

14.03.2016 for change in the nomenclature of the existing M.A. Social Design Programme to “M.Des. (Social Design)” in terms of UGC Regulations on ‘Specification of Degrees’ as per Notification dated 11.07.2014.

The Council also accepted the proposal by the School of Design for awarding the Degree of Master of Design (Social Design) to all students including the first batch, graduating this year.

8.6.3 The proposed revision in the structure of the programmes offered by the SBPSSE and addition of new courses in the Masters programmes offered by the SES, SHS, and SLS


The Council considered and deliberated on the recommendations of the Standing Committee on Academic Programmes (SCAP) vide **Appendix-5** on the following:

(1) School of Business, Public Policy and Social Entrepreneurship

A change from the trimester system to semester system so as to align MBA programme calendar and admission with other programmes of the School and the University. This would encourage intra-School and inter-School sharing of credits by students.

- (i) Courses in each semester would be divided into two slots.
- (ii) The revised programme will consist of a total of 84 credits to be completed in four semesters.
- (iii) The admission process will move forward from November-March to December-April every year to align closer with the admission process of the University.
- (iv) The elective courses will be made available in the major baskets of Finance and Accounting, Marketing, Human Resource Management and Organization Behaviour, Operations Management and Decision Sciences, and Economics and Public Systems.
- (v) Assessment norms will be reviewed to fit into the revised two-slot structure in the semester system.

A slight modification in the “E-Publishing” course being offered as part of the PG Diploma programme in Publishing, already approved by the Academic Council.



Resolved to accept the recommendations of the SCAP to increase the student intake from 32 to 42 for the existing MA Education and MA Education (Early Childhood Care & Education) programmes of the SES.

(b) Revised courses of the 2nd year MBA programme for the School of Business Public Policy and Social Entrepreneurship (SBPPSE) as recommended by the SCAP.

Resolved to accept the revised courses of the 2nd year MBA programme for the School of Business Public Policy and Social Entrepreneurship (SBPPSE) to be introduced from the academic year 2017-18, as recommended by the SCAP, vide **Appendix-9**.

10.5.3 Revised programme structure for the four MA programmes being offered by the School of Culture & Creative Expressions (SCCE)

Resolved to accept the recommendations of the SCAP on the revised programme structure for the four MA programmes of the SCCE, vide **Appendix-10**.

10.5.4 Introduction of new courses and changes in the existing programme structure of MA in Environment and Development, School of Human Ecology (SHE)

Resolved to approve the recommendations of the SCAP on the introduction of the following three new courses in the MA in Environment and Development, School of Human Ecology (SHE): (i) Contested Atmospheres: The Political Ecology of Urban Air (2 credits) (ii) Conservation and Livelihoods (2 credits) and (iii) Ecology and Society (4 credits) (this course is available only to students enrolled in other MA programmes except MA in Environment & Development Students), vide **Appendix-11**.

In the context of (iii) above it was suggested that in future while designing courses that are offered exclusively to programmes outside a School, allocation of teaching time be carefully considered.

Also, **resolved** to approve the following changes in the MA in Environment and Development programme structure: (i) shift of the core course "Environmental and Ecological Economics" to Semester 2 of the programme;



the highest statutory bodies in all matters pertaining to the University.

- ii) A brief ready reckoner be created for students to explain in a reader friendly format the major/substantive changes that SCSA has incorporated in the draft SUC proposed by the students, and the rationale for the same. The ready reckoner be appended with the above communication/letter.

The AC **resolved** to constitute a sub-committee of its members to: a) draft the above communication addressed to the students, b) draft the ready reckoner for the students to be appended with the communication, c) evolve ways in which greater student participation could be elicited (such as holding meetings with students, involving faculty members in encouraging student participation, etc.), d) complete these processes by the end of January 2018. The sub-committee shall present its report to the AC in early February 2018. The constitution of the sub-committee is as follows: Professor Farida A. Khan, Government nominee on the AC (Chair), Professor Sanjay Kumar Sharma, DSS (Convener), Professor Lawrence Liang, Dean, SLGC (Member), Professor Anup Kumar Dhar, Chair, ACRPM (Member) and Dr Rajan Krishnan, Officiating Dean, SCCE (Member).

14.4. Recommendations of the Standing Committee Research (SCR)

The AC took note of the minutes (**Appendix-2**) of the meeting of the SCR held on 31.10.2017 and **resolved** the following:

14.4.1 The proposed PhD programme in Management of the School of Business, Public Policy and Social Entrepreneurship (SBPPSE)

The proposed PhD programme in Management was discussed in the AC. The AC directed that SBPPSE should make attempts to utilise the interdisciplinary nature of AUD and include faculty members from other areas on the Research Advisory Committee (RAC) for the scholars of the PhD programme. This is particularly to integrate critical social science perspectives in the programme.

The AC **resolved** to approve the PhD programme in Management of the SBPPSE, vide **Appendix-3**.

14.4.2 The proposal for the grant of 6 months' extension to two MPhil scholars of SLS for completing their respective research programmes

Resolved to approve the grant of 6 months' extension to the following two MPhil scholars of SLS for completing their respective research programmes:

- i) Ms. Ruby Kain (Enrol no. S144DHS03, date of registration 10.10.2014), MPhil scholar in History, SLS. Extension granted from 10.10.2017 to 09.04.2018; and
- ii) Ms Bandana Kumari (Enrol no. S144DH104, date of registration – 18.09.2014), MPhil scholar in Hindi, SLS. Extension granted from 18.09.2017 to 17.03.2018.

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School of Business, Public Policy & Social Entrepreneurship

Notice

Dated: 14.09.2016

A meeting of the Board of Studies, School of Business, Public Policy & Social Entrepreneurship will be held at 3.00 pm on Wednesday, October 05, 2016 at the Staff Lounge, AUD, Kashmere Gate, AUD campus.

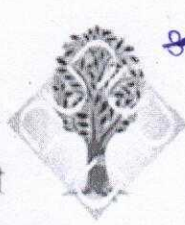
Agenda:

1. Reporting items
2. Discuss and the recommend the revised course details of MBA 2nd year curriculum
3. Any other item

Look forward to seeing you at the meeting.

Regards

Dr. Kartik Dave
Dean (Officiating), SBPPSE



अम्बेडकर विश्वविद्यालय दिल्ली

Ambedkar University Delhi

School of Business, Public Policy & Social Entrepreneurship

Dated: - 05.10.2016

BoS Meeting of SBPPSE

A meeting of the Board of Studies of the School of Business, Public Policy & Social Entrepreneurship, Ambedkar University Delhi, was held at 3.00 pm on the 5th of October 2016 in the Staff Lounge, AUD, Kashmere Gate campus.

The following members were present:

S. No.	Name	Signature
1	Professor A.S. Narag	
2	Dr. Kartik Dave	
3	Mr. Vivek Mehra	
4	Mr. Manish Mathur	
5	Mr. Sharique Farooqi	
6	Dr. Rohit Negi	
7	Dr. Nandini Nayak	
8	Dr Anshu Gupta	
9	Dr Nidhi Kaicker	



School of Business, Public Policy & Social Entrepreneurship

05 October 2016

Meeting of the Board of Studies

MINUTES

The 6th meeting of the Board of Studies for the School of Business, Public Policy & Social Entrepreneurship, was held at 3.00 p.m. on the 5th of October 2016 in the Staff Lounge, AUD, Kashmere Gate. Following members were present:

1. Dr. Kartik Dave (Chairperson), Dean (Officiating), SBPPSE
2. Mr. Vivek Mehra, Managing Director, Sage Publications
3. Mr. Sharique Farooqi, Associate Professor, SDes
4. Dr. Rohit Negi, Assistant Professor, SHE
5. Dr. Nandini Nayak, Assistant Professor, SDS
6. Dr. Anshu Gupta, Assistant Professor, SBPPSE
7. Dr. Nidhi Kaicker, Assistant Professor, SBPPSE

Prof A.S. Narag and Mr. Manish Mathur expressed their inability to attend the meeting.

Item no.1: Reporting items

- The BoS was informed that the School of Business, Public Policy and Social Entrepreneurship is currently offering a two year (full time) MBA programme to which a total of 39 students were admitted this year (Batch 2016-18). The chairperson shared the faculty composition of the School with the Board - one Associate Professor and seven Assistant Professors.
- The MBA program, based on the recommendations of the last BoS, is now offered in a semester mode and follows the university calendar. Each semester is divided into two slots.
- SBPPSE, along with the School of Design is in process of revamping of the MA programme in Social Entrepreneurship (MASE). The current year is declared as a zero year for the MASE and PG Diploma in Publishing Program.
- The Placement Report for the MBA batch 2014-16 was shared with members. Almost all the students obtained job offers from various organisations by July 2016. There is a need for more concerted effort towards placements on the part of faculty and students of SBPPSE.
- The vision and positioning of the school in general and the MBA program in particular, was discussed and deliberated at length. The school has a vision statement which

provides a clear direction and differentiation. However, it was felt that the positioning of the MBA program keeping the niche/target in mind may be improved. Also it was discussed that why and how the vision of the school and the program should be contemporary.

- The chairperson informed the house about the initiatives and forthcoming programs of the school, particularly in the areas of undergraduate education, executive education and research programmes.
- It was also reported that the School along with the school of Design is promoting the AUD Centre for Incubation, Innovation and Entrepreneurship (ACIIE), which has been set up as a section 8 company.

Item No.2: The revised course details of the MBA 2nd year programme

- The revised programme structure and the outlines for the first year MBA courses were approved in the last BoS meeting held on 9 October 2015.

Semester 1 (24 Credits)	
Slot – 1	Slot – 2
SBP2MB101: Business, Culture and Society	SBP2MB107: Issues and Perspectives of Public Policy
SBP2MB102: Marketing Management	SBP2MB108: Business Communication and Personality Development
SBP2MB103: Organisational Behaviour	SBP2MB109: Human Resource Management
SBP2MB104: Business Statistics	SBP2MB110: Management Science
SBP2MB105: Financial Accounting	SBP2MB111: Management Accounting
SBP2MB106: Managerial Economics	SBP2MB112: Macro Economics
Semester 2 (20 Credits)	
Slot – 1	Slot – 2
SBP2MB201: Business Ethics and Corporate Social Responsibility	SBP2MB209: Summer Project
SBP2MB202: Innovation and Entrepreneurship	
SBP2MB203: Leadership and Change	
SBP2MB204: Operations Management	
SBP2MB205: Corporate Finance	
SBP2MB206: Structured Thinking and Problem Solving	
SBP2MB207: Business Research	
SBP2MB208: Spreadsheet Modelling	
Semester 3 (24 Credits)	

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Slot – 1	Slot – 2
SBP2MB301: Business Law and Corporate Governance SBP2MB302: Strategic Management	
Electives worth 20 Credits	
Semester 4 (16 Credits)	
Slot – 1	Slot – 2
SBP2MB401: Project Study	
Electives worth 12 Credits	

- The following courses were approved to be offered in each of the elective baskets as given below, and detailed course outlines for these along with compulsory courses of the second year MBA programme were deliberated and discussed in detail.

Area: Finance and Accounting

- SBP2MB501: Financial Derivatives
- SBP2MB502: Security Analysis and Portfolio Management
- SBP2MB503: Financial Markets
- SBP2MB504: Micro Finance
- SBP2MB505: Strategic Cost Management
- SBP2MB506: Business Valuation and Corporate Re-structuring

Area: Marketing

- SBP2MB601: Brand Management
- SBP2MB602: Consumer Behaviour
- SBP2MB603: Integrated Marketing Communication
- SBP2MB604: Services Marketing
- SBP2MB605: Retail Marketing
- SBP2MB606: Sales and Distribution Management

Area: HR and OB

- SBP2MB701: Building Teams for Excellence
- SBP2MB702: Diversity and Intercultural Management
- SBP2MB703: Coaching, Counselling and Mentoring
- SBP2MB704: Performance Management
- SBP2MB705: Collective Bargaining and Negotiation Skills
- SBP2MB706: Compensation and Reward Management

Area: Operations Management and Decision Sciences

- SBP2MB801: Supply Chain Management
- SBP2MB802: Service Operations Management
- SBP2MB803: Enterprise Resource Planning
- SBP2MB804: Advanced Management Science Methods

- 20
- 39
- 43
- SBP2MB805: Total Quality Management
 - SBP2MB806: Managing E-Business Operations

Area: Economics and Public Systems

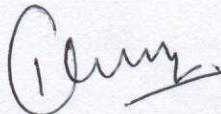
- SBP2MB901: Political Economy
- SBP2MB902: Global Business Environment
- SBP2MB903: Public Policy for Sustainable Development
- SBP2MB904: Rural and Urban Land Systems
- SBP2MB905: Game Theory for Strategic Decision Making
- SBP2MB906: International Economics

Area: Contemporary Issues

- SBP2MB1001: Internship with NGO

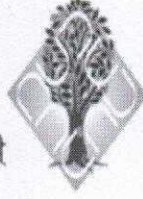
- Each of the above courses are half-semester courses and carry 2 credits each.
- The following changes were suggested in the specific courses that will be offered in the second year
 - A module on Corporate Taxation to be included as part of one of the finance elective courses. Reference should be towards investment and financing decisions keeping in mind the taxation policies that a firm faces.
 - It was suggested the Course Titles for some of the courses be revisited, particularly in HR & OB Area, and in Operations Management Basket. An observation was made that these course titles are very broad, and may not do justice to the course contents that can be covered in a 2 credit course. For example, the course Supply Chain Management be renamed to "Introduction to Supply Chain Management".
 - It was felt that the contents for the course "Political Economy" were too much for a 2 credit course, especially in Unit 1. These may be revisited by the course coordinator and appropriate changes be made.
 - A similar observation was made for the course "Public Policy for Sustainable Development". It was suggested that the courses, "Political Economy", "Public Policy for Sustainable Development", and the Introductory Course on Public Policy in the first year be looked at together, to prevent any overlaps. A module on "History of Planning Process in India" should be added at an appropriate place in the Public Policy Courses

The meeting ended with a vote of thanks



Dean (Officiating), SBPPSE

अम्बेडकर विश्वविद्यालय दिल्ली



Ambedkar University Delhi

School of Business, Public Policy & Social Entrepreneurship

9 September 2015

Meeting of Board of Studies**NOTICE**

The fifth meeting of the Board of Studies, School of Business, Public Policy & Social Entrepreneurship, AUD, will be held at 3.00 pm on 9 October 2015 in the Staff Lounge, AUD, Kashmere Gate to discuss the following agenda.

Agenda:

1. Reporting items
2. Discuss and recommend the revised semester structure of MBA programme
3. Discuss and recommend the revised course details of MBA programme
4. Discuss and recommend an elective course on 'E-publishing' for the PG Diploma in Publishing
5. Any other item

Sincerely

Director, SBPPSE



अम्बेडकर विश्वविद्यालय दिल्ली

Ambedkar University Delhi

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The School of Business Public Policy & Social Entrepreneurship

9 October 2015

The 5th meeting of the Board of Studies, School of Business, Public Policy & Social Entrepreneurship, Ambedkar University Delhi, was held at 3.00 pm on the 9th of October 2015 in the Staff Lounge, AUD, Kashmere Gate campus. The following members were present.

Sl. No.	Name	Signature
1	Professor Kuriakose Mamkoottam	
2	Professor A.S. Narag	
3	Mr. Vivek Mehra	
4	Mr. Manish Mathur	
5	Mr. Sharique Farooqi	
6	Dr. Rohit Negi	
7	Dr. Nandini Nayak	
8	Dr Kartik Dave	
9	Dr Anshu Gupta	
10	Dr Nidhi Kaicker	
11	Shri Sajeesh Kumar (Special Invitee)	

12. Kritika Mathur



School of Business, Public Policy & Social Entrepreneurship

09 October 2015

Meeting of the Board of Studies

MINUTES

The 5th meeting of the Board of Studies for the School of Business, Public Policy & Social Entrepreneurship, was held at 3.00 p.m. on the 9th of October 2015 in the Staff Lounge, AUD, Kashmere Gate. Following members were present:

1. Professor Kuriakose Mamkoottam (Chair)
2. Professor A.S. Narag
3. Mr. Sharique Farooqi
4. Dr. Rohit Negi
5. Dr. Nandini Nayak
6. Dr. Kartik Dave
7. Dr. Anshu Gupta
8. Dr. Nidhi Kaicker

Mr Vivek Mehra and Mr. Manish Mathur regretted their inability to attend the meeting.

Item no.1: Reporting items

- The house was informed that at present the School of Business, Public Policy and Social Entrepreneurship offers a two year (full time) MBA (42 seats), another two year (full time) MA in Social Entrepreneurship (10 seats) and a one year (full time) Post Graduate Diploma in Publishing (20 seats). While the school is currently running the fourth batch of MBA and the third batch of Publishing programme, the Social Entrepreneurship programme has a zero year due to not being able to find sufficient number of candidates this year.
- All the graduates of MBA and Publishing programmes have been placed with various organisations after they completed the programmes, although the quality of all the jobs were not to the complete satisfaction of the school.
- Currently, the school has one Professor, one Associate Professor and seven Assistant Professors in position, although one is currently on leave till 31 December 2015.
- The Board of Management of AUD has appreciated the initiative of the School to start the AUD Centre for Incubation, Innovation and Entrepreneurship (ACIIE) and has extended formal approval to register it as a not-for-profit company under section 8 of the Indian Companies Act, 2013.

Item No. 2: Revised semester structure of the MBA programme

The Board of Studies discussed and approved the following changes in the semester structure of the School and the MBA and MASE programmes.

- i. Change the current trimester system followed in the MBA/MASE (1st year) programmes to a semester system, with the primary objective of integrating the MBA programme with other programmes of the university to enable our students to take advantage of courses

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offered in other programmes as well as students of other programmes to choose electives offered in the MBA programme. The revised MBA programme will consist of 4 semesters (each semester will be divided into two slots each) in two years during which period a total of 84 credits shall be earned by the student to be eligible to be awarded the MBA degree.

- ii. Students will have to earn 44 credits during the first year of the programme (24 credits in the 1st semester (August – November) and 20 credits in the 2nd semester (January-May). Summer internship from April to June will be part of the second semester; class room teaching will conclude by 31st of March.
- iii. The summer internship shall carry 4 credits and the summer internship report submitted by the student shall be assessed and graded.
- iv. The student will be required to earn 40 more credits in the second year to be eligible for the award of MBA degree; out of these 40 credits, 24 credits should be earned during the third semester, from two compulsory courses of 2 credits each, namely (i) Business Law and Corporate Governance and (ii) Strategic Management, and electives worth 20 credits which are offered within the MBA programme or other programmes of the University; and students have to earn another 16 credits in the 4th and final semester of the programme. The Project Study worth 4 credits shall be compulsory while additional 12 credits can be earned from electives offered within the MBA programme or from other programmes offered within the University.
- v. The revised assessment norms to fit into the revised two-slot structure in the semester system have been accepted (note on Rules of attendance, assessment and promotion explained in the attached document).
- vi. Move forward the admission process of the MBA/ MASE programmes from November-March to December-April every year to align closer with the admission process followed by other programmes of the University.

Item No.3: The revised course details of the MBA 1st year programme

- The revised semester-wise distribution of courses to be offered in the MBA programme as given below has been recommended. All courses carry 2 credits each except Summer Project and Project Study.

Semester 1 (24 Credits)	
Slot – 1	Slot – 2
SBP2MB101: Business, Culture and Society	SBP2MB107: Issues and Perspectives of Public Policy
SBP2MB102: Marketing Management	SBP2MB108: Business Communication and Personality Development
SBP2MB103: Organisational Behaviour	SBP2MB109: Human Resource Management
SBP2MB104: Business Statistics	SBP2MB110: Management Science
SBP2MB105: Financial Accounting	SBP2MB111: Management Accounting
SBP2MB106: Managerial Economics	SBP2MB112: Macro Economics

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Semester 2 (20 Credits)	
Slot – 1	Slot – 2
SBP2MB201: Business Ethics and Corporate Social Responsibility	SBP2MB209: Summer Project
SBP2MB202: Innovation and Entrepreneurship	
SBP2MB203: Leadership and Change	
SBP2MB204: Operations Management	
SBP2MB205: Corporate Finance	
SBP2MB206: Structured Thinking and Problem Solving	
SBP2MB207: Business Research	
SBP2MB208: Spreadsheet Modelling	
Semester 3 (24 Credits)	
Slot – 1	Slot – 2
SBP2MB301: Business Law and Corporate Governance	SBP2MB302: Strategic Management
Electives worth 20 Credits	
Semester 4 (16 Credits)	
Slot – 1	Slot – 2
SBP2MB401: Project Study	
Electives worth 12 Credits	

- During the second slot of the first semester (April-June) students will be required to undergo summer training in an organisation, based on which they are required to submit a report. The report will be assessed and graded for 4 credits.
- The BoS discussed in detail each course and made the following observations:
 - i. Clarity should be brought on unit 5 of the course on Business, Culture and Society whether reference is made to national or international issues of Immigration and multiculturalism
 - ii. Topics of targeting and positioning was suggested to be included in unit 5 of the course on Marketing Management;
 - iii. BoS suggested that the course title of Quantitative Methods may be changed to Business Statistics;
 - iv. Some of the units of the course on Financial Accounting may be combined;

- (37)
- v. The course on Issues and Perspectives of Public Policy may be modified with more emphasis on the role of State, Public Goods, Government and Business, and reduce the value-based focus on the impact of Liberalisation, Privatisation and Globalisation.
 - vi. Unit 7 of Leadership & Team building may be removed from the course on Business Communication and Personality Development, as the topic is discussed in the courses on OB and Leadership & Change;
 - vii. In unit 1 of the course on Business Ethics and CSR, LPG policies and ethics may be replaced with State policies and ethics; unit 9 may be removed, but include the topics of climate change and global warming may be brought under unit 5; Unit 8 may be renamed as CSR: The Indian Experiences and expanded to include more discussion and case studies of Indian CSR experiences;
 - viii. The course on Innovation and Entrepreneurship may be reviewed to focus the discussion on the process of developing a creative environment and process which enable innovation and entrepreneurship;
 - ix. Unit 8 of the course on Operations Management may include topics EOQ, and other topics of applied production inventory systems;
 - x. The title of the course on Decision Science may be changed to **Management Science** and the sequence of the course may be interchanged with the course on **Operations Management** and brought forward; suggestions were also made to revise some of the topics and their sequencing;
 - xi. A topic on design thinking may be added in the course on Structured Thinking and Problem Solving.

It was also suggested that special workshops may be conducted during the orientation programme for students coming without any quantitative skills to make them feel comfortable in courses with mathematical applications.

- x. The following courses have been proposed to be offered in each of the elective baskets as given below; course details of these courses along with the two compulsory courses to be offered in the second year of the MBA programme will be presented to the BoS for discussion soon.

