBAEX-9703: TRANSPORTATION MANAGEMENT

Objective

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

Course Contents

Significance of Transport as an activity: Airlines, Surface, Railways Ships and Water Transport; Forms of Transport Regulations and Limitation, Transport Network: Government and Private Sector Activities; Metropolitan Transportation Systems: Planning, Operation and
Management; Trip Generation and Distribution; Load Planning; Transportation Modes and their Selection; Travel Demand Forecasting Models, Destination Management; Structure and Functions of Travel agencies and Tour operators; Transport Marketing: Airline, Railways, Roadways, Containers, Port and Shipping Services. Pricing & Tariff Strategies; Multimode Transportation services; Courier Services; Travel Formalities; Global Trends and Best Practices in Different Types of Transportation systems; Role of I T and Transportation Management.

Suggested Readings


The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
MBAEX- 9704: HOSPITALITY MARKETING

Objective

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

Course Contents

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

Suggested Readings


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

MBAEX-9705: HOSPITALITY OPERATIONS MANAGEMENT

Objective

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

Course Contents


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.

**MBAEX-9706: CIVIL AVIATION MANAGEMENT**

**Objective**

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

**Course Contents**

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

**Suggested Readings**


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

MBAEX-9707: TOTAL SERVICE QUALITY MANAGEMENT

Objective:

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

Course Contents

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

**Suggested Readings**


The list of cases and supplementary readings including relevant articles will be announced by the instructor at the time of launching of the course.
MBAEXHCA-9801: Hospital Organization and Control

Objective

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

Course Contents

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

Suggested Readings

MBAEXHCA-9802: Medical Staff Organization

Objective

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

Course Contents

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

Suggested Readings


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

MBAEXHCA-9803: Epidemiology and Public Health

Objective

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

Course Contents


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.

MBAEXHCA-9804: Hospital Planning

Objective

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

Course Contents

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


MBAEXHCA-9805: National Health Plan

Objective

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

Course Contents

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

Suggested Readings

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


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

**MBAEXHCA-9806: Comparative Health Administration**

**Objective**

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

**Course Contents**

In this course the students are exposed to the systems of health care delivery in various countries from different regions of the world. The students are also familiarized with the existing health care systems in various states in India and a comparative study is done.
Course content also takes into consideration the principles and practices of health insurance in various countries under commercial, non-profit and government agencies, Governmental Regulations and Welfare Plans, World Health Problems and their Management.

**Suggested Readings**


**MBAEXHCA-9807: Health Entrepreneurship**

**Objective**

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

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

Suggested Readings:

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

**Course Contents:**

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

**Suggested Readings:**


**MBAEXHCA-9809: HEALTH LAWS**

**Objective**

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

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

Suggested Readings

2. Bare Acts with latest amendments, Government of India.

MBAEXHCA-9810: Health System Research

Objective

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

Course Contents

Introduction to Health Systems Research; Formulating Research Ideas: Identifying and defining Research Problems & Research Questions; Review of Literature: Identification
of Variables; Formulation of Research Objective/Hypotheses; Research Design and Methodologies, Data Collection: Designing tools and techniques of measurement and Scaling; Testing for reliability and Validity; Sampling design; Process and Analyzing Data: Testing of Hypothesis and Inferences Writing Research Proposals Writing Research Reports and Dissemination Evidence based research and Health Systems

Suggested Readings:


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

MBAEXHCA-9811 Health Economics

Objective

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

Course Contents

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

5. Todd, Maria .(2009). The Managed Care Contracting Handbooks (2nd ed.). Productivity press.

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

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

Objective

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

Course Contents

Conceptual framework of TQM, Determinants of total service quality, Elements of a Health care service and delivery system, Service Quality gaps model, Gap Analysis ;Application to
Health services, Applying Industrial quality control charts to patient and hospital data, Quality management tools and techniques like Q-7 Tools, Six Sigma and Deming’s approach to health care, Economics and costs of Quality and its systems, Quality assurance systems in health care, Organization and leadership for TQM; Quality improvement teams and kaizens, Patient Satisfaction surveys, Marketing health care quality, Introduction to TPM and lean operations, Quality management systems and assessment; Patient centred and organization centred standards. Accreditation systems and bodies like ISO, NABH, JCI etc.

Suggested Readings


MBAEXHCA-9813 PURCHASING AND SUPPLY CHAIN MANAGEMENT FOR HEALTH CARE

Objective

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

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

Suggested Readings


MBAEXHCA-9814 Healthcare Operations Strategy

Objective

The course is designed to develop an understanding of the need for formulating an appropriate Operations strategy in a healthcare organization which would be in tune with the overall competitive strategy of the entire healthcare unit. The students would also develop an appreciation of the need for alignment of the healthcare operations strategy with other functional strategies of the healthcare organization. It would equip them with the concepts, tools and techniques for the development of appropriate operations strategy of a
healthcare organization in keeping with the fast-changing globalized business environment. The pedagogy of the course would involve lectures, case discussions, and mini-projects to be carried out in groups.

**Course Contents**

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

**Suggested Readings**

MBAEXHCA-9815: Healthcare Analytics and Optimization

Objective

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

Course Contents

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

Suggested Readings


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

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

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