Area: Finance and Accounting

- Financial Derivatives
- Security Analysis and Portfolio Management
- Financial Markets
- Micro Finance
- Strategic Cost Management
- Business Valuation and Corporate Re-structuring
- Behavioural Finance

Area: Marketing

- Brand Management

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- Consumer Behaviour
- Integrated Marketing Communication
- Services Marketing
- Retail Marketing
- Sales and Distribution Management

Area: HR and OB

- Inter Personal and Group Processes
- Strategic Human Resource Management
- Coaching, Counselling and Mentoring
- Performance Management
- Collective Bargaining and Negotiation Skills
- Compensation and Reward Management

Area: Economics and Public Systems

- Political Economy
- Global Business Environment
- Public Policy for Sustainable Development
- Rural and Urban Land Systems
- Urban Management for Sustainability
- Game Theory for Strategic Decision Making
- International Economics

Area: Operations and Decision Sciences

- Supply Chain Management
- Service Operations Management
- Enterprise Resource Planning
- Advanced Decision Science Methods
- Total Quality Management
- Managing E-Business Operations

Item No. 4: Elective course on 'E-publishing' for the PG Diploma in Publishing

The course details of the course on E-Publishing proposed to be offered as an elective in the second semester of the PG Diploma in Publishing was discussed and recommended with the suggestion that units should be provided with suitable headings.

The meeting ended with a vote of thanks



Director, SBPPSE

Ambedkar University Delhi (AUD)

School of Business, Public Policy & Social Entrepreneurship (SBPPSE)

Two-year (Full-Time) MBA

**Programme Structure, Rules & Course Details
(Revised)**

2014

Two-year (Full-Time) MBA

Programme Structure & Rules

Introduction:

AUD initiated several rounds of consultative meetings during the year 2010, in which professionals from the field of education, industry, NGO, other thinkers and experts participated, to deliberate on the rationale and objective of creating a School within AUD, which will offer degree programmes and promote research in the area of business and management. Although a large number of institutions offer MBA programmes in and around Delhi, it was felt that there still existed room for providing good quality education in the area of business and management. At the same time, it was also agreed that AUD should not merely replicate the model that is already available, but could develop something unique which can fill the gap that exist in the field of management education and research in India, and more specifically in the NCT region.

It was therefore thought appropriate that the programmes of the school should reflect the larger philosophy of AUD that believes in excellence with equality and social justice. While business and profit are important for economy, it is also equally important that business and profit are located within the larger context of our society. Being conscious of the criticism that has emerged against business management education in recent times, it was imperative that AUD should engage itself in promoting research and training in business within the larger context of public policy, on the one hand, while focusing on the most promising field of social entrepreneurship, on the other.

It was considered the most opportune time to develop a school which will address issues of the three interlinked areas, namely, business, public policy and social entrepreneurship in a holistic and integrated manner. The School was thus named the *School of Business, Public Policy & Social Entrepreneurship (SBPPSE)* that will engage in research and teaching of all three and will sooner than later offer three degree programmes, namely, Masters in Business Administration (MBA), Masters in Public Policy (MPP) and MA Social Entrepreneurship (MASE). The 2-year full time MBA programme was launched in July 2012 and a 2-year (Full-Time) MA Social Entrepreneurship programme in 2014.

The uniqueness of the MBA programme that is being offered by SBPPSE is that elements of public policy and social entrepreneurship are integrated into the programme as core courses and electives with the possibility for a student to specialise in any of these areas in addition to the functional areas of management. Moreover, at the end of completing the two-year programme it is hoped that at least a small percentage of graduates will be choosing to start their own enterprises, especially in the social sector.

Two-Year (Full-Time) MBA:

The curriculum of the two-year (full time) MBA programme has an innovative course structure incorporating the latest developments in management education. The uniqueness of this programme is based on its approach to business and profit within a holistic context of the wider society and economy. The curriculum is designed with the hope that it will bring about a radical change in the way students think, act, and perceive the world around them.

Programme Structure

Duration of programme	Number of Trimesters	Duration of each trimester	Number of credits		Number of courses	Class room interaction	No. of seats
Two years	Six	12 weeks	86 (2* credits/course)		41+ internship	21 hours/ week	42
	Trimester I (14 credits) July-Sept	Trimester II (14 credits) Oct-Dec	Trimester III (14 credits) Jan-March	Internship (2 credits) April-June	Trimester IV (14credits) July-Sept	Trimester V (14credits) Oct-Dec	Trimester VI (14 credits) Jan-March
Compulsory Courses	Seven	Six + Language	Six + Language	8-10 weeks	Three + Language	None	One (Project Study)
Elective Courses	None	None	None		Three	Seven (including Advanced course in Language)	Five
		Summer Placement			Submit Report of Internship	Final Placement	

- Except Project Study which carries 4 credits

First Year:

During the first year of the programme, the curriculum will deal with topics in the areas of Economy & Business in context of Culture & Society; Ethics & Corporate Social Responsibility; Structured Thinking & Problem Solving; Personality Development; Leadership; Fundamentals of Business Administration; Elements of Public Policy & Social Entrepreneurship; and learning a second language. The following compulsory courses shall be offered during first year of the programme:

Trimester I July – September)	Trimester II (October – December)	Trimester III (January – March)
SBP2MB101: Business Culture and Society	SBP2MB201: Foundations of Social Entrepreneurship	SBP2MB301: Issues and Perspectives in Public Policy
SBP2MB102: Organisational Behaviour	SBP2MB202: Leadership and Change	SBP2MB302: Human Resource Management
SBP2MB103: Quantitative	SBP2MB203:	SBP2MB303: Operations

Methods	Management Science	Management
SBP2MB104: Principles of Economics	SBP2MB204: Spreadsheet Modelling	SBP2MB304: Structured Thinking and Problem Solving
SBP2MB105: Financial Accounting	SBP2MB205: Corporate Finance	SBP2MB305: Cost and Management Accounting
SBP2MB106: Marketing Management	SBP2MB206: Business Ethics & CSR	SBP2MB306: Business Research
SBP2MB107: Business Communication and Personality Development	SBP2MB207: Language	SBP2MB307: Language

Summer Internship:

At the end of the first year, during the summer months of April-June, students will be required to undergo summer training in an organisation, based on which they are required to submit a report. The student will also be required to submit a certificate of completion and satisfactory performance from the host organisation.

Second Year:

The schedule of the second year shall consist of three trimesters: Trimesters- IV, V and VI. During Trimesters - IV, V and VI of the programme, in addition to compulsory courses in Strategic Management, International Business Environment, and Business Law & Corporate Governance, and the Language, students shall choose 3 elective courses in trimester -IV, 7 electives in trimester-V and 5 electives in trimester-VI of the second year. In trimester VI each student shall undertake a project study and submit a report carrying 4 credits. The students will start work on their projects in the 5th trimester and submit the project report (dissertation) in the 6th trimester. Students will choose the requisite number of electives from the basket of electives floated before the commencement of each trimester. The schedule of courses during Second Year of the programme shall be as given below:

Trimester IV (June– September)	Trimester V (September- December)	Trimester VI (January– March)
SBP2MB401: Strategic Management		SBP2MB601: PROJECT STUDY (4 credits)
SBP2MB402: International Business Environment	7 ELECTIVES (which may include an advanced course on language)	
SBP2MB403: Business Law and Corporate Governance		5 ELECTIVES
SBP2MB404: Language		
3 ELECTIVES		

In addition, supplementary workshops will be organised on 'communication and presentation skills' to improve the presentations skills of students at the end of the 5th trimester/ at the beginning of the 6th trimester of the MBA programme.

Out of the 23 compulsory courses (in addition to the Language), offered in 6 trimesters, 14 pertain to core management principles and tools, 3 relate to communication and interpersonal skills, 5 cover the area of public policy and social entrepreneurship and 1 relate to Project Study. Many of these courses shall be offered in the form of workshops / field based studies.

List of Electives*

Area:	List of Electives
Public Policy	SBP2MB411: Infrastructure and Market Reforms SBP2MB412: Political Economy SBP2MB413: Economics of Business Policy SBP2MB414: Trade and Industrial Policy SBP2MB415: Country Risk Analysis SBP2MB416: Contemporary Economic Policy SBP2MB417: Public sector management SBP2MB418: Land Acquisition Management
Social Entrepreneurship	SBP2MB521: Introduction to Social Entrepreneurship SBP2MB522: Strategic management of New Ventures SBP2MB523: Microfinance SBP2MB524: NGOs as social ventures SBP2MB525: Small Business and Micro Enterprises SBP2MB526: Social Identity and Entrepreneurship SBP2MB527: Creativity & Social Innovation SBP2MB528: Gender and Entrepreneurship
Finance	SBP2MB631: Financial Derivatives SBP2MB632: Investment Banking & Private Equity SBP2MB633: Security Analysis and Portfolio Management SBP2MB634: Banking and Financial Institutions SBP2MB635: Mergers and Acquisitions SBP2MB636: Financial Markets SBP2MB637: Econometrics of financial markets SBP2MB638: Corporate Taxation SBP2MB639: Treasury and Risk Management SBP2MB6310: Business Valuation and Financial Modelling SBP2MB6311: Project Management
Marketing	SBP2MB741: Brand Management SBP2MB742: Consumer Behaviour SBP2MB743: Advertising Management SBP2MB744: Services Marketing SBP2MB745: Retail Marketing SBP2MB746: Rural Marketing SBP2MB747: B2B Marketing SBP2MB748: Sales & Distribution Management

	SBP2MB749: Product Development and Management SBP2MB7410: Advanced Research Techniques in Marketing
HR & OB	SBP2MB851: Inter Personal & Group Processes SBP2MB852: Diversity and Inter Cultural Management SBP2MB853: Strategic HRM SBP2MB854: Compensation & Talent Management SBP2MB855: Counselling Skills for Managers SBP2MB856: Performance Management SBP2MB857: Organisational Change and Development SBP2MB858: Management of Industrial Relations
Operations Management	SBP2MB961: Supply Chain Management SBP2MB962: Logistics Management SBP2MB963: Operations Strategy SBP2MB964: Enterprise Resource Planning SBP2MB965: Production Planning and Control SBP2MB966: Data and Decision Models SBP2MB967: Advanced Optimization for Decision Making SBP2MB968: Total Quality Management
Information Systems	SBP2MB1071: Database Management Systems SBP2MB1072: E-Commerce SBP2MB1073: Business Process Re-Engineering SBP2MB1074: Managing IT-Enabled Services SBP2MB1075: Strategic Management of Information Technology SBP2MB1076: Information Security Management SBP2MB1077: Managing open source SBP2MB1078: New advances in IT in organisation SBP2MB1079: Management of Information Systems
International Management	SBP2MB1181: International Financial Management SBP2MB1182: International Marketing SBP2MB1183: International Economics SBP2MB1184: Global Operations SBP2MB1185: Doing Business in Emerging Markets SBP2MB1186: Social Entrepreneurship in Global Context SBP2MB1187: International Human Resource Management SBP2MB1188: International Business Strategy

*Only a limited number of courses shall be offered in each term depending on availability of faculty and student interest.

Rules of Attendance, Assessment & Promotion

Attendance:

Attendance in 80 per cent of classes held in each course is mandatory. If a student fails to meet the minimum attendance requirement, s/he will be required to repeat that course in a subsequent trimester. If the student fails to meet the attendance requirement in an elective course, s/he will be required to repeat the same in the next academic year. If the same elective is not offered in the next year, the student will choose another elective which will be offered in the next academic year. Cases of students who fail to fulfil the attendance requirement due to extraordinary circumstances will be forwarded to Standing Committee, Student Affairs of the University.

Assessment:

Each course will carry two credits except the Project Study which carries four credits. Assessment will consist of both continuous and comprehensive evaluation. Evaluation is based on the 11-point grading system prescribed by the University. The minimum passing grade in each course is C+ (or 4 grade points out of 10). If the student fails to obtain the necessary grade in a course, s/he will be given a second opportunity to be reassessed within 2 weeks of the commencement of the next trimester. Continuous assessment will be based on a minimum of four assessment situations which could be written assignment, case analysis, quizzes, mid-term and end-term assessments. No individual assessment will carry more than 30% weight.

Promotion:

Admission to second year of the programme shall be open to only those who have successfully cleared at least sixteen courses out of the twenty one courses offered during First Year of the programme (with a minimum of C+ grade, or 4 grade points out of 10 in each of the courses), comprising Trimesters-I, II, & III taken together. If the student fails to clear 16 courses out of 21, s/he will have to repeat the first year of the course (by repaying the tuition fee of the first year). However if a student is able to clear not all but more than 16 courses in first year, s/he will be given a last opportunity to be reassessed in the last week of the academic session, failing which the student is required to repeat the entire first year of the course curriculum.

If a student fails to secure passing grades in any of the courses in Trimester-IV, V or VI, s/he will be given a second opportunity to be reassessed within 2 weeks of the commencement of the next trimester. If the student fails to clear 16 courses out of 20 offered in the second year, s/he will have to repeat the second year of the course (by repaying the tuition fee of the second year). However if a student is able to clear not all but more than 16 courses in second year, s/he will be given a last opportunity to be reassessed in the last week of the academic session, failing which the student will be required to repeat the entire second year of the MBA curriculum.

The overall passing grade for a student to get an MBA degree is C+ (or 4 grade points out of 10). If a student fails to secure an overall passing grade of C+ in all the 6 trimesters put together, s/he will not be awarded the degree but will be issued a certificate for courses which s/he would have successfully completed.

Span Period

The maximum time period (span period) given to a student for completing the requirements of the MBA programme shall be three years.

Course Details of the Two-Year MBA Programme

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Trimester- 1

SBP2MB101 – Business, Culture and Society

No. of hours: 32

Objective:

The objective of this module is to introduce the students to the Indian business environment and the evolution of business

Course Content:

1. Business: origin & growth: Origin of business, market society; Diversity of businesses; Complexity of business environment; Dynamics of growth
2. Business in Context: Free market society: trade, finance and debt in social and ecological context; Trends and directions in the economy; Variety of spatial levels
3. Social Structure: Caste & class in India; Protestant ethics & capitalism; Caste and business in India
4. Demographic aspects: Demographic trends in India and implications for business
5. Gender and Inequality: Patterns of inequality and business in India; Changing role of women in Indian society and business
6. Culture and Business: Types of Culture; Two-way interaction between business, culture and society; Organizational culture
7. Immigration and multiculturalism: Implications of immigration for business and society; Understanding multiculturalism and their impact on business
8. Stakeholders and Business: State and business; Business and environment; Business and community
9. Values and Business: Understanding diversity of lifestyle and values in modern society; Pluralistic and cosmopolitan societies.

Suggested Readings

- Bagla, G. (2008). Doing business in 21st century India: how to profit today in tomorrow's most exciting market (1st Edition), Hachette Book Publishing India
- Barbara, H. (2005). India's Market Society: Three Essays In Political Economy, Glorious Printers, New Delhi.
- Bardhan, P. (2010). Awakening Giants, Feet of Clay: Assessing the Economic Rise of China and India (1st Edition), Princeton University Press
- Bayly, S., Johnson, G., Bayly, A. (2001). Caste, Society and Politics in India from the Eighteenth Century to the Modern Age, Cambridge University Press
- Kumar, D. (2005). Cambridge Economic History of India, Orient Longman
- Lawrence, A. (2010). Business and Society – Stakeholders, Ethics and Public Policy (1st Edition), Academic Internet Publishers
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SBP2MB102: Organisational Behaviour

No. of Hours: 32

Objective:

The objective of this course is to familiarize the students to the behavioural processes in organisations. The module lays the foundation for advanced concepts which will be discussed in

the module on Leadership and Change in Term II and Interpersonal and Group Processes in second year.

Course Content:

1. Introduction to Organizational Behaviour: Importance of OB; Challenges for OB; Theories of learning; Shaping Behaviour
2. Personality and Ability: Personality Models; Organizationally relevant personality traits; Nature of ability; Management of ability in organizations
3. Perception, Attribution and Decision Making: Nature of Perception, Factors influencing perception; Attribution and attribution theories; Decision making process; Errors, biases and constraints in decision making.
4. Values, Attitudes and Emotions: Importance of Values; Terminal and instrumental values; Nature of attitudes, attitudes and behaviour; Workplace emotions, emotional intelligence and emotional labour
5. Motivation and Job Performance: Nature of work motivation; Theories of motivation; Methods of motivating individuals; Factors influencing job performance.
6. Job satisfaction and Organizational Commitment: Nature of Job satisfaction; Theories of job satisfaction; Potential consequences of job satisfaction; Nature of organizational commitment, Potential determinants and consequences of organizational commitment.
7. Leadership: Leadership and management; Theories of leadership; Comparing leadership styles; Qualities and skills of a good leader.
8. Power and Politics: Leadership vs Power; Power tactics; Factors that simulate political behaviour
9. Work groups and Teams: Types of groups; Steps in group formation; Characteristics of work groups; Teams vs groups.
10. Communication Process: Communication process; Improving effectiveness of communication; Barriers of effective communication.

Suggested Readings

https://www.dropbox.com/s/ba3ue2d4grcyhhv/NAAC_2nd%20Qs.pdf Edition), Pearson
Kotter, J.P., Cohen, D.S. (2002). *The Heart Of Change: Real Life Stories Of How People Change their Organizations* (1st Edition), Harvard Business School Publishing
Pfeffer, J. (2010). *Power – Why Some People Have It and Others Don't* (1st Edition), Harper business
Robbins, S.P., Sanghi, S., Judge, T.A. (2009). *Organizational Behaviour* (13th Edition), Pearson Education
Schein, E. (2010). *Organizational Culture and Leadership* (4th Edition), Jossey Bass Publishers

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SBP2MB103: Quantitative Methods

No. of Hours: 32

Objective:

The objective of the module is to equip the students with basic statistical and linear optimization tools and their applications in business decision making.

Course Content:

1. Statistic for Business Application: Meaning and applications of statistics in business decision making, collection, presentation and tabulation of data

2. Measures of Central Tendency and Dispersion: Mean, median, mode, quartiles, range, standard deviation and variance, measures of skewness and kurtosis.
3. Correlation and Regression: Correlation Analysis – Pearsons coefficient and rank correlation, regression using OLS, relationship between regression and correlation
4. Probability: Basic concepts, conditional probability and theorems, Bayes theorem, random variables, introduction to some discrete and continuous distributions
5. Sampling Methods and Hypothesis testing: Types of sampling, estimation concepts and properties, sampling distributions, hypothesis testing procedure and applications, test of significance for small and large samples
6. Index Numbers: Aggregated and un-aggregated indexes, weighted and un-weighted procedures
7. Linear programming: Problem formulation and introduction to LP applications, graphical and simplex methods, special cases, duality and sensitivity analysis

Suggested Readings

Anderson, D.R., Sweeney, D.J., and Williams, T.A. (2002). Statistics for Business and Economics (1st Edition), South-western Press

Anderson, D.R., Sweeney, D.J., and Williams, T.A. (2006). An Introduction to Management Science-Quantitative Approaches to Decision Making, 11th edition, South-Western Press.

Fung, K. (2010). Numbers Rule Your World: The Hidden Influence of Probabilities and Statistics on Everything You Do (1st Edition), McGraw Hill

Levin, R.I and Rubin, D.S. (2011). Statistics for Management (7th Edition), Prentice Hall

Sharma, J.K. (2009). Operations Research: Theory and Applications (4th Edition), Macmillan India Limited

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SBP2MB104: Principles of Economics

No. of Hours: 32

Objective:

The objective of the course is to develop an understanding of the key micro and macroeconomic concepts, and their application in managerial decision making.

Course Content:

1. Introduction to Economics (3 hours): Branches of economics; Introduction to basic microeconomic and macroeconomic concepts
2. Theory of Demand (4 hours): Law of demand, theory of consumer behaviour; Concepts of average and marginal revenue; Elasticity of demand; Price controls and price ceilings, taxation and dead weight loss
 1. Theory of Production (3 hours): Production function; Short run and long run analysis; Returns to variable factor, stages of production, returns to scale, optimization.
 2. Cost Functions (3 hours): Types of costs, short run and long run cost functions; Economies and diseconomies of scale; Economies of scope, learning curves
 3. Market Structures (4 hours): Characteristics of perfect competition; Profit maximizing conditions in the long run and the short run; Monopoly and Monopolistic Competition; Social costs of monopoly; Models of oligopoly

4. Determination of Income and Employment (3 Hours): Keynesian model for two sectors; Fiscal Policy in Keynesian Framework; Interest Rates and investment; The IS (investment-saving curve) and Fiscal Policy
5. Money Markets (3 Hours): Components of Money; The Financial System; Money Market Equilibrium; The LM curve; Determination of Interest Rates and Output in an ISLM Framework; Quantity Theory of Money
6. Fiscal and Monetary Policy (3 Hours): Instruments of Fiscal Policy and Monetary Policy;
7. Aggregate Demand (3 Hour): Bringing together the equilibrium in the goods and the money markets and making prices flexible; Aggregate Demand Curve; Long run and Short run aggregate supply curves; short run and long run equilibriums; Inflation – causes, types and consequences
8. International Linkages (3 Hours): Exchange rates - Fixed and Flexible Exchange Rate Regimes; Relationship between Exchange Rates and Domestic Prices and Interest Rates; Fiscal and Monetary Policy in an Open Economy; Balance of Payments

Suggested Readings

Dornbusch, R., Fischer, S., Startz, R. (2004). *Macroeconomics* (9th Edition), Tata Mcgraw Hill Education Private Limited
Mankiw, G. (2008). *Macroeconomics* (6th Edition), Palgrave
Pindyck, R.S., Rubenfield, D.L., and Mehta, P.L. (2009). *Microeconomics* (7th Edition), Pearson Education
Rangarajan, C., Dholakia, P. (1980). *Principles Of Macroeconomics* (1st Edition), Tata Mcgraw Hill Education Private Limited
Salvatore, D. (2011). *Managerial Economics in a Global Economy* (7th Edition), Oxford University Press

SBP2MB105 – Financial Accounting

No. of hours: 32

Objective:

The objective of the module is to understand principles and techniques of accounting, and using accounting information for planning, decision making and control. The theme of the module is to introduce accounting as the language of business while emphasizing its underlying principles and concepts. The module lays the foundation for the course on Financial Management in Term II, Management Accounting in Term III, and various other Finance electives courses in the second year.

Course Content:

1. Meaning and Scope of Accounting: Need and development of accounting; Branches of accounting; Meaning of accounting principles; Bookkeeping and system of accounting; Accounting standards: concepts and common accounting terms
2. The Accounting mechanics: Journalising transactions: rules of debit and credit; Posting the transactions to a ledger; Preparation of trial balance.
3. Preparation of Financial Statements: Accounting for Fixed Assets; Accounting for liabilities; Preparing the statement of financial position (SOFP), income statement, statement of retained earnings and how to read an annual report.
4. Merchandising and Inventory Valuation: Understanding different inventory systems and methods to value inventory

5. Depreciation: Understanding depreciation; Methods of calculating depreciation; Depreciation policy
6. The concept of Revenue recognition: Meaning and the various methods of revenue recognition.
7. Financial Statement Analysis: Understanding, analyzing and interpreting different financial statements; Techniques of financial analysis
8. Legal Framework of Corporate Financial Statement
9. Ratio Analysis: Meaning of Ratios; Types of Ratios – solvency, liquidity, profitability and turnover ratios; Using ratios for cross-sectional and inter-temporal comparison
10. Cash Flow Statement: Preparation of cash flow statement; Understanding difference between cash flow and fund flow
11. International Financial Reporting Standards: Difference between Indian GAAP, US GAAP and IFRS; India's convergence to IFRS and various other related issues.

Suggested Readings

- Anthony, R., Hawkins, D., Merchant, K. (2008). Accounting – Text and Cases (12th Edition), Tata Mc-Graw Hill, New Delhi.
- Graham, B., Meredith, S. (1998). The Interpretation Of Financial Statements: The Classic 1937 Edition, Harper Business Publishing
- Narayanaswamy, R. (2010). Financial Accounting: A Managerial Perspective (3rd Edition), PHI, New Delhi.
- Homgren, C.T., Philbrick, D. (2008). Introduction to Financial Accounting (9th Edition), Pearson Education
- Parker, R.H. (2009). Understanding Company Financial Statements (6th Edition), Penguin Books.
- Saini, A. (2010). IFRS for India (1st Edition), Snow-white Publishing

SBP2MB106 – Marketing Management

No. of hours: 32

Objective:

The objective of the course is to develop an understanding of the concepts, issues and strategies involved in marketing of products and services.

Course Content:

1. Marketing and its Applications: Marketing concepts; Marketing in a developing economy; Marketing of services
2. Marketing planning and organization: Planning marketing mix (4Ps, 7Ps, 4Cs); Market segmentation; Marketing organizations; Marketing research and its applications
3. Understanding Consumers: Understanding consumer corporate; Models of consumer behaviour; Institutional and government markets; Indian consumer environment
4. Product Management: Product decision and strategies; Product life cycle and new product development; Branding and packaging decisions
5. Pricing and Differentiation Strategies: Pricing approaches and policies; Value proposition and differentiation concepts
6. Sales Promotion concepts: Marketing communications; Advertising and publicity; Personal selling and sales promotion; Consumer, business and trade promotion
7. Distribution and Public Relations: Sales forecasting; Distribution strategy; Managing sales personnel; Marketing and public relations
8. Internet Marketing: Technology and marketing; Buying and selling on the internet

9. Socially Responsible Marketing: Concepts of SRM; Objectives, strategies and its applications in Marketing
10. Ethical perspective in Marketing: Sources of ethics; Ethical concepts in marketing.

Suggested Readings

- Clow, K.E., Baack, D.E. (2011). *Cases in Marketing Management* (1st Edition), Sage Publications
- Kotler, P., Agnihotri, P.Y., Haque, E.U. (2010). *Principles of Marketing – A South Asian Perspective* (13th Edition), Pearson
- Ramaswamy, V.S. (2010). *Marketing Management – Global Perspective, Indian Context* (4th Edition), Macmillan India
- Ries, A., Trout, J. (2009). *22 Immutable Laws of Marketing* (1st Edition), Viva Books
- Tybout, A.M., Calder, B.J., Kotler, P. (2010). *Kellogg on Marketing* (2nd Edition), Wiley India

SBP2MB107: Business Communication & Personality Development

No of hours: 32

Objective:

The objective of the course is to understand the importance of oral and written communication in business and help the participants communicate effectively in a business setup, enhance their presentation skills, and facilitate their personality development.

Course Content:

1. Effective Communication Skills (3 Hours): Principles of Business communication, Essentials of good communication, 6Ws and 7Cs of communication
2. Barriers to Effective Communication with an emphasis on Non Verbal Communication (Kinesics, Proxemics, Voice quality, Paralanguage, Metaverbal Language, etc. (3Hours)
3. Effective Listening skills and Feedback (Johari Window)-(2Hours)
4. Writing Skills II (4 Hours): Writing minutes of the meeting, Preparing CV and Resume, Preparing memos
5. Basic theories of Personality (4 Hours): Psychodynamic school, Behavioristic school and Humanistic school
6. Psychometric Assessment of Self through multiple tools (3 Hours)
7. The art of making Presentations (3 Hours): Planning and essentials of Impactful power-point presentations
8. Oral communication (3 Hours): Interview Skills(Marketing Yourself) and Negotiations
9. Team Building (4 Hours): In basket team building exercises
10. Leadership Styles Assessment (3 Hours)

Suggested Readings:

- Courtland.H.Bovec,John.V.Thill,Mukesh Trivedi,(2009) *Business Communication Today*(9th Edition,Pearson Education
- Morgan, C.T., King, R.A., Weiss, J.R., and Schopler, J., *Introduction to Psychology*, (4th Edition) Tata-McGraw Hill
- Murphy, H., Hildebrant, H., and Thomas, J. (2008).*Effective Business Communication* (7th Edition), Tata McGraw Hill Education.
- Theobald, T. (2011).*Develop Your Presentation Skills*, Kogan page Limited.

Trimester – II

SBP2MB201: Foundations of Social Entrepreneurship

No. Of hours: 32

Objective:

The objective of this course is to expose students to the establishment and working of a new enterprise and its proper management, particularly with reference to the Social Sector.

Course Content:

1. Introduction (3 Hours): Social Entrepreneurship, how it differs from business and usual, types of social enterprises
2. Self-employment (3 Hours): Qualities and pre-requisites of entrepreneurship, Methods to start and expand one's own business, Factors underlying success and reasons for failure, turnaround strategies
3. Idea Generation (3 Hours): Social consciousness, Opportunity identification, Demand analysis and market potential
4. Positioning and Targeting (3 Hours): Spotting trends and opportunities, Profiling your target customer, Learning from competition, Marketing strategies and promotion, Location planning
5. Financing (5 Hours): Capital saving and project costing, Working capital requirement, Profit making in perspective, Social cost benefit analysis, alternate sources of funding
6. Feasibility Analysis (3 Hours): Technical, commercial, social, economic, financial and managerial feasibility analysis
7. Legal concerns (3 Hours): Government support and entrepreneurship, Legal concerns, Ethics and social responsibility, Role of Corporate Governance
8. Sustaining the team (3 Hours): Building and managing a winning team
9. Evaluation (3 Hours): Evaluating performance of entrepreneurial ventures
10. Key Focus Areas (3): education, healthcare, rural development, human rights, child welfare, microfinance

SBP2MB202: Leadership and Change

No. of Hours: 32

Objective:

The objective of the course is to build upon the leadership concepts discussed in Organisational Behaviour in Term I and the importance of change in the organisational context.

Course Content:

1. Introduction to Change: Historic changes in business environment; Changes in labour laws; Internal and external factors creating the need for change
2. Types of Change: Varieties of change; Change leadership; Leadership attitudes; Understanding the impact of organizational change
3. Change leadership: Functions of change leaders; Relationship between leadership style and change; What successful change leaders do; Framework for change

4. Organisational readiness to change: Previous experiences of change; Clarity of expectations; Support of top management; Compatibility of change with organizational goals
5. Role of Change Teams: Inventors, Entrepreneurs, Integrators, Experts, Managers, Sponsors
6. Change Implementation Process: Steps in Implementing change; Improving team effectiveness during change; Structured approach to communicating change
7. Change and Resistance: People's resistance to change; Overcoming resistance; How personality affects an individual's relationship with change
8. Sustaining Change: Change leadership practices that help; Dynamics of change; Change as an opportunity
9. Organisational Culture and Change: Organisational culture and characteristics; Transmission of culture to employees; Forces that acts as stimulants to change; Approaches to managing organizational change; Creating a culture for change.

Suggested Readings

- Bennis, W. G. and Nanus, B. (2003). *Leaders: Strategies for Taking Charge* (2nd Edition), Harper Paperbacks
- Charmichael, J.L., Collins, C., Emsell, P. and Haydon, J. (2011). *Leadership & Management Development*, OUP
- Daft, R. (2008). *Organization Theory, Change and Design* (1st Edition), South Western
- Harvard Business School (2003). *Managing Change and Transition: HBR Essentials*, Harvard Business School Press
- Sharma, R.R. (2008). *Change Management: Concepts & Applications* (1st Edition), Tata McGraw Hill Education Private Limited.

SBP2MB203: Management Science

No. of Hours: 32

Objective:

This is an introductory course on operations research designed to introduce the basic concept of quantitative approaches to decision making. The course provides students with a sound 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 problems

Course Content:

1. Operations Research: Quantitative approach to business decision making, operations research models
2. Special Linear Programming Methods: Transportation, assignment and transshipment models
3. Network Model: Concept and preparation of networks, PERT and CPM, shortest route problem
4. Integer Linear Programming: Select applications, ILP algorithms, travelling salesman problem
5. Goal Programming: Goal programming formulations and algorithms
6. Inventory management: Inventory systems, single item inventory models with and without shortages, quantity discount models
7. Waiting Lines: Characteristics and structure of queuing systems, arrival and service process, inter-arrival time distribution, single and multiple server queuing models.
8. Decision Analysis: Decision making under certainty, risk and uncertainty

Suggested Readings

Anderson, D.R., Sweeney, D.J., and Williams, T.A. (2006). An Introduction to Management Science-Quantitative Approaches to Decision Making, 11th edition, South-Western Press.

Bronson, R. (2003). Theory and Problems of Operations Research (Schaum's Outline Series) (2nd Edition), Tata McGraw Hill Education Private Limited

Hillier, F. and Lieberman, G. (2008). Introduction to Operations Research: Concepts And Cases (8th Edition), Tata McGraw Hill Education Private Limited

Sharma, J.K. (2009). Operations Research: Theory and Applications (4th Edition), Macmillan India Limited

Taha, H.A. (2008). Operations Research: An Introduction (8th Edition), Pearson

Winston, W.L. (2004). Operations Research: Applications & Algorithms (4th Edition), Cengage Learning

SBP2MB204: Spread-sheet Modelling

No. of Hours: 32

Objective:

The objective of the course is to enable the students solve managerial decision problems using spread-sheet modelling techniques.

Course Content:

1. Basic Excel: Introduction to spread-sheet modelling; Using goal seek and data tables to do break-even analysis; Investment-saving problems
2. Use of Solver: Optimization using solver; Solving problems related to product mix; Portfolio planning; Cash flow management; Production planning
3. Sensitivity Analysis: Using sensitivity analysis and scenario analysis to solve problems related to portfolio optimization; Workforce planning and cash flow management
4. Simulation: Monte Carlo simulation on excel using rand () function; Applications to inventory planning; Competitor analysis
5. Statistics and Probability Distribution Functions: Using probability distribution functions to do statistical analysis on excel; Use of advanced function such as VLOOKUP and HLOOKUP
6. Data Analysis: Data analysis using pivot tables; Filters; Applications to sales and distribution management
7. Forecasting: Forecasting methods using time series analysis on excel; Application to revenue, sales and cash flow forecasting
8. Capital Budgeting: Discounting and compounding using excel; Applications for calculating DCF, cost of capital; Capital asset pricing model
9. Mergers and Acquisitions: Spread-sheet modelling to calculate acquisition premium/discount and synergies

Suggested Readings

Levine, S. (2009). Statistics for Managers Using Microsoft Excel (5th Edition), Phi Learning

Proctor, K.S. (2010). Building Financial Models with Microsoft Excel: A Guide For Business Professionals (2nd Edition), Wiley India Pvt. Ltd

Sah, A.N. (2009). Data Analysis Using Microsoft Excel (1st Edition), Excel Books
Walkenbach, J. (2007). Microsoft Office Excel 2007 Bible, Wiley India Pvt. Ltd
Whigham, D. (2007). Business Data Analysis Using Excel (1st Edition), Oxford University Press

SBP2MB205: Corporate Finance

No. of Hours: 32

Objective:

The objective of this course is to understand the modern approach to financial decision making. The course aims to discuss the theories, concepts, assumptions and mechanics underlying financial decisions.

Course Contents:

1. Financial Management: Scope; Functions of a finance manager; Goals of the firm; Recap of financial statement analysis and ratios; Financial decisions
2. Valuation: Risk and Return; Time Preference for money; Present values and annuities
3. Portfolio theory and Capital Asset Pricing Model: Risk and return on single asset and on a portfolio; Capital asset pricing model
4. Capital Budgeting Decisions: Investment Decisions; Methods of capital budgeting; Determining cash flows and cost of capital in investment decisions
5. Capital Budgeting – Advanced Topics: Complex investment decisions; Capital rationing; Risk analysis in capital budgeting
6. Financing Decisions: Financial and operating leverage; Capital structure theories
7. Dividend Decision: Dividend policies; Dividend relevance and irrelevance theories
8. Working Capital Management: Issues in working capital management; Receivable, inventory and cash management
9. Financial Derivatives: Forwards, futures and options
10. Mergers and Acquisitions: Analysis of mergers and acquisitions; DCF valuations; LBOs

Suggested Readings

Bailey, R, Myers, S., Allen, F., and Mohanty, P. (2007). Principles of Corporate Finance (8th Edition), Tata McGraw Hill Education Private Limited
Damodaran, A. (2007). Corporate Finance Theory and Practice (2nd Edition), Wiley India Pvt Ltd
Horne, V. (2011). Financial Management & Policy (12th Edition), Pearson Education
Pandey, I.M. (2010). Financial Management (10th Edition), Vikas Publication House Pvt. Ltd.
Parikh, P. (2009). Value Investing and Behavioral Finance (1st Edition), Tata McGraw Hill Education Private Limited

SBP2MB206: Business Ethics & Corporate Social Responsibility

No. of hours: 32

Objective:

The objective of the course is to understand the relevance ethics and social responsibility provide for business. As our School proposes to start two Masters Programs the areas of Social Entrepreneurship and Public Policy soon, this course will be beneficial for both those programs

too. The course will also provide insights in bringing out the various dimensions of sustainable development- social, economic and environmental.

Course Content:

1. Introduction (3 Hours): Business Ethics in the context of Global Society
2. Utilitarianism (3 Hours): Concept, Traditional theories of utilitarianism, Deontology vs Utilitarianism
3. Rights and Duties in the Context of Business Ethics (3 Hours): Concept of Rights and Duty, Moral, Legal and Human rights, Kant's categorical imperatives, Libertarian viewpoint
4. Justice and Fairness in the context of Business Ethics (4 Hours): Forms of justice, Rawlsian perspective on justice, Socialist perspectives on justice, Capitalist perspective on justice
5. Virtue Ethics and Ethics of Care (3 Hours): Virtues, actions and institutions, Challenges of Virtue theory, Unconscious moral decision making
6. Overview of CSR (3 Hours): Overview of CSR, challenges and Trends, Environment and Institutional context.
7. Various Theories of CSR and Internal Organisation of the Corporation (3 Hours): The Corporation, Politics and tension in the organisation.
8. CSR in India (3 Hours): Industry sector initiatives, Role of Civil Society, Media, Government etc.
9. Stakeholders of Business (4 hours): Consumers, shareholders, suppliers and competitors.
10. Sustainable Development (3 hours): Brundtland Report, Local, regional and International networks, some successful sustainable models.

Suggested Readings:

Velasquez, M.G. (2011). *Business Ethics: Concepts and Cases* (7th edition), Pearson.
Albuquerque, D. (2010). *Business Ethics- Principles and Practices* (1st Edition), Oxford University Press.
Lawrence, A. (2010). *Business and Society- Stakeholders, Ethics and Public Policy*, (1st Edition), Academic internet Publishers.
Chatterji, M. (2011). *Corporate Social responsibility*, Oxford University Press.
Crane, A., Matten, D. and Spence, L. (2007) *Corporate Social Responsibility: Readings and cases in Global context*, Routledge.

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SBP2MB207: Language
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Trimester- III

SBP2MB301: Issues & Perspectives in Public Policy

Objective:

The objective of the module is to discuss issues relating to public policy and the role of public institutions in shaping the business and economic environment.

No of hours: 32

Course Content:

1. Introduction (3 hours): Role of public sector, The welfare state
2. Theories of the role of the state (3 hours) - utilitarianism, liberal and libertarian
3. Equality and Public Policy (3 hours): The importance of fairness, equality and choice in public services; Inequality.
4. Public Choice (3 hours): Collective choice and models of democratic politics.
5. Social Services (6 hours): Social Insurance, retirement pensions: targeting and poverty relief; Education and Health
6. Indian economic environment (3 hours): Indian economy after independence; Planning process, reform process; Models of development
7. Welfare theory - Market vs Non Market (6 hours): Market and Non market failures; efficiency arguments and the economic analysis of public goods.
8. Private ownership vs. Public Ownership (3 hours): Ownership and provision; Private-public partnership; Bureaucracy and corruption, Models of PPP
9. Fiscal budget (2 hours): The government budget; Budget reading and analysis; India's Fiscal Deficit as a concern

Suggested Readings:

Barr, N. (1998). *The Economics of the Welfare State*(3rd Edition), Stanford University Press
Stiglitz, J. (2000). *Economics of the Public Sector*(3rd Edition), W. W. Norton & Company
Basu, K. (2005). *India's Emerging Economy: Performance and Prospects in the 1990s and Beyond* (1st Edition), Oxford University Press
Kaur, S. (2003). *Privatization and Public Regulation: The Indian Experience*, Macmillan India
Vaidhyathan, A., Krishna, K.L. (2007). *Institutions and Markets in India's Development*, Oxford University Press

SBP2MB302: Human Resource Management

No. of Hours: 32

Objective:

The objective of this course is to help the students to understand how to develop best practices and acquire skills to create an environment to enhance performance of people in organisations.

Course Content:

1. HRM Perspectives: Scope of personnel function in an organisation; Perspective of human resource management
2. Human Resource Planning: Steps, methods and techniques
3. Job Analysis and Job Description: Methods and steps
4. Recruitment and Selection: Processes and methods

5. Learning and Development: Socializing the new employee; Learning and development methods
6. Employee Training: Training needs analysis; Organizational, operational and individual needs analysis; Methods of training; Off site and Onsite techniques
7. Performance Management: Performance evaluation and assessment techniques
8. Compensation Management: Job evaluation; Compensation and reward systems
9. Employee Grievances: Nature and causes of grievances; Grievance procedure
10. Organizational Structure: Components and types of organizational structure; Virtual organization; Boundary-less organizations; Behavioural implications of different organizational designs

Suggested Readings

- Armstrong, M. (2009). Armstrong's Handbook Of Human Resource Management Practice (11th Edition), Kogan Page India Pvt. Ltd.
- Aswathappa, K. (2010). Human Resource Management (6th Edition), Tata McGraw Hill Education Private Limited
- Decenzo, D.A., Robbins, S.P. (2011). Human Resource Management (10th Edition), Wiley India
- Dessler, G., Varkkey, B. (2011). Human Resource Management (12th Edition), Pearson
- Saiyaidain, M. (2008). Human Resource Management (3rd Edition), Tata McGraw Hill Publishing Company Limited

SBP2MB303: Operations Management

No. of Hours: 32

Objective:

The objective of the module is to provide the students with an introduction to the concepts, processes, and methods of managing and controlling operations in manufacturing or service settings

Course Content:

1. Introduction: Operations management, historical development of OM – JIT, TQC, BPR, SCM, current issues in OM
2. Operations Strategy: Corporate strategy design process, fitting operational activities to strategy, productivity measurement
3. Product Design: Product design and development process, designing product for customer, manufacture and assembly
4. Process Analysis: Process flowcharting, job design and work measurement, work methods, product-process matrix, service design matrix.
5. Facility location and Layout: Facility location, process layout, product layout, fixed position layout
6. Service process selection and design: Designing service organisations, service blue-printing, new service development process, waiting line management
7. Quality Management: Total quality management, six sigma, servqual, statistical quality control
8. Supply Chain Design: Supply chain strategy, strategic capacity management, lean production systems
9. Material Requirement Planning: MRP systems, lot sizing, theory of constraints

Suggested Readings

- Arnold, J.R.T., Chapman, S.N., Clive, L.M. (2009). Introduction to Materials Management (6th Edition), Pearson
- Chase, R., Jacobs, F.R., Acquilano, N., Agarwal, N. (2006). Operations Management for Competitive Advantage (11th Edition), Tata McGraw-Hill Education (India) Ltd
- Gaither, N. and Frazier, G. (2011). Operations Management, Cengage Learning
- Johnston, R., Chambers, S., Slack, N., Harrison, A., Harland, C. (2002), Cases in Operations Management, 3rd edition, Financial Times Press, Prentice Hall
- Krajewski, L.J., Ritzman, L.P., Malhotra, M.K. (2007). Operations Management: Process And Value Chains (8th Edition), Pearson
- Mathirajan, M., Krishnaswamy, K. N., (2008), Cases in Operations Management, Prentice Hall India

SBP2MB304: Structured Thinking & Problem Solving

No. of hours: 32

Objective:

The objective of the course is to equip the participants with the essentials of structured thinking & Problem solving techniques to facilitate them in playing an important role in helping organizations maximize their potential.

Course Content:

1. Nature of Problems: Simple and complex problems; Need to solve complex problems
2. Problem Solving Overview: Common methodologies
3. Structured Problem Solving construct: Understanding the problem; Structuring the problem; Solving the problem; Presenting the solution
4. Understanding the problem: Situation; Complication; Key Questions; Barriers to understanding; Active listening techniques and practice; Layers of the problem – getting to the core; Context based problem definition; Techniques: context setting, mind maps
5. Structuring the problem: Deconstructing one/few complex problems to many simple problems; Types of structuring techniques; Levels of issue trees; MECE principle
6. Solving the problem: Work plan to resolve issue branches; Generate options with outcomes; Prioritization: dependencies, impact, resources, techniques; When to use hypothesis driven v/s issue driven
7. Presenting the solution: Pyramid principle and pyramid to page – structured communication; Understand the audience: positioning overview; Business English; Microsoft Power-point overview; Document writing; Other Resources

Suggested Readings

- Arthur, E. (2005). Problem-Solving Strategies (1st Edition), Springer India
- Krantz, S.G. (2000). Techniques of Problem Solving, American Mathematical Society
- Minto, B. (1996). The Pyramid Principle: Logic in Thinking and Writing (1st Edition), Financial Times Prentice Hall
- Vangundy, A.B. (1998). Techniques of Structured Problem Solving (2nd Edition), Springer
- Watanabe, K. (2009). Problem Solving 101: A Simple Book For Smart People, Vermillion

SBP2MB305: Cost and Management Accounting

No. of Hours: 32

Objective:

The objective of this module is to help students use accounting information for financial analysis, profit planning, cost control and decision making

Course Content:

1. Introduction: Financial, cost and management Accounting; Recap of financial statement analysis
2. Costing: Costs concepts for profit planning; Control and decision making; Costing and control of materials and labour
3. Costing and control of overheads: Factory overheads; Absorption; Over-and-under absorption; Administrative, selling and distribution overheads
4. Activity Based Costing: ABC system for various cost heads; ABC for service Industry
5. Advanced Concepts: Job-order and batch costing; Process, joint and by-product costing; Variable costing and absorption costing
6. Profit Planning I: CVP analysis; Break even analysis
7. Profit Planning II: Budgeting; Preparation of different types of budget
8. Standard Costing: Establishing cost standards; Components of standard cost
9. Variance Analysis: Material, labour and overhead variance analysis; Sales and profit variance
10. Responsibility Accounting: Responsibility Centres; Target Costing

Suggested Readings

Coombs, H., Hobbs, D., Jenkins, E. (2007). Management Accounting: Principles and Applications (1st Edition), Sage South Asia
Horngren, C.T., Datar, S.M., Foster, G.M., Rajan, M.V., Itner, C.D. (2009). Cost Accounting: A Managerial Emphasis (13th Edition), Pearson
Kaplan, R.S., Atkinson, A.A. (2009). Advanced Management Accounting (3rd Edition), Phi Learning Pvt. Ltd.
Khan, M.Y., Jain, P.K., Management Accounting (4th Edition), Tata McGraw Hill
Kishore, R.M. (2011). Cost & Management Accounting: Text and Cases (5th Edition), Taxmann Allied Services Pvt. Ltd.

SBP2MB306: Business Research

No. of Hours: 32

Objective:

The objective of the course is to equip the students with basic understanding of research methodology and the modern analytical tools

Course Content:

1. Introduction: Marketing research process; Role of marketing research; Ethics in marketing research

2. Problem Definition: Defining the marketing research problem; Formulating the research design; Exploratory research design using secondary data; Qualitative research
3. Descriptive and Causal Research Designs: Survey methods; Observation methods; Ethnography; Experimentation; Quasi-experimental methods
4. Measurement and Scaling: Methods of comparative scaling; Non comparative scaling techniques
5. Questionnaire and Form Design: Questionnaire design process; Form and layout
6. Sampling: Sampling design process; Sampling techniques; Sampling distribution; Statistical approach to sampling; Introduction to SPSS
7. Data Analysis – I: Fieldwork and data collection process; Coding and preparation of data; Frequency distribution; cross tabulations and hypothesis testing
8. Data Analysis – II: Analysis of variance and covariance; Correlation and regression
9. Data Analysis – III: Discriminate analysis; Factor analysis; Cluster Analysis; Multidimensional scaling and conjoint analysis
10. Report preparation and presentation: Report format and writing; Oral presentation; Research follow-up

Suggested Readings

- Krishnaswamy, K.N., Sivakumar, A.I., Mathirajan, M. (2009). Management Research Methodology: Integration Of Principles, Methods and Techniques, Pearson
- Malhotra, N.K., Dash, S. (2010). Marketing Research: An Applied Orientation (6th Edition), Pearson
- Nargundkar, R. (2008). Marketing Research Text and Cases (3rd Edition), Tata McGraw Hill Education Private Limited
- Paul, D., Yeates, D., Cadle, J. (2010). Business Analysis (2nd Edition), British Informatics Society Ltd
- Shajahan, S. (2005). Marketing Research: Concepts & Practices In India (1st Edition), Macmillan

SBP2MB307: Language

Trimester– IV

SBP2MB401: Strategic Management

No. Of hours: 32

Objective:

To develop an understanding of strategic management concepts, research, tools and theories, and develop a framework of analysis that will form the basis of strategic thinking and developing strategy in organizations.

Course Content:

1. Introduction to Strategic Management (4 Hours): What is Strategy, Mission, Vision, Nature and Scope
2. Assessing Competitive Position: Internal Analysis (4 Hours): Activities, Resources and Capabilities of the firm, Resource Based View
3. Assessing Competitive Position: External Analysis (4 Hours): Environment Analysis, Structural Analysis
4. Organisational Structure (4 Hours): Macro and Micro organisational structure, culture and strategy
5. Competitive Strategy (4 Hours): Generic Strategies
6. Mergers and Acquisitions (4 Hours): Mergers, acquisitions and organisational change
7. International Strategy (4 Hours): Global strategies, Types of International strategies
8. Business and Corporate Level Strategy (4 Hours): Operational Level Strategy and Corporate Level Strategies

Suggested Readings:

Walker, G (2009). *Modern Competitive Strategy*, TMH Companies.

Wheelen, T. and Hunger, J. (2010). *Strategic Management and Business Policy*, Pearson Publications

Hill, C. and Jones, G. (2012). *Strategic Management*, Cengage Publication

Porter, M.E. (2010). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, Simon and Schuster Editions

Grant, R. M. (2005). *Contemporary Strategy Analysis: Concepts, Techniques, Applications* (5th edition), Wiley blackwell

SBP2MB402: International Business Environment

No. Of hours: 32

Objective:

The objective of the module is to develop an understanding of the key trends in the globalised world and understand international business strategies.

Course Content:

Globalisation, Society and International Business (3 hours): Forces behind globalisation, Criticisms of globalisation, Impact of multinational organisation on society

Global Culture and Business (3 Hours): Dynamics of cultures, behavioural practices affecting business, dealing with cultural differences
 Political and Legal Environment of Business (3 Hours): Political environment and ideologies, legal issues in international business
 Development Societies and International Business (3 hours): Role of Development Societies in international business
 International Agencies and Agri Business (3 hours): International collaborations and agreements; Agreement on Agriculture; FDI
 Economic Environment of Business (4 hours): International economic environment and business
 Trade and Factor Mobility (3 Hours): Interventionist and free trade theories, Dynamics of trade, Factor mobility and business
 Trade Interventions (3 Hours): Government intervention in trade, Tariffs and non tariff barriers to trade
 Exchange Rate (3 Hours): Determination of exchange rates, using derivatives to hedge foreign risk
 Strategy of International Business (4 Hours): Global integration and local responsiveness, Global strategy types; Export strategy; Import strategy, Export process

Suggested Readings:

Daniels, J.D., Salwan, P., Sullivan, D.P., Radebaugh, L.H. (2010). *International Business: Environments and Operations* (12th Edition), Pearson Education
 Black, J.S., Sundaram, A.K. (1994). *The International Business Environment: Text and Cases*, Prentice Hall
 Meier, G. (1998). *The International Environment of Business, Competition and Governance in the Global Economy*, Oxford University Press
 Shahjahan, S. (2006). *International Business* (1st Edition), Macmillan India Limited
 Stiglitz, J. (2007). *Making Globalization Work*, Penguin Books India

SBP2MB403: Business Law & Corporate Governance

No. Of hours: 32

Objective:

The objective of the course is to cover the main laws impacting day to day business and to examine the legal framework so as to understand and adapt to new laws which are enacted from time to time. It also aims to introduce the participants to the legal and non-legal governance mechanisms that affect economic activities. While legal provisions seek to fence in and fence out it essentially encapsulates the intention of the legislature as interpreted and corrected by the judiciary from time to time. The objective will be to make the students understand these concepts, through case studies and class discussions.

Course content:

1. Basic concepts and provisions (3 Hours): Legal framework – basic principles, Constitution, Recent laws for those with entrepreneurial aims
2. Indian Contract Act 1872 (3 Hours): Formation, Discharge
3. Special Contracts (3 Hours): Contract management including Arbitration as dispute resolution method

4. Important Acts (5 Hours): Sale of Goods Act – 1930; International Trade Law; Consumer Protection Act 1986; Negotiable Instruments Act; Essentials of Banking Law
5. Companies Act (3 Hours): Features, Types, Doctrines, Incorporation, Commencement, Prospectus, Shares, Debentures
6. Company Management (3 Hours): Oppression and Mismanagement, Accounts and Audit; Winding Up; Inspection
7. Corporate Governance (3 Hours): Basics; Need for Corporate governance
8. Corporate Governance - Cases (3 Hours): Cases of Enron, Satyam, World Com, American Express, Kodak
9. Corporate governance provisions under Company Law 2013 and Clause 49 of Listing Agreement (3 Hours)
10. SCRA –SEBI (3 Hours): Insider Trading, Disclosures, Pen offer, Depositories Act

Suggested Readings:

- Singh, A. *Law of Contract*, Eastern Book Company.
 Jain, N.K. (2007). *Company Law and Practice*, Deep & Deep Publications.
 Kuchhal, M.C. (2010). *Business Law* (5th Edition), Vikas Publishing House
 Malla, P. (2010). *Corporate Governance History, Evolution And India Story* (1st Edition), Routledge
 Parthasarthy, S. (2011). *Corporate Governance: Principles, Mechanism & Practice*, Wiley India Pvt. Ltd

SBP2MB404: Language

In addition students will choose 3 electives from the basket that will be offered

Trimester– V

Students will choose 7 electives from the basket that will be offered

Trimester - VI

SBP2MB601: Project Study

The project study shall commence from the fifth trimester and the report shall be submitted before the end of the sixth trimester. The four credits assigned to project study will be assessed and awarded on the basis of parameters including written report of the project study shall carry 50 percentage of assessment (2 credits) and the viva-voce examination to be conducted by a duly constituted examination board shall carry the other 50 percentage of assessment (2 credit).

In addition students shall choose five electives from the basket that will be offered, one of which may include Advanced Language course

Elective Courses

Electives – Area: Public Policy

<p>SBP2MB411</p>	<p>Infrastructure and Market Reforms</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to see the evolution of Indian economy since Independence, and understand the nationalisation-privatisation debate.</p> <p>Course Content: Approaches to economic development; Planning in India and role of the state; Resource base and infrastructure – physical and social in India; Privatisation and disinvestment debate; Rationale behind internal and external reforms in India since 1990s; Financial sector reforms; Review of monetary policies of RBI; Capital market reforms; Policies for foreign capital and MNCs in India; Implications of the reform process in current times; Need for another reform process; Sectoral infrastructure development i.e. transport, power, water supply and sanitation; Public-private partnership approaches for economic development; financing issues in infrastructure, Projects management and development</p> <p><i>Suggested Readings</i> Ahluwalia, I.J., Little, I.M.D. (1999). India's Economic Reforms And Development: Essays For Manmohan Singh, OUP Jetli, K.N., Sethi, V. (2007). Infrastructure Development In India: Post-Liberalisation Initiatives And Challenges, New Century Publications Joshi, V., Little, I.M.D. (2010). India's Economic Reforms 1991-2001, OUP Kapila, U. (2009). Indian Economic Developments Since 1947 (3rd Edition), Academic Foundation Srinivasan, T.N. (2011). Growth, Sustainability, and India's Economic Reforms, OUP</p>
<p>SBP2MB412</p>	<p>Political Economy</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to gain an understanding of the political economy, and how policies are formed and implemented.</p> <p>Course Content: Comparative economic theories – Schumpeter, Keynes, Friedman, New Classicalists; Indian constitutional arrangements; Institutions of politics and governance; Bureaucracy and public management; Theories of administration; Administrative values; Public administration in developing countries; Administrative reforms in India; Public service management; District and village administration; How policies are formed, adopted and implemented; Relationship between politicians, bureaucrats, lobbyists and media; Impact of public opinion; Factors behind successful policy implementation; Evaluation of public policies; Law and public policy; Prospects for global democracy; Multilateral platforms to address international political economic issues, including relatively new forums such as the G20; Interlinkages between economic and</p>

		<p>security relations; International coalitions to fight common problems such as terrorism, environmental challenges and economic crises.</p> <p>Suggested Readings Bardhan, P. (1998). The Political Economy of Development in India, OUP Chatterjee, P. (1998). State and Politics in India, OUP Maheswari, S.R. (2000). Public Administration In India, Macmillan India Meier, G. (2005). Leading Issues In Economic Development, OUP Ravenhill, J. (2011). Global Political Economy (1st Edition), OUP Singh, A. (2005). Administrative Reforms : Towards Sustainable Practices, Sage India Zartman, I.W., Touval, S. (2010). International Cooperation: The Extent and Limits of Multilateralism, Cambridge University Press</p>
<p>SBP2MB413</p>	<p>Economics of Business Policy</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to get an understanding of economic concepts for policy analysis, theories and models of development and public finance.</p> <p>Course Content: Basic microeconomic theory and policy applications; Welfare economics – externality, public goods; Decision analysis, social cost-benefit analysis; Theories of development; Economic growth models; Approaches to development; Public policy analysis models; Strategies for interventions and instruments; Public budgeting and finance; Privatization and the role of regulation; Government expenditure, tax and debt policy issues; Fairness and efficiency; Fiscal federalism and fiscal reforms in India; Global capitalism since the last century- great depression, pre-and-post war era, stagflation in 1970s, Thatcher-Reagan-Greenspan-Bush era of market liberalization, financial crises</p> <p>Suggested Readings Benassy-quere, A., Coeure, B., Pisani-ferry, J., Jacquet, P. (2010). Economic Policy: Theory And Practice, OUP Govindrao, M., Rakshit, M. (2011). Public Economics : Theory and Policy Essays In Honor of Amaresh Bagchi (1st Edition), Sage India Musgrave, R.A., Musgrave, P.B. (2005). Public Finance In Theory And Practice (5th Edition), Tata McGraw Hill Education Private Limited Weimer, D., Vining, A.R. (2010). Policy Analysis: Concepts And Practice (5th Edition), Longman Thomas, B.A. (2011). An Introduction to The Policy Process : Theories, Concepts, and Models of Public Policy Making (3rd Edition), Phi Learning Todaro, M.P., Smith, S.C. (2002). Economic Development (8th Edition), Pearson</p>

SBP2MB414	Trade and Industrial Policy	<p>No. of Hours: 32</p> <p>The objective of the course is to understand the trade policy, industrial policy and economic reforms in India after the liberalisation of the economy in the 1990s.</p> <p>Course Content: International trade policies; WTO and regional blocs; International policy for economic cooperation and development; EXIM, FEMA and exchange rate policies in India; Growth and pattern of industrialisation in India; Urbanisation and industrial policy in India; Theories of industrial location and localized economic growth; Social and institutional foundations and dynamics of regional/urban economic growth; Small-scale sector; Current trade and industrial policies and critical evaluation.</p> <p>Suggested Readings Asian Development Bank (2008). Trade Policy, Industrial Performance, and Private Sector Development In India, OUP Gallagher, K.P. (2005). Putting Development First: The Importance of Policy Space in The WTO and IFIs, Zed Books Mathur, V. (2009). Foreign Trade Policy and Trends in India, 1947-48 To 2008-09, New Century Publishers Ray, D. (1998). Development Economics, Princeton University Press Tendulkar, S.D., Mitra, A., Narayanan, K. (2006). India: Industrialisation In a Reforming Economy: Essays For K. L. Krishna, Academic Foundation</p>
SBP2MB415	Country Risk Analysis	<p>No. of Hours: 32</p> <p>The objective of the course is to understand the role of country risk analysis in global decision making in the corporate and governments.</p> <p>Course Content: Types of risks; Analytic tools for country risk analysis; Country risk assessment models; Ratings agency approach; Political risk analysis; Democratic institutions and political risk; Political risk and government performance; Country risk and credit worthiness; Risk management and mitigation strategies; Role of international financial organisations in risk analysis.</p> <p>Suggested Readings Frenkel, M., Karmann, A., Scholtens, B. (2010). Sovereign Risk and Financial Crises, Springer Kosmidou, K., Doumpou, M., Zoupounidis, C. (2008). Country Risk Evaluation: Methods and Applications, Springer Madura, J. (2009). International Financial Management, Cengage Moran, T.H., West, G.T. (2005). International Political Risk Management: Looking to The Future, World Bank Publications World Bank (2010). World Investment and Political Risk, World Bank Publications</p>

SBP2MB416	Contemporary Economic Policy	<p>No. of Hours: 32</p> <p>The objective of the course is to discuss contemporary issues in economic policy</p> <p>Course Content: International public policy; Domestic policy options that nations are using in response to globalization; Normative issues in policy analysis; Special topics – poor and welfare reforms, education and health policy, policy for children, youth and women, environment and land policy, race, ethnicity and public policy; Public opinion and media; Activists, collective action and private politics; Challenges in federal polity – problems in the North-East, J&K, formation of smaller states, naxalism; Human rights, internal and external security and public policy; Disaster risk management</p> <p>Suggested Readings Asok kumar, S. (2010). Global Financial Crisis and The Indian Economy, New Century Publications Banerjee, A.V. and Duflo, E. (2011) Poor Economics: Rethinking Poverty and Ways to end it, Random House India Publications Das, G. (2002). India Unbound: The Social and Economic Revolution from Independence to The Global Information Age, Knopf Doubleday Publishing Group Dashmishra, M. (2011). Political Economy of Development and Environmental Degradation in India, Concept Publishing Company (p) Ltd. Deb, S. (2006). Contemporary Social Problems In India, Anmol Publishers</p>
SBP2MB417	Public Sector Management	<p>No. of Hours: 32</p> <p>The objective of the course is to expose the students to managerial aspects of public sector enterprises, and evaluating their performance and efficiency.</p> <p>Course Content: Public sector enterprises in India and their performance; Objectives and role of public sector enterprises; Public enterprise policy and reform – project management methodologies, management of technologies, pricing policy and administered prices, budgetary techniques and financial control systems, personnel administration, marketing problems, problems of industrial relations and trade unions; Autonomy vs. accountability in public enterprises; Problem of sick units in India; Public policy for select sectors – telecommunications, power, financial sector, airports, ports and highways; Public private partnership in India.</p> <p>Suggested Readings Coombs, H., Jenkins, E. (2001). Public Sector Financial Management (3rd Edition), Cengage Learning Flynn, N. (2007). Public Sector Management (5th Edition), Sage Publications</p>

		<p>Ganesh, G. (2010). State Level Public Sector Enterprises In India: Performance And Prospects, Bookwell Publications</p> <p>Ramesh, G., Nagadevara, V.P., Naik, G. (2010). Public Private Partnerships (1st Edition), Routledge India</p> <p>World Bank (2000). Reforming Public Institutions and Strengthening Governance: A World Bank Strategy, World Bank Publications</p>
SBP2MB418	Land Acquisition Management	<p>No. of Hours: 32</p> <p>The objective of the course is to equip the participants with concepts and case studies related to land policy, administration, acquisition management, and tenure rights.</p> <p>Course Content: Geographic information systems and land information systems management; Spatial analysis; Land conflicts and management; Land rights and land tenure systems; Land policy, administration and economics; Rural and urban development; Approaches to natural resource management; Implications of climatic and demographic changes; Legal, civil society and governance in land reforms.</p> <p>Suggested Readings</p> <p>Bhattacharya, J. (2010). Land Acquisition and Strategic Corporate Social Responsibility Management, Wide Publishing</p> <p>Infrastructure 3i Network (2009). India Infrastructure Report 2009: Land – A Critical Resource for Infrastructure, OUP</p> <p>Modi, R. (2009). Beyond Relocation : The Imperative Of Sustainable Resettlement, Sage India</p> <p>Sarkar, P.K. (2007). Law of Acquisition of Land in India: Including Requisition & Acquisition of Immovable Property (2nd Edition), Eastern Law House</p> <p>Somayaji, S., Talwar, S. (2011). Development induced Displacement, Rehabilitation and Resettlement in India: Current Issues and Challenges, Routledge</p>

Electives – Area: Social Entrepreneurship

<p>SBP2MB521</p>	<p>Introduction to Social Entrepreneurship</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to familiarize the students with the key challenges and opportunities that are encountered by social entrepreneurs.</p> <p>Course Content: Social entrepreneurship and how it differs from business as usual; Types of social enterprises; Roles and needs; Starting an early stage social venture – challenges, managing capital, financing; Public-private partnerships; Marketing strategies in social enterprises; Role of corporate governance in initial years of operations; Key focus areas – education, healthcare, rural development, human rights, child welfare, microfinance</p> <p>Suggested Readings Bornstein, D., Davis, S. (2010). Social Entrepreneurship – What Everyone Needs To Know (1st Edition), Oxford University Press, USA Mycoskie, B. (2011). Start Something that Matters, Random House Publishing Group Venkatapathy, R., Malar, M., Uma, D. (2010). Social Entrepreneurship (1st Edition), Excel Books Verma, A. (2009). Social Entrepreneurship Management, Global India Publications Pvt Ltd. Ziegler, R. (2011). An Introduction to Social Entrepreneurship: Voices, Preconditions, Contexts, Edward Elgar Publishing</p>
<p>SBP2MB522</p>	<p>Strategic Management of New Ventures</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to expose the students to factors that will help the effective management of a new enterprise.</p> <p>Factors underlying success and reasons for failure in entrepreneurship ventures; Expanding one’s business; Turn-around strategies; Business model analysis for entrepreneurs; Managing growth of the entrepreneurial business; Effective sales and marketing strategies, relationship management – suppliers, customer, employees; Exit and harvest strategies.</p> <p>Suggested Readings Aardt, I.V., Hewitt, M., Bank, J.V.D. (2011). Entrepreneurship and New Venture Management (4th Edition), Oxford University Press, USA Bagchi, S. (2008). The High-Performance Entrepreneur : Golden Rules for Success In Today’s World (1st Edition), Penguin Bradberry, J., Slim, P. (2011). 6 Secrets to Start-up Success, American Management Association. Govindrajan, V., Trimble, C. (2010). The Other Side Of</p>

		<p>Innovation: Solving the Execution Challenge (1st Edition), Harvard Business School Publishing</p> <p>Hawken, P. (1988). Growing a Business (1st Edition), Simon & Schuster</p>
SBP2MB523	Microfinance	<p>No. of Hours: 32</p> <p>The objective of the course is to give the participants a basic understanding of the microfinance sector</p> <p>Course Content: Nature of microfinance; Growth of microfinance in recent times; Features of microcredit – beneficiary screening, interest rates, risk management; Sustainability and outreach of microfinance projects; Monitoring and performance appraisal of microfinance projects; Ethical finance</p> <p>Suggested Readings</p> <p>Bisoyi, T. (2010). Rural Credit, Regional Rural Banks and Micro-Finance, Abhijeet Publications</p> <p>Brakema, L. (2011). Microfinance: Profit or Poverty Reduction?, Lap Lambert Academic Publishing</p> <p>Mohanty, C. (2011). Public Economics and Welfare State: Indian Microfinance Sector, Surendra Publications.</p> <p>Panda, D. (2009). Understanding Microfinance, Wiley India Pvt Ltd</p> <p>Sarkar, S. (2011). Microfinance: Concepts, Systems, Perceptions and Impact, Readworthy Publications</p>
SBP2MB524	NGOs as Social Ventures	<p>No. of Hours: 32</p> <p>The objective of the course is to introduce the students to Non-Governmental Organisations and their relevance in India.</p> <p>Course Content: NGOs – origin and need, roles and functions; Types of NGOs – by orientation and level of co-operation; Role of corporate governance in operations of NGOs; Leveraging private sector partnerships and resources; Monitoring and managing funds; NGOs in rural vs. urban areas; Challenges in expansion.</p> <p>Suggested Readings</p> <p>Bhatt, A. (2011). NGOs: Issues In Governance, Accountability, Policies and Principles, Surendra Publications</p> <p>Sengupta, S.S. (2004). Partnership For Development: Business NGOs and Sustainable Development, Sonali Publications</p> <p>Steffek, J., Hahn, K. (2010). Evaluating Transnational NGOs: Legitimacy, Accountability, Representation, Palgrave Macmillan</p> <p>Yaziji, M., Doh, J. (2009). NGOs and Corporations: Conflict And Collaboration, Cambridge University Press</p>

SBP2MB525	Small Business and Micro Enterprises	<p>No. of Hours: 32</p> <p>The objective of the course is to appreciate the role of small business and micro-enterprises and their management.</p> <p>Course Content: Small business and microenterprises – role in building a sustainable society; Challenges in starting an early stage small scale venture; Mobilising funding; Effective working capital management in small businesses; Employee engagement and retention issues; Managing competition.</p> <p>Suggested Readings Bhaskaran, S., Saravanan, I.B. (2008). SME Entrepreneurs: Challenges and Opportunities, ICFAI University Press Burns, P. (2010). Entrepreneurship and Small Business: Start-Up, Growth and Maturity (3rd Edition), Palgrave Macmillan Kakkar, A. (2009). Small Business Management, Global India Publications Pvt. Ltd. Schaper, M., Volery, T., Weber, P., Lewis, K. (2011). Entrepreneurship and Small Business (3rd Edition), Wiley India Pvt Ltd Zimmerer, T., Wilson, D.L., Scarborough, N.M. (2009). Essentials of Entrepreneurship and Small Business Management (5th Edition), Phi Learning</p>
SBP2MB526	Social Identity and Entrepreneurship	<p>No. of Hours: 32</p> <p>The objective of this course is to understand the issues regarding social entrepreneurship in the context of society and people. It would help in integrating the process of entrepreneurship with respect to identity and influences of the society.</p> <p>Course Content: Social psychological perspective on entrepreneurship; Issues on social identity; Theories of social identity; Issues and factors influencing social identity and influence; Prejudice and discrimination and factors influencing them; Social identity theory and organizations; Social identity and social entrepreneurship; Social barriers to entrepreneurship.</p> <p>Suggested Readings: Aiken, L. (2002). Attitudes and Related Psychosocial Constructs: Theories, Assessment, and Research. Thousand Oaks, CA: Sage Publications. Augoustinos, M., & Reynolds, K. J. (Eds.). (2001). Understanding Prejudice, Racism, and Social Conflict. London: Sage Publications Baron, R. A., Branscombe, N. R., & Byrne, D. (2009). Social Psychology (12th ed.). Boston, MA: Pearson/Allyn and Bacon. Matsumoto, D., & Juang, L. (2007). Culture and Psychology (4th ed.). Belmont, CA: Wadsworth/Cengage Learning. Schultz, P. W., & Oskamp, S. (2000). Social Psychology: An Applied Perspective. Englewood Cliffs, NJ: Prentice Hall.</p>

		<p>Wetherell, M. (Ed.) (1996). Identities, Groups and Social Issues. London: Sage Publications.</p> <p>Zimbardo, P. G., & Leippe, M. R. (1991). The Psychology of Attitude Change and Social Influence (3rd ed.). New York: McGraw-Hill.</p>
SBP2NB527	Creativity and Social Innovation	<p>No. of Hours: 32</p> <p>The objective of the course is to understand how vital it is to think creatively about new ways to engage people and new models of working together for a better future.</p> <p>Course Content: Sustainable development and stakeholders; Business strategy perspective – need for sustainable strategies and tools; Indicators for sustainable development; Creative Thinking – collaborative leadership, adaptive thinking, social reflection, experiential learning; Creativity as a social process; Social Institutions and Creativity (education system, government and legal system); Creativity, imitation and innovation; Delivering Innovation; Dynamics of Innovation; Innovation and Ethics</p> <p>Suggested Readings</p> <p>Armstrong, S.C. (2007). Sustaining Continuous Innovation Through Problem Solving, Industrial Press</p> <p>Blanchard, Z.J., Blencke, C. (2010). Creativity, Innovation, and Entrepreneurship, Needle Rat Business</p> <p>Castro, G.M.D., Saez, P.L., Lopez, J.E.N. (2007). Knowledge Creation Processes: Theory and Empirical Evidence From Knowledge-Intensive Firms (1st Edition), Palgrave Macmillan</p> <p>Kelley, T. (2008). The Art of Innovation, Viva Books Private Ltd</p> <p>Livingston, J. (2008). Founders At Work: Stories Of Start-ups' Early Days (1st Edition), Apress</p> <p>Maxwell, I.E. (2009). Managing Sustainable Innovation: The Driver for Global Growth, Springer</p> <p>Robinson. K. (2007). Out of Our Minds: Learning To Be Creative, Wiley India Pvt. Ltd</p>
SBP2MB528	Gender and Entrepreneurship	<p>No. of Hours: 32</p> <p>The objective of the course is to analyse the global gender gap along with looking at how economic circumstances, social structure, social networks and culture impact the determinants of female entrepreneurial activity. This course will also study the problems and prospects of women entrepreneurship in India.</p> <p>Course Content: Understanding gender; Socialisation process; Global gender gap in entrepreneurship; Impact of socio-economic determinants, culture, and social networks on entrepreneurship; Venture financing and the gender gap; Women entrepreneurship in India: prospects and problems; Impact of globalisation on women entrepreneurship in India</p>

		<p>Suggested Readings Ben, S. (1993). The lens of Gender: Transforming the debate on sexual inequality, New Haven, CT, Yale University press. Brush, C., Carter, N., Gatewood, E. (2004). Clearing the Hurdles: Women Building High-Growth Businesses, Prentice Hall, New York. Elam, A. (2008). Gender and Entrepreneurship: A multilevel theory and analysis, Edward Elgar Publishing. Nagaya, D., Begum, S. (2012). Women Entrepreneurship and Small Enterprises in India, New Century Publications. Minniti, M., Arenius, P. (2003). Women in Entrepreneurship, Sage Publications.</p>
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Electives –Area: Finance

SBP2MB631	Financial Derivatives	<p>No. of Hours: 32</p> <p>The objective of the course is to get an understanding of the financial products such as forwards, futures and options.</p> <p>Course Content: Derivative Markets; Derivative pricing; Market for forwards and futures; Valuing forward contracts and futures; Swaps; Options; Valuation of European and American options; Black-Scholes model; Hedging and Greeks.</p> <p>Suggested Readings Hull, J.C., Basu, S. (2009). Options, Futures and Other Derivatives (7th Edition), Pearson Neftci, S.N. (2009). Principles of Financial Engineering, Elsevier India Parameswaran, S.K. (2009). Futures and Options: Concepts and Applications, Parameswaran (1st Edition), Tata McGraw Hill Education Private Limited Verma, J. (2008). Derivatives and Risk Management (1st Edition), Tata McGraw Hill Education Private Limited Vohra, N.D., Bagri, B. (2003). Futures and Options (2nd Edition), Tata McGraw Hill Education Private Limited</p>
		<p>No. of Hours: 32</p> <p>The objective of the course is to familiarize the students with the current best practices in the IB-PE industry.</p> <p>Course content: Investment banking, stock broking and fund managers; Financial advisory services; Impact of the economy on financial markets; Equity, fixed income, currency and commodity markets – cash and derivative; Debt underwriting – syndicated lending, structured finance, money market instruments, government securities, sovereign bonds, securitization, project finance, private</p>
SBP2MB632	Investment Banking and Private Equity	

		<p>placement; Equity underwriting: IPOs, follow-ones, convertible issues; Market making, trading and investing; Private equity and venture capital; Current trends</p> <p>Suggested Readings Chakrabarti, R., De, S. (2010). Capital Markets in India (1st Edition), Response Books Machiraju, H.R. (2010). Merchant Banking (4th Edition), New Age International Malhotra, A. (2010). Private Equity and Venture Capital, Global Vision Publishing House Rolfe, J., Troob, P. (2010). Monkey Business: Swinging Through The Wall Street Jungle, Business Plus Imports Subramanyam, P.G. (2007). Investment Banking: Concepts, Analysis and Cases (1st Edition), Tata McGraw Hill Education Private Limited</p>
SBP2MB633	<p>Security Analysis and Portfolio Management</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to familiarize the students with basic concepts of security analysis and portfolio management, and various tools relating to the investing decision of financial assets</p> <p>Course content: Nature and scope of security analysis and portfolio management; Objectives and risks related to investment decisions; Risk and return; Fundamental analysis – EIC; Share valuation; Valuation of bonds and preference shares; Technical analysis; Efficient market hypothesis; Portfolio analysis; Portfolio selection models; Capital asset pricing model; Portfolio evaluation; Bond portfolio management strategies; Derivatives and hedging</p> <p>Suggested Readings Bodie, Z., Kane, A., Marcus, A., Mohanty, P. (2005). Investments (6th Edition), McGraw-hill Education (India) Ltd Chandra, P. (2008). Investment Analysis and Portfolio Management (3rd Edition), Tata McGraw Hill Education Private Limited Fischer, D.E., Jordan, R.J. (1995). Security Analysis and Portfolio Management (6th Edition), Pearson Graham, B., Dodd, D.L. (2008). Security Analysis (6th Edition), Tata McGraw Hill Education Private Limited Taleb, N.N. (2007). Fooled by Randomness: The Hidden Role of Chance in Life and in the Markets (1st Edition, India), Penguin Books Ltd.</p>
SBP2MB634	<p>Banking and Financial Institutions</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to understand the functioning of various financial institutions such as Banks, NBFCs, capital markets and other intermediaries</p> <p>Course content: Role and functioning of the financial system; Financial intermediaries and regulators; Retail and commercial</p>

		<p>banking; Investment banking and capital markets; Wealth management – mutual funds, hedge funds, pension funds; Capital markets; Regulation, efficiency and institutionalization of capital markets; Insurance companies; Consolidation of financial institutions; Corporate governance and financial institutions</p> <p>Suggested Readings Gopinath, M.N. (2010). Banking Principles and Operations (2nd Edition), Snowwhite IIBF (2010). Principles and Practices of Banking (2nd Edition), Macmillan India Macmillan (2010). Legal & Regulatory Aspects Of Banking, Macmillan India Limited Saunders, A. (2007). Financial Markets & Institutions (3rd Edition), Tata McGraw Hill Education Private Limited Suresh, P. (2010). Management of Banking and Financial Services (2nd Edition), Pearson</p>
SBP2MB635	Mergers and Acquisitions	<p>No. of Hours: 32</p> <p>The objective of the course is to analyse mergers and acquisitions from a financial perspective, as well as understanding the strategic acquisition and divestiture process</p> <p>Course content: M&A trends globally and in India; Drivers of successful acquisition; Why M&As fail; Synergy; Types of acquisition – purchase of assets, stocks, mergers, hostile takeovers; M&A deal process; Valuation – trading and transaction comparables; Structuring the acquisition – financing mix, mezzanine debt, bridge financing; LBOs.</p> <p>Suggested Readings Arzac, E.R. (2009). Valuation for Mergers, Buyouts, and Restructuring (2nd Edition), Wiley India Pvt Ltd Boeh, K.K., Beamish, P.W. (2008). Mergers and Acquisitions : Text and Cases, Sage South Asia Galpin, T.J., Mark, H. (2007) The Complete Guide to Mergers and Acquisitions (2nd Edition), Jossey-Bass publishers Gaughan, P.A. (2011). Mergers, Acquisitions, and Corporate Restructurings (5th Edition), Wiley India Pvt. Ltd Weston, F., Weaver, S.C. (2002). Mergers and Acquisitions, Tata McGraw Hill Education Private Limited</p>
SBP2MB636	Financial Markets	<p>No. of Hours: 32</p> <p>The objective of the course is to get a broader understanding of the financial markets sector, and the various products that are available to both individuals and corporate</p> <p>Course content: Fixed income markets – evolution, advantages and disadvantages; Risks associated with fixed income markets; Bonds market, Eurobonds, convertibles, ratings; Equity markets – major equity markets, equity valuation, equity portfolio</p>

		<p>management, primary and secondary markets; Money markets; Foreign exchange markets; Derivative markets – swaps, forwards and futures, option markets; Regulatory environment for financial markets</p> <p><i>Suggested Readings</i> Fabozzi, F.J. (1980). The Handbook of Fixed Income Securities Books (7th Edition), Tata Mcgraw Hill Education Private Limited Fabozzi, F.J., Modigliani, F., Jones, F.J., Ferri, M.G. (2002). Foundations of Financial Markets & Institutions (3rd Edition), Pearson Pathak, B.V. (2011). The Indian Financial System: Markets, Institutions and Services (3rd Edition), Pearson Raghunathan, V., Rajib, P. (2007). Stock Exchanges, Investments and Derivatives (3rd Edition), Tata McGraw Hill Education Private Limited Rajan, R. (2010). Fault Lines: How Hidden Fractures still threaten the World Economy, Harper Collins India</p>
<p>SBP2MB637</p>	<p>Econometrics of Financial Markets</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to familiarize the students with basic knowledge of financial time series data, and to understand proper use and limits of econometric methods in finance</p> <p>Course content: Functioning of financial markets; Empirical estimation of returns on financial assets; Market efficiency and asset return predictability; Linear time series models and their applications; Volatility modelling using conditional heteroscedasticity; Use of Strata and E-views in econometric modelling</p> <p><i>Suggested Readings</i> Campbell, J.Y., Lo, A.W., Mackinlay, A.C. (2007). The Econometrics of Financial Markets (1st Edition), New Age International Carol, A. (2009). Market Models: A Guide To Financial Data Analysis (1st Edition), Wiley India Pvt Ltd Greene, W.H. (2003). Econometric Analysis (5th Edition), Pearson Ramasastry, A.S. (2008). Quantitive Methods for Banking & Finance (1st Edition), Macmillan Publishers India Tsay, R.S. (2009). Analysis of Financial Time Series (2nd Edition), Wiley India Pvt. Ltd</p>
<p>SBP2MB638</p>	<p>Corporate Taxation</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to understand the taxation system in India and its implication for business</p> <p>Course content: Basic concepts on taxation; Residential status; Remuneration planning; Profits and gains from business and profession; Capital gains; Income from other sources; Set-off and carry forward; Deduction and exemptions; Depreciation; Direct tax</p>

		<p>code; MAT; Issues related to bonus shares, mergers and amalgamations.</p> <p>Suggested Readings Ahuja, G., Gupta, R. (2011). Simplified Approach To Corporate Tax Planning & Management, Bharat Law House Pvt. Ltd Datey, V.S. (2010). Indirect Tax Law & Practice 2011/2012, Taxmann Publications Pvt. Ltd. Manoharan, T.N., Hari, G.R. (2011). Direct Taxes Laws – AY 2011-12, Snowwhite Singhania, V.K., Singhania, M. (2011). Students Guide to Income TAX (Including Service TAX, VAT), Taxmann Publications Pvt. Ltd. Taxmann (2011). Income Tax Act, Taxmann Publication Pvt. Ltd.</p>
SBP2MB639	Treasury and Risk Management	<p>No. of Hours: 32</p> <p>The objective of the course is to understand the role of the treasury operation, and how to manage cash flows and different types of risk.</p> <p>Course Content: Role of treasury and the treasurer; Treasury performance management; Cash and working capital management; Raising capital – loan finance, debt securities, equity funding, financing mix, pricing, project finance, leasing; Types of risk – operational, credit and market; Ways to measure and control a bank's exposure to operational risk; Bond risk management; Management of financial risk; Currency risk management</p> <p>Suggested Readings Bagchi, S.K. (2006). Treasury Risk Management, Jaico Publishing House Dun and Bradstreet (2009). Wealth Management (1st Edition), Tata McGraw Hill Education Private Limited Hull, J.C. (2008). Risk Management and Financial Institutions (1st Edition), Pearson IIBF (2009). Theory and Practice of Treasury and Risk Management In Banks (1st Edition), Taxmann Publication Pvt. Ltd. Saunders, A. (2010). Financial Institutions Management: A Risk Management Approach (7th Edition), Tata McGraw Hill Higher Education</p>
SBP2MB6310	Business Valuation and Financial Modelling	<p>No. of Hours: 32</p> <p>The objective of the source is to build upon the techniques of valuation learnt in financial management course and apply it to measuring the value of business. The focus is on understanding the inputs to various valuation models.</p> <p>Course Content: Review of valuation concepts – valuation ratios, discounting techniques, cost of capital; Trading and transaction comparables; Value drivers; Valuation of PP&E; Valuation of intangible assets; Valuation of contingent liabilities; Premiums and</p>

		<p>discounts; Asset valuation approaches for mergers, acquisitions and divestitures; Valuation of new business opportunities, Valuation of public vs. private companies; Building a financial valuation model on excel.</p> <p>Suggested Readings Damodaran, A. (2008). Damodaranon Valuation – Security Analysis for Investment and Corporate Finance (2nd Edition), Wiley India Pvt Ltd Day, A. (2008). Mastering Financial Modelling in Microsoft Excel (2nd Edition), Pearson Dun and Bradstreet (2007). Equity Research and Valuation (1st Edition), Tata McGraw Hill Education Private Limited Palepu, K.G., Healy, P.M., Bernard, V.L. (2006). Business Analysis and Valuation: Using Financial Statements, Texts and Cases (3rd Edition), South Western Valentine, J.J. (2011). Best Practices for Equity Research Analysts: Essentials for Buy-Side and Sell-Side Analysts, Tata Mc-Graw Hill</p>
<p>SBP2MB6311</p>	<p>Project Management</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to help students understand the processes and decisions involved in project appraisal and selection</p> <p>Course Content: Project planning; Feasibility analysis; Phases of capital budgeting; Generation and screening of ideas; Project Analysis: Market and demand analysis; Technical analysis; Cost analysis and forecasting; Project Selection Techniques: Investment decisions; Capital budgeting; Discounting and non-discounting techniques; Cash flow and cost of capital; Risk Analysis: Sensitivity, scenario and decision tree analysis; Project selection under risk; Managing risk; Advanced Techniques of Project Selection: Portfolio theory and capital budgeting; CAPM; Capital rationing; International capital budgeting; Linear programming methods to choose between multiple projects; Social Cost Benefit Analysis: Rationale for SCBA; Estimating impacts; Project Financing: Internal and external sources of finance; Raising capital in international markets; Financing for infrastructure projects; Project planning and control; Human aspects of project management; Project scheduling; Critical path; PERT and CPM; Project Review: Project audit; Abandonment analysis</p> <p>Suggested Readings Chandra, P. (2009). Projects (7th Edition), Tata McGraw Hill Education Pvt. Ltd. Gupta, R.M. (2011). Project Management, Phi Learning Pvt. Ltd Mantel, S.J., Meredith, J.R. (2010). Project Management: A Managerial Approach (7th Edition), Wiley India Pvt. Ltd Pinto, J.K. (2009). Project Management : Achieving Competitive Advantage (1st Edition), Pearson Sharma, A.K. (2007). Project Planning, Analysis and Management (1st Edition), Anmol Publishers</p>

Electives- Area: Marketing

SBP2MB741	Brand Management	<p>No. of Hours: 32</p> <p>The objective of this course is to enable the participants understand, build, measure and analyze brands and product categories for a company.</p> <p>Course Content: Process of product brand management; Factors behind strong brands; Product management – category attractiveness analysis, product strategy development, pricing and channel strategy, new product development; Consumer based brand equity; Secondary brand associations; Measuring brand equity; Brand valuation; Designing, implementing and managing brands over time; Global perspectives.</p> <p>Suggested Readings Aaker, D.A. (2004). Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity (1st Edition), Free Press Buchholz, A., Wordemann, W. (2000). What Makes Winning Brands Different?: The Hidden Method Behind The World's Most Successful Brands (2nd Edition), John Wiley & Sons Keller, K. L. Jacob, I., Parmeswaran, A.M.G. (2011). Strategic Brand Management (3rd Edition), Pearson Miller, J., Muir, D. (2004). The Business of Brands, John Wiley & Sons Verma, H.V. (2009). Brand Management; Text and Cases, Excel Books</p>
SBP2MB742	Consumer Behaviour	<p>No. of Hours: 32</p> <p>The objective of this course is to expose the students to perspectives on consumer behaviour and to explore, many social, cultural and marketing factors that influence the selection and usage of products and services</p> <p>Course Content: Study of consumer behaviour; Market segmentation and strategy; Personality and lifestyles; Consumer attitudes, involvement and perception; Internal influences on consumer behaviour; Consumer and decision making; Influences of cultures and subcultures on decision making; Product acquisition, consumption and disposal; Post purchase and satisfaction; Industrial buying behaviour.</p> <p>Suggested Readings Best, R., Coney, K., Hawkins, D., Mookerjee, A. (2005). Consumer Behaviour: Building Marketing Strategy, 5th Edition, Tata McGraw Hill Charan, R. (2008). What The Customer Wants You to Know : How Everybody Needs to Think Differently, Penguin Books India</p>

		<p>Loudon, D., Bitta, A. D. (2001). Consumer Behaviour: Concepts and Applications (4th Edition), Tata McGraw Hill Education Private Limited</p> <p>Schiffman, L., Kanuk, L.L., Kumar, S.R. (2010). Consumer Behaviour (10th Edition), Pearson</p> <p>Solomon, M.R. (2010). Consumer Behaviour : Buying, Having, and Being (8th Edition), Phi Learning</p>
SBP2MB743	Advertising Management	<p>No. of Hours: 32</p> <p>The objective of this course is to understand advertising as a marketing form and develop the concepts and techniques to create an effective advertising programme.</p> <p>Course Content: Advertising and brand promotion; Recent trends in the ad industry; Process of marketing communication; DAGMAR approach; Advertisement management and the internet; Social aspects of advertising and branding; Ethics and advertising; Planning and ad programme – consumer behaviour, segmentation, positioning and value, creativity and branding, message strategy; Advertising media – outdoor media, print, electronic, internet and advertainment; Planning advertising expense and evaluation of effectiveness.</p> <p>Suggested Readings</p> <p>Balachandran, I. (2011). Don't Go Away. We'll Be Right Back: The Ups and Downs of Advertising, Westland and Tranquebar Press</p> <p>Barry, P. (2008). The Advertising Concept Book: Think Now, Design Later: A Complete Guide to Creative Ideas, Strategies and Campaigns, Thames & Hudson</p> <p>Batra, R., Myers, J.G., Aaker, D.A. (1996). Advertising Management (5th Edition), Pearson</p> <p>Ogilvy, D. (1985). Ogilvy on Advertising, Knopf Doubleday Publishing Group</p> <p>Pricken, M. (2008). Creative Advertising: Ideas and Techniques from The World's Best Campaigns (2nd Edition), Thames And Hudson</p>
SBP2MB744	Services Marketing	<p>No. of Hours: 32</p> <p>The objective of the course is to understand how marketing is practiced in service organisations, and the recent trends in the services sector.</p> <p>Course Content: Services vs. products; Types of services; Growth of service sector in India; Services marketing mix; How consumer behaves in services; Service expectations; Consumer satisfaction and services; Relationship marketing; Delivering and performing services; Pricing and distribution of services; Complaints and service recovery; Integrated models of service marketing communications; Global trends.</p> <p>Suggested Readings</p>

		<p>Hoffman, K.D., Bateson, J.E.G., Wood, E.H., Kenyon, A.J. (2010). Services Marketing: Concepts, Strategies and Cases, Cengage Learning India Pvt. Ltd.</p> <p>Lovelock, C., Chatterjee, J., Wirtz, J. (2011). Services Marketing-people, technology, strategy (7th Edition), Pearson</p> <p>Srinivasan, R. (2008). Services Marketing: The Indian Context (2nd Edition), Phi Learning</p> <p>Wilson, A. (2008). Services Marketing: Integrating Customer Focus Across The Firm, McGraw Hill Higher Education</p> <p>Zeithaml, V.A. (2010). Services Marketing: Integrating Customer Focus Across The Firm (1st Edition), Tata McGraw Hill Education Private Limited</p>
SBP2MB745	Retail Marketing	<p>No. of Hours: 32</p> <p>The objective of the course is to familiarize the students with marketing principles applied to retail organisations.</p> <p>Course Content: Approaches to retail marketing; Consumer behaviour and retail operations; Retail marketing mix; Managing service and quality in retailing; Pricing, promotion, distribution and supply chain management of retail products; Merchandise planning systems; Location planning, store design and retail assortment; Managing the retail brand; Multi-channel retailing; Ethics and retail management; Global retailing</p> <p>Suggested Readings Berman, B., Evans, J.R., Mathur, M. (2011). Retail Management (11th Edition), Pearson Bhalla, A.K. (2011). Retail Management, Wisdom Press Baishya, D. And Biyani, K. (2007). It happened in India, Rupa & Co. Gilbert, D. (2003). Retail Marketing Management(2nd Edition), Pearson Levy, M., Weitz, B., Pandit, A. (2010). Retailing Management (6th edition, India), Tata McGraw Hill Education Pvt. Ltd.</p>
SBP2MB746	Rural Marketing	<p>No. of Hours: 32</p> <p>The objective of the course is to provide an overview of rural markets and the emerging perspectives on rural marketing</p> <p>Course Content: Overview of rural markets in India; Rural-urban linkages in marketing; BOP marketing; Challenges in rural markets; Risk assessment; Understanding the rural consumer; Building the brand in rural markets; Marketing for agricultural and non-agricultural rural markets; New issues and opportunities in rural markets.</p> <p>Suggested Readings Dogra, B. (2010). Rural Marketing Concepts and Practices (1st Edition), Tata McGraw Hill Education Private Limited Kashyap, P., Raut, S. (2005). The Rural Marketing Book (1st Edition), Dreamtech Press</p>

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		<p>Krishnamacharyulu, C.S.G., Ramakrishnan, L. (2011). Rural Marketing: Text and Cases (2nd Edition), Pearson Prahalad, C.K. (2009). Fortune At The Bottom Of The Pyramid : Eradicating Poverty Through Profits, Pearson Singh, K. (2009). Rural Development : Principles, Policies and Management (3rd Edition), Sage India</p>
<p>SBP2MB747</p>	<p>B2B Marketing</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to understand the complexities involved in B2B marketing, and to learn about techniques used in winning and retaining customers.</p> <p>Course Content: B2B vs B2C marketing; Direct marketing strategy; Understanding buying behaviour of business buyers; Profiling, segmenting and targeting; Understanding the value and supply chain; Business information systems; Inter organisational relationships, power and conflicts; B2B communication tools; Advertising, PR and sales promotion in B2B; Key account management; ICT and B2B.</p> <p>Suggested Readings Blythe, J., Zimmerman, A. (2004). Business To Business Marketing Management: A Global Perspective, Cengage Learning Brennan, R., Canning, L., McDowell, L. (2011). Business-To-Business Marketing (2nd Edition), Sage South Asia Ellis, N. (2010). Business-To-Business Marketing: Relationships, Networks & Strategies, OUP, USA Huit, M.D., Speh, T.W. (2009). Business Marketing Management: B2B (10th Edition), South Western Educational Publishing McNeil, R. (2006). Business To Business Market Research (Understanding and Measuring Business Markets), Kogan Page Ltd.</p>
<p>SBP2MB748</p>	<p>Sales and Distribution Management</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to make the students aware of issues related to sales force management, focusing on the importance of selling function.</p> <p>Course Content: Roles and responsibility of a salesperson; The selling concept; Sales strategies and policies; Sales force management – budgeting, scheduling, personnel problems, motivating, compensation and evaluation; Distribution management – distribution channels, vertical and horizontal marketing systems; Logistics and supply chain management; Rural distribution.</p> <p>Suggested Readings Gupta, S.L. (2010). Sales And Distribution Management (2nd Edition), Excel Books Havaldar, K., Vasant, C. (2011). Sales & Distribution Management (2nd Edition), Tata McGraw Hill Education Private Limited Khara, S. (2010). You can Sell (India), Rupa & Co. Panda, T.K., Sahadev, S. (2005). Sales and Distribution</p>

		Management (1 st Edition), OUP Venugopal, P. (2008). Sales and Distribution Management : An Indian Perspective, Response Books
SBP2MB749	Product Development and Management	<p>No. of Hours: 32</p> <p>The objective of the course is to familiarize the students with techniques and models for new product development and management.</p> <p>Course Content: Product design and new concept evaluation; Idea generation and research; Idea screening; Understanding customer behaviour; Pre-test and test marketing; Market share estimation; Product development cycle; Product positioning; Pricing, packaging, advertising and promotion; Brand name selection and brand equity; Channel management in new product development; Best practices in product life cycle management; Global perspectives.</p> <p>Suggested Readings Cook, H.E. (1997). Product Management: Value, Quality, Cost, Price, Profit And Organization (1st Edition), Springer Lehmann (2005). Product Management (4th Edition), Tata McGraw Hill Education Private Limited Mazumdar, R. (2009). Product Management In India (3rd Edition), Phi Learning Mukherjee, K. (2009). Product Management: Text and Cases (1st Edition), Phi Learning Trout, J. (2008). Differentiate Or Die (2nd Edition), Westland Limited Ulrich, K., Eppinger, S., Goyal, A. (2009). Product Design & Development (SIE) (4th Edition), Tata McGraw Hill Education Private Limited</p>
SBP2MB7410	Advanced Research Techniques in Marketing	<p>No. of Hours: 32</p> <p>The objective of the course is to understand and apply new and advances techniques in marketing research. This builds on the topics studied under Business Research in the first year.</p> <p>Course Content: Analysis of variance; Regression analysis; Principle component analysis; Factor analysis; Conjoint analysis; Multidimensional scaling; Cluster analysis; Marketing research applications – forecasting procedures, market segmentation, evaluating new marketing strategies; Ethical issues in marketing research.</p> <p>Suggested Readings Churchill, G.A. (2008). Marketing Research : Methodological Foundations (9th Edition), Cengage Cooper, D. (2006). Marketing Research: Concepts and Cases (1st Edition), Tata McGraw-hill Pub. Co. Ltd. Hair, J.F., Black, B., Babin, B. (2007). Multivariate Data Analysis (6th Edition), Pearson</p>

Schmidt, M., Hollensen, S. (2007). Marketing Research : An International Approach (1st Edition), Pearson
 Scott, D.M. (2010). The New Rules of Marketing & PR (2nd Edition), Wiley India Pvt Ltd

Electives – Area: Human Resource Management & Organisation Behaviour

<p>SBP2MB851</p>	<p>Inter-Personal and Group Processes</p>	<p>No. of Hours: 32</p> <p>The objective of this course is to introduce the practices and principles of interpersonal communication in both dyadic and group settings.</p> <p>Course Content: Intrapersonal processes; Interpersonal processes – transaction analysis, Johari window; Interpersonal styles; Influence of authority; Affiliation, attraction and close relationships; Interpersonal trust; Group Processes; Collaboration and competition; How groups influence individual thinking; How groups get things done; Organisational Processes.</p> <p>Suggested Readings Corey, M.S. (2006). Groups: Process and Practice (7th Edition), Thomson Business Information Goleman, D. (2007). Social Intelligence: The New Science of Human Relationships, Arrow Forsyth, D.R. (2008). Group Processes (1st Edition), South Western Press Levi, D. (2010). Group Dynamics for Teams (3rd Edition), Sage Publications Thompson, L. (2008). Making The Team (3rd Edition), Pearson</p>
<p>SBP2MB852</p>	<p>Diversity and Inter Cultural Management</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to identify cultural differences and diversity in behavioural patterns in international management relations.</p> <p>Course Content: Nature and dimensions of culture; Stereotyping; Challenges and issues in cross cultural management; Cross cultural differences in organizations; Managing multicultural groups and teams; Knowledge sharing in a cross cultural context; Exploring diversity in organizations; Importance of diversity; Individual, social and organizational perspectives on diversity.</p> <p>Suggested Readings Browayes, M., Price, R. (2008). Understanding Cross-cultural Management (1st Edition), Pearson</p>

		<p>Earley, P.C., Ang, S., Tan, J.S. (2010). <i>CO: Developing Cultural Intelligence at Work</i>, Stanford University Press</p> <p>Hofstede, G. (2009). <i>Cultures and Organizations (Intercultural Cooperation and Its Importance For Survival)</i>, Profile Books</p> <p>Mead, R. (1991). <i>International Management: Cross-Cultural Dimensions (3rd Edition)</i>, Wiley-Blackwell</p> <p>Thomas, D.C. (2008). <i>Cross-Cultural Management: Essential Concepts (2nd Edition)</i>, Sage Publications</p>
SBP2MB853	Strategic HRM	<p>No. of Hours: 32</p> <p>The objective of the course is to develop an understanding of knowledge and skills that can be effectively used to manage human resources to achieve organisational goals, and to take a strategic approach to HRM.</p> <p>Course Content: Strategic human resources; Understanding human resources as stakeholders; Personal effectiveness; Recruitment strategies, performance management, appraisal and work security; Strategic HRM and sustainable competitive advantage; Linking HR systems to organisational performance; Human resource management from a systems perspective; New paradigms in HRM.</p> <p>Suggested Readings Agarwala, T. (2007). <i>Strategic Human Resource Management</i>, OUP Boselie, P. (2011). <i>Strategic Human Resource Management (1st Edition)</i>, Tata McGraw Hill Education Private Limited Mello, J.A. (2010). <i>Strategic Human Resource Management (3rd Edition)</i>, South Western Educational Publishing Nayar, V. (2010). <i>Employees First, Customers Second: Turning Conventional Management Upside Down</i>, Harvard Business School Press Roberts, G. (2007). <i>Recruitment and Selection (1st Edition)</i>, Jaico Publishing House</p>
SBP2MB854	Compensation & Talent Management	<p>No. of Hours: 32</p> <p>The objective of the course is to develop an understanding an understanding of different reward systems and of designing compensation systems that lead talent management in organisations.</p> <p>Course Content: Strategic and behavioural frameworks for compensation; Job design and job description; Job market evaluation and individual evaluation; Pay models; Designing pay levels; Components of compensation; Performance appraisals; Pay for performance plans; Reward systems & Talent management.</p> <p>Suggested Readings Berger (2004). <i>The Talent Management Handbook (1st Edition)</i>, Tata Mcgraw Hill EduPvt. Ltd Henderson, R.I. (2007). <i>Compensation Management In A Knowledge – Based World (10th Edition)</i>, Pearson Milcovich, G., Newman, J., Venkataratnam, C.S. (2009).</p>

		<p>Compensation (9th Edition), Tata McGraw Hill Education Private Limited Rynes, S.L., Gerhart, B.A. (2000). Compensation in Organizations: Current Research and Practice, Pfeiffer & Company Schweyer, A., Pascal, C. (2004). Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning, John Wiley & Sons</p>
<p>SBP2MB855</p>	<p>Counselling Skills for Managers</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to understand the role of management counselling, and gain skills in counselling employees.</p> <p>Course Content: Counselling in workplace; Counselling vs. coaching; Stages in counselling; Preparing for the session; Communication skills; Interviews involving counselling skills; Ethical issues in the use of counselling skills; Special issues in counselling – career, home and stress management</p> <p>Suggested Readings Caroll, M. (1996). Workplace Counselling: A Systematic Approach To Employee Care, Sage Publications Coles, A. (2003). Counselling In The Workplace, Open University Press Kottler, J. (2011). Introduction To Counseling: Voices From The Field (7th Edition), Wadsworth Schafer, W. (2007). Stress Management (4th Edition), Cengage Learning, (Thompson) Singh, K. (2010). Counselling Skills For Managers (1st Edition), Phi Learning</p>
<p>SBP2MB856</p>	<p>Performance Management</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to develop skills and understand theory relevant to performance management and reward systems in organisations.</p> <p>Course Content: Examining performance variation; Work design, employee commitment and employee well-being; Improving performance – role of people’s manager; Motivation and communication; Individual and team performance; Performance appraisal process and practices; Rewarding performance and nurturing initiatives</p> <p>Suggested Readings Armstrong, M., Baron, A. (2008). Performance Management and Development (1st Edition), Jaico Publishing House Brain, L., Robert, C.L. (2011). Performance Management : Concepts, Skills and Exercises (2nd Edition), Phi Learning Cokins, G. (2009). Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics, John Wiley & Sons Harvard Business School (2006). Performance Management: Measure and Improve The Effectiveness of Your Employees,</p>

		Harvard Business School Press Huselid, M.A., Becker, B.E., Beatty, R.W. (2005). The Workforce Scorecard: Managing Human Capital to Execute Strategy, Harvard Business School Press
SBP2MB857	Organisational Change and Development	<p>No. of Hours: 32 The objective of the course is to develop an understanding of more in-depth knowledge of people and processes that can help the organizations to develop and manage change.</p> <p>Course Content: Introduction to organizational development; Historical perspective to OD; Theories of planned change, Models of change; OD practitioners and competencies; Process of OD—entering in OD relation, developing contract; Need for a diagnostic model, open systems model; Collecting and analysing diagnostic information, methods of data collection, sampling issues</p> <p>Suggested Readings Cummings, T.G. & Vorley, G.V. (2009). Organizational Development and change, 9th edition, South Western Cengage Learning. Hamlin, B., Keep, J. & Ash K. (2001). Organizational change and development: A relative guide for managers, trainers and developers, Prentice Hall. Dalton, G.W. (2008). Organizational change and Development, R.D. Irwin Publishers.</p>
SBP2MB858	Management of Industrial Relations	<p>No. of Hours: 32 The objective of the course is to understand the conceptual and practical dimension of industrial relations and their impacts on organisational efficiency.</p> <p>Course Content: Industrial Relations Models; Trade unionism; Collective bargaining; Negotiation; Participative management; Dispute and grievance management; Social security; Labour laws – implications for management, union, labour, and society; Wages and working conditions; Role of the state in industrial relations; Industrial relation and technological innovation.</p> <p>Suggested Readings Dundon, T., Rollinson, D. (2004). Employment Relations In Non-Union Firms, Routledge Jerome, J. (2004). Industrial Relations : Towards A Theory Of Negotiated Connectedness, Response Books Kaufman, B.E. (2005). The Global Evolution Of Industrial Relations, International Labour Office Mamkoottam, K. (2004). Labour and Change, Response Books (Sage Publication) Sen, R. (2009). Industrial Relations(2nd Edition), Macmillan India Limited</p>

Electives - Area: Operations Management

		<p>No. of Hours: 32</p> <p>The objective of the course is to enable students to understand SCM in order to design and manage the processes, assets, and flows of material and information required to satisfy customers' demands.</p> <p>Course Content: Introduction to Supply chain Management; Linking SCM to business strategies; Supply chain drivers; Design and management of supply chain; Customer focus; Supply chain coordination; Supply management tools and techniques - cycle time management; Just in time management; Lean management; Price and revenue management; Benchmarking management; Supply Continuous Improvement; Supply Management Future</p> <p>Suggested Readings Chopra, S., Meindl, P. and Kalra, D.V., (2010). Supply Chain Management Strategy, Planning and Operations, 4th Edition, Pearson Education Mohanty, R.P., Deshmukh, S.G. (2011). Indian Case Studies In Supply Chain Management (1st Edition), Dreamtech Press Sahay, B.S. (2004). Supply Chain Management For Global Competiveness (2nd Edition), Macmillan Shah, J. (2009). Supply Chain Management: Text and Cases (1st Edition), Pearson Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., Shankar, R. (2008). Designing and Managing the Supply Chain: Concept, Strategies and Case Studies, 3rd edition, McGraw Hill publication</p>
SBP2MB961	Supply Chain Management	
		<p>No. of Hours: 32</p> <p>The objective of this course is to provide a comprehensive understanding of the logistics function in business. It creates the ability to identify logistical problems, control them strategically and generate better business solutions using logistics methodologies.</p> <p>Course Content: Introduction to logistics; Scope and function; Logistic interaction with supply chain; Understanding the logistic mix-warehousing and storage; Material handling; Inventory management; Transportation; Logistical packing; Information system in logistic management; Role of logistics in distribution planning; Emerging issues in logistics-technology and outsourcing; Reverse logistics; Cost of logistics</p> <p>Suggested Readings Anthony, R.S., Sudalaimuthu, S. (2009). Logistics Management For International Business: Text and Cases (1st Edition), Phi Learning Ballou, R.H., Srivastava, S.K. (2007). Business Logistics/Supply Chain Management (5th Edition), Pearson Bowersox, D., Closs, D., Cooper, M.B. (2007). Supply Chain</p>
SBP2MB962	Logistics Management	

		<p>Logistics Management (2nd Edition), Tata McGraw Hill Education Private Limited</p> <p>Raghuram, G. (2001). Logistics and Supply Chain Management: Cases and Concepts (1st Edition), Macmillan</p> <p>Ailawadi, S., Singh, R. (2005) Logistics Management, Prentice Hall.</p> <p>Sople S.S., (2010) Logistics Management, 2nd edition, Pearson Education.</p>
SBP2MB963	Operations Strategy	<p>No. of Hours: 32</p> <p>The objective of the course is to introduce students the basic principles for development and implementation of operations strategy that create foundation for an organization's operational success</p> <p>Course Content: Introduction to operations strategy – designing, managing and improving operations; Competing on cost; Competing on product quality; Competing on service quality; Quality improvement tools; Competing on speed and flexibility; Competing on innovation-management of intellectual capital; Introduction to business process outsourcing and off-shoring; Factors in choosing an offshore location</p> <p>Suggested Readings</p> <p>Beckman, S., Rosenfield, D. (2008). Operations Strategy: Competing on 21st Century, McGraw Hill Education</p> <p>Bozarth, C. (2006). Introduction To Operations and Supply Chain Management (1st Edition), Pearson</p> <p>Hayes, R., Pisano, G., Upton, D., Wheelwright, S. (2011). Operations, strategy and Technology: Pursuing The Competitive Edge, Wiley India Pvt. Ltd</p> <p>Slack, N. and Lewis M. (2011). Operations Strategy, 3/e, FT Prentice Hall.</p> <p>Waters, D. (2006). Operations Strategy, Thompson Learning</p>
SBP2MB964	Enterprise Resource Planning	<p>No. of Hours: 32</p> <p>The course aims to familiarize students with the concepts involved in design and implementation of ERP systems. It focuses on how ERP integrates the cross-functional processes and thereby expand the overall organizational efficiency</p> <p>Course Content: Understanding how ERP systems improve the effectiveness of information systems in organizations; Business benefits of ERP systems; Evolution of ERP systems; Cost and risk in ERP; ERP related technologies- BPR, data warehousing and mining, integrated databases, enterprise systems - SAP (evolution, resource & relationship); Planning & design of an effective ERP system; Generic implementation process; ERP in sales and marketing, CRM, accounting and finance, HRM, project management, SCM; ERP and e-commerce</p>

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		<p>Suggested Readings Jaiswal, M., Vanapalli, G., (2005), Textbook of Enterprise Resource Planning, Macmillan publishers India Limited Leon, A. (2007). Enterprise Resource Planning (2nd Edition), Tata McGraw Hill Education Private Limited O'leary, D. E. (2000). Enterprise Resource Planning Systems: Systems, Life Cycle, Electronic Commerce, and Risk (1st Edition), Cambridge University Press Olson, D. (2004). Managerial Issues Of Enterprise Resource Planning Systems (1st Edition), Tata McGraw Hill Education Private Limited Parthasarthy, S. (2007). Enterprise Resource Planning: A Managerial & Technical Perspective (1st Edition), New Age International Sumner, M. (2006). Enterprise Resource Planning (1st Edition), Pearson</p>
<p>SBP2MB965</p>	<p>Production Planning and Control</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to help students in developing knowledge and skills with respect to effective production planning and control techniques</p> <p>Course Content: Introduction to PPC system; PPC functions; Production requirement analysis; Production system design and analysis; Capacity planning; Product design; Manufacturing process design; Cost-benefit analysis; Manufacturing resource planning - material requirement planning; Procurement of material; Bill of materials; Scheduling production - master schedule, manufacture schedule, job scheduling and sequencing; Demand management and forecasting; Managing PPC parameters and variables; Lot sizing rules; PPC performance; Information flow in PPC;</p> <p>Suggested Readings Dennis, P., Shook, J. (2007). Lean Production Simplified: A Plain Language Guide To The World's Most Powerful Production System (2nd Edition), Productivity Press Higgins, P., Roy, P.L., Tierney, L. (1996). Production Planning and Control Beyond MRP II, Chapman and Halls Mukhopadhyay, S.K. (2007), Production Planning and Control- Text and Cases, 2nd edition, PHI Learning Pvt. Ltd. Nicholas, J.M. (2001). Competitives Manufacturing Management (1st Edition), Tata McGraw Hill Education Private Limited Vollman, T., Berry, W., Whybark, D. C., Jacobs, R. (2004). Manufacturing Planning & Control For Supply Chain Management (5th Edition), Tata McGraw Hill Education Private Limited</p>
<p>SBP2MB966</p>	<p>Data and Decision Models</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to enable students to make effective operational and strategic decisions using concepts, methods, and quantitative tools from the fields of decision modelling and data analysis.</p>

		<p>Course Content: Quantitative decision-making under certainty, uncertainty and risk situations; Uses of Decision tree, Sensitivity analysis using Excel; Data analysis – univariate analysis, uncertainty models, Monte-Carlo simulation techniques, Linear and non-linear regression; Regression using multivariate analysis; Time series models; Attitude towards risk and uncertainty.</p> <p>Suggested Readings Balakrishnan, N., Render, B., Stair, R.M. (2007). Managerial Decision Modeling With Spreadsheets (2nd Edition), Pearson Donald L. H. , James, F. H. (1998). Data, Statistics, and Decision Models with Excel, John Wiley & Sons Hanke, J.E. (2009). Business Forecasting (8th Edition), Phi Learning Wooldridge, J.M. (2009). Econometrics (1st Edition), Southwestern Evans, J.R, (2010). Statistics, Data Analysis & Decision Modeling, 4/E Prentice Hall</p>
SBP2MB967	Advanced Optimization for Decision Making	<p>No. of Hours: 32</p> <p>The objective of the course is to develop modeling and optimization skills for complex real world problems. The course focuses on application of optimization theory and algorithms to many business related disciplines such as rational decision- making, optimal design and economic efficiency.</p> <p>Course Content: Introduction to mathematical programming; Theories of mathematical programming, primal and dual theorems; Unconstrained optimization methods and application; Constrained optimization for linear models – integer programming methods, interior-point algorithm and hierarchical optimization, linear goal programming, zero – one programming; Constraint optimization for nonlinear models – Karush-Kuhn-Tucker conditions, quadratic programming method; Dynamic programming and optimization.</p> <p>Suggested Readings Baker, K.R. (2011). Optimization Modeling With Spreadsheets (2nd Edition), John Wiley & Sons Brinkhuis, J., Tikhomirov, V. (2010). Optimization: Insights and Applications (1st Edition), New Age International Miller, R.E. (2000). Optimization: Foundations and Applications, Wiley-Interscience Publication Sinha, S.M. (2006). Mathematical Programming: Theory and Methods (1st Edition), Elsevier India Zak, S.H., Chong, E.P. (2010). An Introduction To Optimization (2nd Edition), Wiley India Pvt. Ltd</p>
SBP2MB968	Total Quality Management	<p>No. of Hours: 32</p> <p>This course provides in depth understanding of problems and issues in total quality management. It also incorporates the managerial reasoning and analysing in order to derive an appropriate course of action by focusing on quality in products and services.</p>

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		<p>Course Content: Quality concept overview and role of TOM in business; Quality Gurus and their philosophies; TOM principles; Strategic quality management and leadership; Designing quality into products and services-statistical concepts, six-sigma, quality improvement tools, FMEA; Kaizen and continuous improvement; Creativity in quality; Benchmarking, quality systems and auditing</p> <p>Suggested Readings Besterfield D. H., Besterfield-Michna C., Besterfield, G.H., Besterfield- Sacre, M. (2004) : Total Quality Management (3rd Edition), Pearson Education Crosby, P.B. (1995). Quality Without Tears: The Art of Hassle- Free Management, McGraw-Hill Publication Charantimath, P.M. (2006). Total quality management Pearson Education James R. Evans and William M. Lindsay (2002), The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning) Janakiraman, B. and Gopal, R.K. (2006) Total Quality Management Text and Cases. Prentice Hall. Bedi, K. (2006). Quality Management, Oxford University Press</p>
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Electives – Area: Information Systems

<p>SBP2MB1071</p>	<p>Database Management Systems</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to acquaint students with designing, implementing and using database management systems.</p> <p>Course Content: Databases; Systems analysis and database modelling; Network storage systems; Entity relationship modelling, normalization and algorithms; Physical database design and SQL; Database administration; Database system architectures; Data mining, data warehouse and XML documents; Web based database applications; Transaction processing; Legal and ethical aspects of database management.</p> <p>Suggested Readings Hoffer, J.A. (2009). Modern Database Management Systems (9th Edition), Dorling Kindersley India Kahate, A. (2004). Introduction to Database Management Systems (1st Edition), Pearson Panneerselvam, R. (2011). Database Management Systems (2nd Edition), Phi Learning Ponniah, P. (2006). Data Warehousing Fundamentals: A Comprehensive Guide For It Professionals (1st Edition), Wiley India Pvt Ltd</p>
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		Pyle, D. (2003). Business Modelling and Data Mining, Morgan Kaufmann Publishers
SBP2MB1072	E-Commerce	<p>No. of Hours: 32</p> <p>The objective of the course is to impart an understanding of how e-commerce and web based applications are designed, built and implemented, and the recent trends in e-business.</p> <p>Course Content: E-commerce – origin, features, types and growth; business models – B2B , B2C and others in e-commerce; Internet and the world wide web; Building e-commerce website, security and encryption; Web based business activities – payment systems, market research, advertising, e-tailing, and communications, auction and portals; Social, legal and ethical issues of e-commerce; Emerging issues in e-commerce; M-commerce.</p> <p>Suggested Readings Bajaja, K.K. (2005). E-Commerce: The Cutting Edge Of Business (2nd Edition), Tata McGraw Hill Education Private Limited Chan, H., Lee, R., Dillon, T., Chang, E. (2007). E-Commerce, Fundamentals and Applications (1st Edition), Wiley India Pvt Ltd Joseph, P.T. (2008). E-Commerce: An Indian Perspective (3rd Edition), Phi Learning Pearlson, K.E., Saunders, C.S. (2003). Managing and Using Information Systems: A Strategic Approach (2nd Edition), John Wiley & Sons Whiteley, D. (2004). E-Commerce: Strategy, Technologies and Applications (1st Edition), Tata McGraw Hill Education Private Limited</p>
SBP2MB1073	Business Process Re-Engineering	<p>No. of Hours: 32</p> <p>The objective of the course is to understand the methodologies used to redesign business processes, and also provide an overview and experience of the SAP software.</p> <p>Course Content: Business process systems; Enterprise architecture and strategy; Estimating enterprise resource requirements; SAP based applications – workflow builder, solution composer, business process modelling and SAP enterprise systems; Business process re-engineering; Best practices business processes; Business process analysis; Scorecard methodology.</p> <p>Suggested Readings Dey, B.R. (2004). Business Process Reengineering & Change Management (1st Edition), Dreamtech Press Johansson, H.J. (1994). Business Process Reengineering, John Wiley & Sons Radhakrishnan, R., Balasubramaniam, S. (2008). Business Process Reengineering : Text and Cases (1st Edition), Phi Learning Sethi, V., King, W. (1998). Organizational Transformation Through Business Process Reengineering : Applying Lessons</p>

		<p>Learned (1st Edition), Pearson Srinivasan, R. (2011). Business Process Reengineering (1st Edition), Tata McGraw Hill Education Private Limited</p>
SBP2MB1074	Managing IT-Enabled Services	<p>No. of Hours: 32</p> <p>The objective of the course is to enable the participants to address the challenges related to management of IT and ITes.</p> <p>Course Content: Development of service portfolios; Planning and management of service management processes and operations; Effective management of customer relationships and satisfaction; Sourcing management – sharing, outsourcing, onshore-offshore; Service delivery and service level management; Service improvement implementation; IT enabled services – application development and maintenance, voice based inbound and outbound services; Non voice customer support services; IT-ES infrastructure.</p> <p>Suggested Readings Anandkumar, V., Biswas S. (2008). Business Process Outsourcing: Oh! BPO—Structure and Chaos, Fun And Agony, Response Books Johnson, M. (2011). It Service Portfolio Management: What You Need To Know For IT Operations Management, Tebbo Manwani, S. (2008). IT Enabled Business Change, British Informatics Society Ltd Rajamanohar, T.P. (2010). Business Process Outsourcing: Growth and Country Experiences (1st Edition), Icfai University Press Sople, V.V. (2009). Business Process Outsourcing : A Supply Chain Of Expertises (1st Edition), Phi Learning</p>
SBP2MB1075	Strategic Management of Information Technology	<p>No. of Hours: 32</p> <p>The objective of the course is to develop a perspective on strategic use of information technology to get a competitive advantage in the technology-intensive corporate world.</p> <p>Course Content: Challenges and opportunities for IT business strategy; Developing IT strategy for competitive advantage; Stages of IT strategy development and implementation; Aligning IT strategy with business strategy; Strategic IT planning – motivation, process, approaches, challenges and best practices; Technology management strategy framework; IT change management strategies.</p> <p>Suggested Readings Benson, R.J., Bugnitz, T. (2004). From Business Strategy To IT Action: Right Decisions For A Better Bottom Line, John Wiley & Sons Clarke, S. (2001). Information System Strategic Management, Taylor and Francis Dinkar (2005). Strategic Planning In Information Technology, Viva Books Private Limited</p>

		<p>Lucas, H.C. (2008). Information Technology: Strategic Decision Making For Managers (1st Edition), Wiley India Pvt Ltd</p> <p>Robson, W. (1997). Strategic Management And Information Systems: An Integrated Approach (2nd Edition), Dorling Kindersly India</p>
SBP2MB1076	Information Security Management	<p>No. of Hours: 32</p> <p>The objective of the course is to enable the participants assess, plan, implement, monitor and mitigate security risks faced by information systems.</p> <p>Course Content: Copyrights, IPRs and Patents; Indian copyright/IPR laws; Caution with internet; E-mail etiquettes, spamming and broadcasting; Professional behaviour, social conduct and ease of misuse with computer; Computer crime; Software compliance and piracy; Principles of information security management; Hardware, software and network security; Information insurance, threat-vulnerability analysis, risk management strategies, security counter-measures and contingency planning.</p> <p>Suggested Readings Ben, N.R. (2006). Implementing Database Security and Auditing, Elsevier India Detmar, S., Seymour, G. (2009). Information Security: Policy, Processes, and Practices (1st Edition), Phi Learning Mark, S. (2006). Information Security: Principles and Practice (1st Edition), Wiley India Pvt Ltd Merkow, M., Breithaupt, J. (2007). Information Security : Principles and Practices (1st Edition), Pearson Peltier, T.R. (2011). Information Security Policies and Procedures (2nd Edition), Taylor & Francis</p>
SBP2MB1077	Managing Open Source	<p>No. of Hours: 32</p> <p>The objective of the course is to develop an understanding of the open source revolution, and enable the participants to manage effectively open source content.</p> <p>Course Content: Open Source – Evolution and methodology; Open source business models; Methods of support for open source software; Managing proprietary and open source applications – standards, challenges; Evaluating and assessing viability of open source projects; IPRs and licensing related to open source softwares.</p> <p>Suggested Readings Gandhi, K.V. (2009). Open Source Technology, USP Kavanagh, P. (2004). Open Source Software: Implementation and Management, Digital Press Lee, J., Ware, B. (2003). Open Source Development With LAMP (1st Edition), Pearson</p>

		<p>Varghese, S. (2010). Open Source Leader : The Future of Organizations and Leadership, Portfolio</p> <p>Woods, D. (2005). Open Source For The Enterprise: Managing Risk Reaping Rewards, Shroff/o'reilly</p>
SBP2MB1078	New advances in IT in organisations	<p>No. of Hours: 32</p> <p>The objective of the course is to discuss new advances in the Information technology industry and their use in organisations.</p> <p>Course Content: Biomedical informatics; Advanced applications in security informatics; Artificial intelligence; Mobile device programming; Virtual teams and technology – management of distributed business processes; Intelligent multi-agent systems; Knowledge management; Automation in organisations; IT management and governance; Managing global IT.</p> <p>Suggested Readings</p> <p>Bhatt, M.S. (2009). Information Technology (IT) In The Indian Economy - Policies, Prospects And Challenges, New Century Publications</p> <p>Dua, S., Sahni, S., Goyal, D.P. (2011). Information Intelligence, Systems, Technology and Management, Springer</p> <p>Evans, A., Esl, I., Lamport, L., Laudon, K.C., Rainer, H. (2009). Informatics : Technology In Action, Pearson</p> <p>Jaiswal, S. (2010). Advanced Information Technology, Galgotia Publications Pvt Ltd</p> <p>Russell, S., Norvig, P. (2003). Artificial Intelligence: A Modern Approach (2nd Edition), Pearson</p>
SBP2MB1079	Management of Information Systems	<p>No. of Hours: 32</p> <p>The objective of this course is to help students learn using and managing information technologies to improve business processes and decision making.</p> <p>Course Content: Information systems in Business; Information systems in business; Role of e-business; Managerial challenges of information systems; Information system resources and activities; Strategic Advantage & IT: Strategic use of information technology; Business process reengineering; Computer Hardware and Software: Types of computer systems; Computer peripherals; New technologies in input, output and storage; Managing application and system software; Data Resource Management: Data resource management; Database management procedures; Database structures; Networks and IT: Telecommunication networks; Business use of internet and intranets; Telecommunication processors and soft-wares; Network architectures; Enterprise Business Systems: Functional business systems; CRM; ERP; SCM; E-Commerce: Scope and Processes; E-commerce application trends; B2C and B2B e-commerce; Decision Support Systems: Decision support systems; MIS; Artificial intelligence; Developing IT strategies: Business/IT planning; Implementing information</p>

		<p>technology; Systems development cycle; Implementing business systems; Security and Ethical Challenges: Technology ethics; Computer crime; Privacy issues; Security management of information technology</p> <p>Suggested Readings Goyal, D.P. (2006). Management Information Systems: Managerial Perspectives (2nd Edition), Macmillan India Laudon, K.C., Dass, R. and Laudon, J.P. (2010). Management Information Systems: Managing The Digital Firm (11th Edition), Pearson Mohapatra, S. and Joseph, P.T. (2009). Management Information Systems in a Knowledge Economy (1st Edition), Phi Learning O'Brien, J.A. (2006). Management Information Systems (7th Edition), Tata McGraw Hill Robert, M.G., Joel, R.E. and Claggett, R. J. (2009). Information Systems for Modern Management (3rd Edition), Phi Learning</p>
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Electives – Area: International Management

SBP2MB1181	International Financial Management	<p>No. of Hours: 32</p> <p>The objective of the course is to learn the nature and purpose of financial management in the international context, gain skills in international investment, financing techniques and exchange risk management, including accounting and taxation aspects.</p> <p>Course Content: Markets and linkages in international financial management; Exchange rate systems and policies; Currency forecasting; Using forward exchange markets and money market hedging; Transactions hedging: forwards vs futures vs options; Currency risk: accounting vs economic exposure; Risk management: new approaches; International taxation and transfer pricing; International capital budgeting; International bond market; Swap financing techniques; Long term financing with Eurobonds and hybrid instruments; Integrated financing decisions.</p> <p>Suggested Readings Dun and Bradstreet (2007). Cash and Derivatives Markets In Foreign Exchange (1st Edition), Tata McGraw Hill Pvt Limited Eiteman, D. K., Stonehill, A.I, Mofett, M.H., Pandey, A. (2007). Multinational Business Finance (10th Edition), Pearson IBF (2007). International Banking Operations (1st Edition), MacMillan India Ltd Levi, M.D. (2009). International Finance (5th Edition), Taylor & Francis Shapiro, A.C. (2009). Multinational Financial Management (9th Edition), John Wiley & Sons Ltd</p>
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<p>SBP2MB1182</p>	<p>International Marketing</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to integrate the core concepts of marketing management with concepts of international business and cross-cultural management.</p> <p>Course Content: International marketing environment- social, cultural, political, economic and legal environment; Assessing international market-entry opportunities; Emerging markets; Planning and managing market entry strategies and products; International business-to-business marketing; Channels of international distribution; Marketing logistics and exporting; International pricing strategies; Global marketing communication and advertising; Negotiation with international customers, partners, and regulators</p> <p><i>Suggested Readings</i> Friedman, T. (2007). The World Is Flat (2nd Edition), Penguin Paul, J., Kapoor, R. (2010). International Marketing: Text & Cases (1st Edition), Tata McGraw Hill Education Private Limited Schmidt, M., Hollensen, S. (2007). Marketing Research : An International Approach (1st Edition), Pearson Shaw, J.J., Onkvisit, S. (2009). International Marketing : Analysis and Strategy (3rd Edition), Phi Learning Srinivasan, R. (2008). International Marketing (3rd Edition), Phi Learning</p>
<p>SBP2MB1183</p>	<p>International Economics</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to understand the theories of international economics and apply them to real world situations.</p> <p>Course Content: Ricardian trade model; Modern trade theory; Alternative trade theories; Commercial policy: tariffs; non-tariff trade barriers; Trade policies for the developing nations; Economic integration (free trade agreements); International factor movements and multinational enterprises; Balance of payments; Foreign exchange market; Exchange rate determination; modern exchange rate system and policies</p> <p><i>Suggested Readings</i> Carbaugh, R. (2007). International Economics (11th Edition), Cengage Curry, J.E. (2009). International Economics : Understanding The Dynamics of The Global Marketplace (3rd Edition), World Trade Press Krugman, P., Obstfeld, M. (2008). International Economics (8th Edition), Pearson Madeley, J. (2004). A People's World: Alternatives To Economic Globalization, Zed Books Salvatore, D. (2007). International Economics (8th Edition),</p>

SBP2MB1184	Global operations	<p>Wiley India Pvt Ltd No. of Hours: 32</p> <p>The objective of the course is to build an understanding of terminologies, concepts, and tools essential to analyse global operations with a special emphasis on the nature and role of global supply chains, logistics and their impact on operations, corporate strategy and future business environment.</p> <p>Course Content: Globalization of operations – forces, challenges and benefits; Strategic decision for global operations; Risk management, offshore manufacturing and economies of scale; Facility location and relocation; International sourcing; Global ERP; International R&D; Managing operations in emerging markets; Managing customer/supplier relationships; Environmental management; Redesigning distribution and logistics networks; Supply chain management in global context. Global differences in quality management</p> <p>Suggested Readings Branch, A. (2008). Global Supply Chain Management and International Logistics (1st Edition), Routledge Branes, D. (2008). Operations Management: An International Perspective. Cengage Learning Dornier, P. P., Ernst, R., Fender, M. and Kouvelis, P. (1998) Global operations and logistics: text and cases, New York: John Wiley. Flynn, B., Morita, M., Machuca, J. (2010). Managing Global Supply Chain Relationships: Operations, Strategies and Practices, Business Science Reference Gupta, O.K. (1998). Operations and Quantitative Management in The Global Business Environment, Tata Mcgraw Hill Education Schniederjans, M.J. (1998). Operations Management in Global Context, Greenwood publishing house</p>
SBP2MB1185	Doing Business in Emerging Markets	<p>No. of Hours: 32</p> <p>The course provides students with knowledge of the key economic, political, and social dynamics of emerging markets.</p> <p>Course Content: Introduction to emerging markets; Role of states in late industrialization and development; Economic transition: liberalization, privatization and restructuring; Market study- target market drivers, distribution channel network, consumption mode, barriers to entry, standards and local business practices; Government, economic and business policies; The role of technology; Entry mode determinant factors; Financing international ventures- Role of foreign trade and FDI in national development; Institutional challenges to globalization; Cultural differences; Global and regional</p>

		<p>integration under international organizations</p> <p>Suggested Readings Harvard Business Review (2011). Harvard Business Review on Thriving In Emerging Markets, Harvard Business School Press Khanna, T., Palepu, K. (2010). Winning In Emerging Markets: A Road Map for Strategy and Execution, Harvard Business School Publishing (India) Pvt Ltd Pacek, N., Thorniley, D. (2007). Emerging Markets :Lessons for Business Success and The Outlook For Different Markets, Bloomberg Press Pelle, S. (2007). Understanding Emerging Markets : Building Business Bric By Brick (1st Edition), Response Books Zhang, Y. (2003). China's Emerging Global Businesses, Palgrave Macmillan</p>
<p>SBP2MB1186</p>	<p>Social Entrepreneurship in Global Context</p>	<p>No. of Hours: 32</p> <p>The objective of the course is to expose the participants to best practices, successes and failures, opportunities and constraints in developing new social enterprises.</p> <p>Course Content: Introduction to social enterprise-advantages and disadvantages of social enterprise; Global models of social enterprise; Creating and evaluating opportunities for social enterprise development; Corporate partnerships- creating value for shareholders; Global enterprise plan and business models; Measuring the social impact of social enterprise; Acquiring necessary resources; Managing the growing venture - challenges of launching and scaling from the concept stage</p> <p>Suggested Readings Corker, R. (2010). 21st Century Foundation and Principles for Socioeconomic Development and Social Entrepreneurship, Trafford Publishing Ellis, T. (2010). The New Pioneers: Sustainable Business Success Through Social Innovation and Social Entrepreneurship, John Wiley & Sons Kariv, D. (2011). Entrepreneurship: An International Introduction, Routledge Munoz, J.M. (2010). International Social Entrepreneurship: Pathways to Personal and Corporate Impact, Business Expert Press Samli, A.K. (2010). International Entrepreneurship: Innovative Solutions For A Fragile Planet, Springer</p>

SBP2MB1187	International Human Resource Management	<p>No. of Hours: 32</p> <p>This course focuses on international human resource management & development issues as well as cross-cultural negotiations, international dimensions of leadership, motivation, team work, and communication.</p> <p>Course Content: Cross-cultural management; Communication process and cultural noise; Intercultural communication conflicts; Cross-cultural negotiation process; Managing negotiation: tactics; Cross-cultural research on motivation; Managing team work and workforce diversity; Leadership & ethics in international management; Recruitment/selection and repatriation of international employees; International compensation; Training and development for international assignments; Performance management in international context.</p> <p>Suggested Readings Aswathappa, K. (2007). International Human Resource Management Text and Cases (1st Edition), Tata McGraw Hill Education Private Limited Edwards, T., Rees, C. (2007). International Human Resource Management (1st Edition), Pearson Gupta, S.C. (2010). International Human Resource Management : Text and Cases, Macmillan Publishers India McCall, M.W., Hollenbeck, G.P. (2002). Developing Global Executives, Harvard Business School Press Mendenhall, M.E., Oddou, G.K., Stahl, G.K. (2006). Reading and Cases In International Human Resource Management (4th Edition), Routledge</p>
SBP2MB1188	International Business Strategy	<p>No. of Hours: 32</p> <p>The objective of the course is to understand the challenges and opportunities that Globalization brings for organizations operating internationally, and to appreciate the organization's international strategic, tactical, and operational planning processes.</p> <p>Course Content: Contemporary global business environment- drivers of globalization, effects of globalization; Global business strategy formulation- business risk analysis, modes of entry into global markets; Global strategic planning process; Strategic implementation; Impact of global expansion on an organization's supply chain and technology systems; Finance and marketing in global business- legal, cultural, and ethical challenges, global marketing analysis for a product or service, global financing and exchange rate mechanisms; Changing environment of global business- contemporary trends in the global environment; Exit strategies for global organizations</p>

		<p><i>Suggested Readings</i></p> <p>Brown, R.L. (2009). International Business Plans : Charting A Strategy for Success In Global Commerce (3rd Edition), World Trade Press</p> <p>Ghemawat, P. (2007). Redefining Global Strategy: Crossing Borders In A World Where Differences Still Matter (1st Edition), Harvard Business School Press</p> <p>Horn, S.S. (2003). Dynamics Of International Strategy (1st Edition), Thomson Business Information</p> <p>Sharan, V. (2010). International Business : Concept, Environment and Strategy (3rd Edition), Pearson</p> <p>Stonehouse, G., Campbell, D., Hamill, J., Purdie, T. (2007). Global and Transnational Business: Strategy And Management (2nd Edition), Wiley India</p>
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**AMBEDKAR UNIVERSITY DELHI
(AUD)**

**School of Business, Public Policy and Social Entrepreneurship
(SBPPSE)**

Two-year (Full-Time) MBA

Programme Structure, Rules and Two Year Course Details

2017

**School of Business, Public Policy and Social Entrepreneurship (SBPPSE)
Ambedkar University Delhi (AUD)**

Two Year (Full Time) MBA

The School of Business, Public Policy and Social Entrepreneurship (SBPPSE) was set up at AUD in 2011. SBPPSE was set up with the vision that the programmes offered at the school should reflect the larger philosophy of AUD that believes in excellence with equity and access to higher education. It was therefore decided that the school will address issues in the three interlinked areas of business, public policy and social entrepreneurship in a holistic and integrated manner. The school is also built on the belief that contemporary world needs entrepreneurs and wealth creators as much as professionally trained wealth managers. Accordingly, a two year (full time) programme, Master in Business Administration (MBA) was launched in 2012.

The MBA programme was launched with an innovative programme content and transactional pedagogy incorporating the latest developments in management education. The uniqueness of this programme is based on its approach to business and profit within a holistic context of the wider society and economy. The curriculum is designed to develop professional entrepreneurs and managers with sensitivity towards larger society and environment that is required to create and manage wealth in the contemporary global context. The School regularly interacts with its student, alumni and experts from academia, practice, government and industry to take feedback on the existing courses. The feedback is used to make amendments to the existing curriculum to reflect the needs of the time.

All the programmes of the University are developed as complementary to each other both in terms of faculty inputs and students' choice of electives with the belief that while there are unique elements which make each of the programme distinct there are also common elements which cut across each programme. It is also hoped that the intellectual and infrastructural resources of the university could be put to best use by developing and delivering academic programmes which complement each other.

The MBA programme is structured into 4 semesters spread over two years. The student is required to earn a total of 84 credits to be eligible for the award of MBA degree. The electives can be chosen from the baskets offered within the MBA programme or from other programmes offered within the University.

The semester-wise distribution of courses to be offered in the MBA programme is given below. All courses carry 2 credits each, except Summer Project and Project Study with 4 credits each.

Semester 1 (24 Credits)	
Slot – 1	Slot – 2
SBP2MB121: Business, Culture and Society	SBP2MB127: Issues and Perspectives of Public Policy
SBP2MB122: Marketing Management	SBP2MB128: Business Communication and Personality Development
SBP2MB123: Organisational Behaviour	SBP2MB129: Human Resource Management
SBP2MB124: Business Statistics	SBP2MB130: Management Science
SBP2MB125: Financial Accounting	SBP2MB131: Management Accounting
SBP2MB126: Managerial Economics	SBP2MB132: Macro Economics
Semester 2 (20 Credits)	
Slot – 1	Slot – 2
SBP2MB221: Business Ethics and Corporate Social Responsibility	SBP2MB229: Summer Project
SBP2MB222: Innovation and Entrepreneurship	
SBP2MB223: Leadership and Change	
SBP2MB224: Operations Management	
SBP2MB225: Corporate Finance	
SBP2MB226: Structured Thinking and Problem Solving	
SBP2MB227: Business Research	
SBP2MB228: Spreadsheet Modelling	
Semester 3 (24 Credits)	
Slot – 1	Slot – 2
SBP2MB321: Business Law and Corporate Governance	
SBP2MB322: Strategic Management	
Electives worth 20 Credits (Maximum 8 Credits in Slot 1 & 12 Credits in Slot 2)	
Semester 4 (16 Credits)	
Slot – 1	Slot – 2
SBP2MB421: Project Study	
Electives worth 12 Credits	

List of Electives

Area: Finance and Accounting

SBP2MB501: Financial Derivatives

SBP2MB502: Security Analysis and Portfolio Management

SBP2MB503: Financial Markets

SBP2MB504: Micro Finance

SBP2MB505: Strategic Cost Management

SBP2MB506: Business Valuation and Corporate Re-structuring

Area: Marketing

SBP2MB611: Brand Management

SBP2MB612: Consumer Behaviour

SBP2MB614: Services Marketing

SBP2MB615: Retail Marketing

SBP2MB616: Sales and Distribution Management

Area: HR and OB

SBP2MB721: Building Teams for Excellence

SBP2MB722: Diversity and Intercultural Management

SBP2MB723: Coaching, Counselling and Mentoring

SBP2MB724: Performance Management

SBP2MB726: Compensation and Reward Management

Area: Operations Management and Decision Sciences

SBP2MB831: Supply Chain Management

SBP2MB832: Service Operations Management

SBP2MB834: Advanced Management Science Methods

SBP2MB835: Total Quality Management

Area: Economics and Public Systems

SBP2MB941: Political Economy

SBP2MB942: Global Business Environment

SBP2MB944: Rural and Urban Land Systems

SBP2MB946: International Economics

Area: Contemporary Issues

SBP2MB901: Internship with NGO

*Any new elective, when introduced, shall be shared with the students.

Rules of Attendance and Assessment

Assessment: Students will be assessed in each course both continuously and comprehensively. Assessment is based on the following 11-point grading system prescribed by the University.

Letter Grade	Grade Point	Qualitative Description of Letter Grade
A+	10	Exceptional: performance beyond expectations
A	9	Excellent: demonstrating mastery of all learning or assessment situations
A-	8	Very good: demonstrating mastery of most learning or assessment situations
B+	7	Demonstrating thorough competence in 3 most situations.
B	6	Demonstrating moderate competence in most situations.
B-	5	Acceptable: showing moderate competence in some situations, minimal competence in others.
C+	4	Minimally acceptable: demonstrating minimal competence in most situations while showing considerable capacity for improvement.
C	3	Not passing but still showing capacity for improvement or development.
C-	2	Unsatisfactory performance, marked by lack of engagement or inability to apply concepts.
D	1	Complete lack of engagement or comprehension; also, frequent absence
F and AB	0	F for non-completion of assignments or 'blank' responses on a test. Absence or withdrawal from a course should be indicated by AB

The minimum passing grade in each course is C+. If the student fails to obtain the required grade in a course (after the grade cut, if any: refer to the rules of attendance below), s/he will be given a second opportunity for a partial repeat for not more than 30 percent weightage to be reassessed as per the University assessment calendar. The partial repeat shall be given to only those students who score a minimum grade of C in the course.

Continuous assessment will be based on a minimum of two situations in each course which could be based on assignments, case analysis, quizzes, projects, term papers, mid-term and end-term assessments. No individual assessment will carry more than 50% weight.

Attendance: Attendance in 80% of classes held in each course is mandatory. Grade cut will be applied to students who fail to meet the minimum attendance requirement. For every 5% shortfall in attendance, grade cut of one point will be applicable. As a result of the grade cut, if a student fails to obtain the minimum passing grade in a course, the partial repeat policy as mentioned in the preceding paragraph will be applicable.

Promotion: A student is required to successfully obtain a minimum of 34 credits out of the 44 credits (with a minimum of C+ grade) during First Year of the programme for being eligible to the II year. If a student is able to obtain not 44 but more than 34 credits in the first year, s/he is required to repeat the courses (in which he/she has failed) in the next academic session, along with the second year courses. If the student fails to secure 34 credits out of 44 credits, s/he will have to repeat the courses (in which he/she has failed) in the next academic session, however s/he will not be promoted to second year.

If the student fails to obtain 30 credits out of 40 credits in the second year, s/he is required to repeat the courses (in which he/she has failed) in the next academic session. If a student fails in an elective course, and the same elective is not offered next year, the student will choose another elective (carrying the same number of credits) which will be offered in the next academic year.

The overall passing grade for a student to get an MBA degree is C+. If a student fails to secure an overall passing grade of C+ in all the 4 semesters put together, s/he will not be awarded the degree but will be issued a certificate for courses which s/he would have successfully completed.

Span Period: The maximum time period (span period) given to a student for completing the requirements of the MBA programme shall be four years.

**Course Details: Semester-I; Slot-1(12 credits)
(Six Compulsory Courses)**

SBP2MB121: Business, Culture and Society (2 credits)

Objective: The objective of this course is to introduce the students to the Indian business environment and the history of evolution of business along with contemporary issues of multiculturalism and globalization. This course will also enhance their understanding of various dimensions of relationship between Business, Culture and Society.

Course Content:

Unit 1: Business: Origin and Growth

Origin of business; market society; diversity of businesses; complexity of business environment and growth

Unit 2: Business in Context

Free market society, trade; finance and debt in social and ecological contexts; economic trends; geographical distribution

Unit 3: Social Structure

Caste, class, gender and business in India

Unit 4: Demographic Aspects

Demographic trends in India and the implications for business

Unit 5: Immigration and Multiculturalism

Globalisation, immigration and their implications for business and society; understanding multiculturalism and their impact on business

Unit 6: Culture and Business

Types of culture; two-way interaction between business, culture and society

Unit 7: Stakeholders and Business

State and business; business and environment; business and community

Unit 8: Values and Business

Understanding diversity of lifestyle and values in modern society; business ethics, corporate governance and corporate social responsibility

Suggested Readings:

- i. Bagla, G. (2008). *Doing Business in 21st century, 1st edition*, Hachette
 - ii. Bardhan, P. (2010). *Awakening Giants, Feet of clay, 1st edition*, Princeton University Press
 - iii. Damodaran, H. (2008). *India's New Capitalists: Caste, Business and Industry in a Modern Nation*, Permanent Black
 - iv. Harris, J. (2006). *Power matters: Essays on Institutions, Politics and Society in India*, Oxford University Press
 - v. Lawrence, A. (2010). *Business and Society – Stakeholders Ethics and Public Policy*, Academic Internet Publishers
 - vi. Tripathi, D. (2004). *The Oxford History of Indian Business*, Oxford University Press
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SBP2MB122: Marketing Management (2 credits)

Objective: The objective of the course is to develop an understanding of the concepts, issues and strategies involved in marketing of products and services.

Course Content:

Unit 1: Introduction to Marketing Management

Purpose of marketing; creating and delivering customer value; evolution of marketing concept; market orientation and business profitability; role of innovation on the market orientation and performance relationship; delivering profitable value

Unit 2: Marketing Challenges in the New Millennium and Social Marketing Concept

Socially responsible marketing: concept, objectives, strategies and its applications in marketing; ethical perspective in marketing

Unit 3: Segmentation of Customers

Market segment and market segmentation; fundamental factors for effective market segmentation: segmentation bases and their classifications; key elements of segmentation process; segmentation dilemma and solutions; targeting and positioning

Unit 4: Understanding Consumers

Understanding corporate consumers; models of consumer behaviour; institutional and government markets; Indian consumer environment

Unit 5: Product Management

Product decision and strategies; product life cycle and new product development; branding and packaging decisions

Unit 6: Pricing and Differentiation Strategies

Pricing approaches and policies; value proposition and differentiation concepts

Unit 7: Sales Promotion Concepts

Marketing communications; advertising and publicity; personal selling and sales promotion; consumer, business and trade promotion

Unit 8: Distribution and Public Relations

Sales forecasting; distribution strategy; managing sales personnel; marketing and public relations

Unit 9: Digital Marketing

Technology and marketing; digital marketing strategies

Suggested Readings

- i. Aaker, D. A. (2008). *Strategic Market Management*. John Wiley and Sons.
- ii. Capon, N. and Singh, S.S. (2014). *Managing Marketing: An Applied Approach*, Wiley India.
- iii. Chaffey, D. and Ellis-Chadwick, F. (2012). *Digital Marketing*. Pearson Higher Ed.
- iv. Keller, K. L., Parameswaran, M. G., and Jacob, I. (2011). *Strategic Brand Management: Building, Measuring and Managing Brand Equity*, Pearson Education.
- v. Kotler, P., Keller, K., Koshy, A. and Jha M. (2013). *Marketing Management, 14th edition*, Pearson Education (Singapore) Pte.Ltd.
- vi. Percy, J. (2014). *Strategic Integrated Marketing Communications*. Routledge.

SBP2MB123: Organisational Behaviour (2 credits)

Objective: This course is aimed to develop an understanding of how individual's behaviour is influenced by various factors in the organization and the society, and how behaviour of managers impacts the behaviour of others as well as their performance.

Course Content:

Unit 1: Self and Personality

Understanding one's limitations and its impact on others; appreciate individual differences and its impact on managerial and interpersonal behaviour

Unit 2: Perception, Attitude and Decision Making

Becoming aware of one's biases and personal prejudices and their impact on perception; how perception influences managerial behaviour and its impact on decision making; understanding techniques of building group consensus

Unit 3: Motivation

Recognizing and understanding the needs of people; using this data for motivating others

Unit 4: Interpersonal Dynamics

Developing awareness on latent and manifest causes of interpersonal dynamics

Unit 5: Groups and Teams

Understanding and managing the team dynamics; creating and building effective teams

Unit 6: Leadership

Understanding the difference between leader and manager; becoming aware of how to influence others

Suggested Readings:

- i. Greenberg, J. (2011). *Behaviours in Organizations, 10th edition*, PHI Learning Pvt. Ltd.
 - ii. Luthans, F. (2008). *Organizational Behaviour, 11th edition*, McGraw Hill,
 - iii. Nahavandi, A, Denhardt, R.B., Denhardt, J.V. and Aristigueta, M. P. (2015). *Organizational Behaviour*. Sage Publications.
 - iv. Pareek, U. (2007). *Understanding Organizational Behaviour, 2nd edition*, Oxford University Press.
 - v. Parikh, M. and Gupta, R.K. (2010). *Organizational Behaviour*, McGraw Hill.
 - vi. Robbins, S. P., Judge, T.R. and Vohra, N. (2013). *Organizational Behaviour, 15th edition*, Pearson
 - vii. Sinha, J.B.P. (2009). *Culture and Organizational Behaviour*, Sage Publications.
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SBP2MB124: Business Statistics (2 credits)

Objective: The objective of this course is to familiarize the students with basic tools and techniques in business statistics.

Course Content:

Unit 1: Introduction to Statistics

Application of data analysis in business decision making; understanding data; scales of measurement; data collection methods; errors in data collection and analysis

Unit 2: Organising and Presenting Data

Tabulation and graphical representation of data; cross tabulations and scatter plots; using MS Excel

Unit 3: Descriptive Statistics

Measures of central tendency, dispersion and shape; outlier analysis; box-and-whisker plot; measures of association between two variables; descriptive statistics functions in excel; working with data analysis tool pack

Unit 4: Probability and Probability Distributions

Introduction to probability; discrete and continuous probability distributions; using probability distribution functions in excel

Unit 5: Sampling and Sampling Distributions

Sampling design process; sampling techniques; estimation concepts and properties; sampling distributions; point and interval estimation

Unit 6: Hypothesis testing

Hypothesis testing procedure and applications; single sample test of significance for small and large samples

Unit 7: Simple linear regression

Simple regression model; correlation and coefficient of determination; regression error and model assumption; testing for significance; applications based on regression; regression using data analysis tool pack

Suggested Readings

- i. Anderson, D.R., Sweeney, D.J. and Williams, T.A. (2015). *Statistics for Business and Economics, 12th edition*, Cengage Learning.
 - ii. Bajpai, N. (2009). *Business Statistics, 1st edition*, Pearson Education.
 - iii. Bowerman, B. L., O'Connell, R. T. and Murphree, E. (2013). *Business statistics in practice, 7th edition*, McGraw-Hill/Irwin series.
 - iv. Levin D. M., Stephan D.F., Krehbiel T.C. and Berenson M.L. (2011). *Statistics for Managers, 6th edition*, Prentice Hall.
 - v. Norean D. S., Richard D., De, V., Williams, C. and Paul V. (2015). *Business Statistics, 3rd edition*. Pearson Education
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SBP2MB125: Financial Accounting (2 credits)

Objective: The course aims to prepare the participants to understand, analyse and interpret financial information that is relevant for decision making by external stakeholders.

Course Content:

Unit 1: Nature, Purpose and the system of Accounting

Accounting as a language; stakeholders and relevant financial information; nature of accounting principles; accounting process; accounting records and system

Unit 2: The Income Statement, the Balance Sheet and Related Concepts

Assets, liabilities and owners equity; concepts related to balance sheet; revenues, expenses and profits; concepts related to income statement

Unit 3: Accounting for Fixed Assets, Depreciation, Inventories, Revenue Recognition and Deferred assets

Fixed assets: nature and types; distinction between asset and expense; costing of fixed assets; depreciation methods: relevance and impact; choice of a depreciation method; depreciation vs. depletion; amortisation; types of inventory; accounting of inventory; cost of inventory; inventory costing methods; basic revenue recognition criteria; methods of revenue recognition; amount of revenue recognized; deferred tax assets; deferred tax liabilities; accounting for deferred tax assets and liabilities

Unit 4: Sources of Capital, Legal Framework of Corporate Financial Statements & Consolidated Financial Statements

Debt, owners' equity and other liabilities; accounting standards; accounting provisions under Indian companies act; basis for consolidation; accounting for business combinations; consolidated financial statements

Unit 5: Statement of Cash Flow & Analysis of Financial Statements

Purpose of cash flow statement; understanding and analysis of cash flow statement; ratio analysis; common size statements; assessing financial health using ratios

Suggested Readings

- i. Anthony, R.N., Hawkins, D. and Merchant, K.A. (2010). *Accounting Text and Cases, 13th edition*, Tata McGraw Hill.
 - ii. Accounting Standards issued by Institute of Chartered Accountants Of India (www.icaai.org)
 - iii. Banerjee, A. (2009). *Financial Accounting – A Managerial Emphasis, 3rd edition*, Excel Books, New Delhi.
 - iv. Bhattacharya, A.K. (2006). *Financial Accounting for Business Managers, 4th edition*, Prentice Hall India.
 - v. Homgren, C.T. and Philbrick, D. (2011). *Introduction to Financial Accounting, 11th edition*, Pearson Education.
 - vi. Narayanaswamy, R. (2014). *Financial Accounting: A Managerial Perspective, 5th edition*, PHI, New Delhi.
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SBP2MB126: Managerial Economics (2 credits)

Objective: Provide students with a basic understanding of the economic theory and analytical tools that can be used in decision making problems.

Course Content:

Unit 1: Fundamentals of Managerial Economics

Goals and constraints; markets and firms; demand, supply and equilibrium; economic way of thinking

Unit 2: Consumer Behaviour

Utility and indifferent curves; demand schedule, function law of demand; determinants of demand; elasticity – price, income and cross price; applications of elasticity and taxation; price controls

Unit 3: Producer Behaviour

Production function – short run and long run; product curves; types of costs; cost functions – short run and long run; supply curve; economies of scope, scale and learning curve

Unit 4: Market Structures

Types of market structures; perfect competition – price taker, shut down point, firm and market equilibrium, short run and long run equilibrium; monopoly, barriers to entry and monopolistic competition; oligopoly models and cartel

Unit 5: Economics of Information

Pricing strategies; asymmetric information and auctions; role of government in marketplace

Suggested Readings

- i. Mankiw, N.G. (2012). *Principles of Economics, 6thedition*, Cengage: New Delhi
- ii. McEachern, W. A. and Kaur, S. (2012). *Micro ECON: Principle of Microeconomics*, Cengage: New Delhi
- iii. Peterson, C.H., Lewis, W.C. and Jain, S.K. (2006). *Managerial Economics, 4thedition*, Dorling Kindersley: New Delhi
- iv. Pindyck, R.S., Rubinfeld, D. L. and Mehta, P.L. (2009). *Microeconomics, 7thedition*, Pearson: New Delhi
- v. Salvatore, D. (2012). *Managerial Economics: Principles and Worldwide Application, 7thedition*, Oxford University Press: New Delhi

Semester-I; Slot-2(12 credits)

(Six Compulsory Courses)

SBP2MB127: Issues and Perspectives of Public Policy (2 credits)

Objective: The objective of this course is to discuss issues related to public policy and the role of public institutions in shaping business and economic environment. This course examines policy making and a critical analysis of its implementation.

Course Content:

Unit 1: Role of Public Sector: Key Issues and Perspectives

Key issues and questions; theories of the state; constitution and the welfare state

Unit 2: Indian Economic Environment

Indian economy after independence; planning and reform process; models of development; understanding and analysing fiscal budget

Unit 3: Equality, Choice and Limits of the Market

The importance of fairness, public goods; equality and choice in public services; market failures and inefficiencies of the free market system, role of the state, relationship between business and government

Unit 4: Public Choice and Models of democratic politics

Constitution and democratic structures; impact of LPG policies on democracy in India; role of international agencies, NGOs and civil society

Unit 5: Judiciary, Governance and Public Institutions of India

History of judiciary, role of law in public policy in India; the interface of state, market and civil society; statutory authorities and their role in public policy process

Unit 6: Social Services in India

Education and health, poverty alleviation, informal labour, marginalities

Unit 7: Contemporary Issues in India

Agrarian policies; development induced displacement; urbanisation, environment and natural resource management

Suggested Readings

- i. Dreze, J. and Sen, A. (2002). *Indian Development and Participation*, Oxford University Press.
 - ii. Kohli, A. (1987). *The State and Poverty in India: The Politics of Reform*, Cambridge University Press
 - iii. Mathur, K. and Bjorkman, J. W. (2009). *Policy making in India: Who speaks and who listens*, Har-Anand Publications.
 - iv. Mehta, P. B. (2007) *Public institutions in India: Performance and Design*, Oxford University Press.
 - v. Stiglitz, J. (2000). *Economics of the Public Sector*, W.W.Norton Press
 - vi. Vaidyanathan, A. and Krishna, K.L. (2007). *Institutions and Markets in India's Development*, Oxford University Press.
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SBP2MB128: Business Communication and Personality Development (2 credits)

Objective: The objective of this course is to help participants to develop communication skills, discover what business communication is all about and learn how to adapt their communication experiences in life and college to the business world.

Course Content:

Unit 1: Introduction to Business Communication

Establishing a framework for business communication; effective communication skills; 7Cs of communication; the process of communication (basic communication model); barriers to effective communication with an emphasis on non verbal communication (kinesics, proxemics, haptics, oculusics, voice quality, paralanguage, metaverbal language)

Unit 2: Effective Listening skills and Feedback

Types of listening (active and effective listening); barriers to listening; tips for effective listening (the hear model of effective listening); empathic listening; the Johari window and feedback

Unit 3: Interpersonal Skills and Styles of Communication

The message, noise, feedback, context and channel; communication styles: passive, assertive, aggressive and passive aggressive; dyadic communication; group communication

Unit 4: Business Communication at Work Place

Communication flows in an organization; letter components and layouts; email communication; memo and memo reports; employment communication notice; agenda and minutes of meeting; report writing

Unit 5: Personality Development

Introduction; basic theories of personality – psychodynamic school, behavioristic school and humanistic school; psychometric assessment of self through multiple tools; personality and career choice; building self esteem and self confidence; resumé writing

Unit 6: Oral communications

Public speaking; interview skills; making presentations; transactional analysis

Suggested Readings

- i. Courtland, H., Bovee, J., Thill, V. and Trivedi, M. (2009) *Business Communication Today, 9th edition*, Pearson Education.
 - ii. Murphy, H., Hildebrant, H. and Thomas, J. (2008). *Effective Business Communication, 7th edition*, Tata McGraw Hill Education.
 - iii. Theobald, T. (2011). *Develop Your Presentation Skills*, Kogan page Limited.
 - iv. Roldan, A. (1993). *A Workbook on Personality Development and Character Building*. AR Skills Development and Management Services (SDMS), Paranaque City, Metro Manila.
-

SBP2MB129: Human Resource Management (2 credits)

Objective: The objective of this course is to illustrate the best practices to acquire, motivate and retain the knowledge, skills and attitudes required to achieve organisational goals. The course will examine how to create an environment to enhance performance of people in organisations.

Course Content:

Unit 1: Role of Human Resource Management

Early perspectives; later developments; human resource development

Unit 2: Job Requirements and HR Planning

The role and importance of jobs; relationship of jobs to HRM functions; job analysis and job description; human resource planning: objective, process, and techniques

Unit 3: Recruitment and Selection

The recruitment process: sources and methods; matching people and jobs; selecting the employee: tests, interviews

Unit 4: Appraising and Improving Performance

Performance evaluation and assessment; performance appraisal methods and techniques; performance review and improvement

Unit 5: Training and Career Development

Socialising the employee; identifying training needs; designing training programmes; learning and development programmes

Unit 6: Managing Compensation

Job evaluation; compensation structure; compensation methods; components of compensation

Unit 7: Managing Industrial Relations

Industrial relations process; role of government; trade unions and management

Unit 8: Grievance Management

Understanding grievances; grievance management process; grievance management and motivation

Suggested Readings

- i. Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Management Practice, 11th edition*, Kogan Page India Pvt. Ltd.
 - ii. Decenzo, D.A. and Robbins, S.P. (2015). *Fundamentals of Human Resource Management, 12th edition*, Wiley India
 - iii. Dessler, G., and Varkkey, B. (2011). *Human Resource Management, 12th edition*, Pearson
 - iv. Huselid, M.A., Becker, B.E. and Beatty R.W. (2005). *The Workforce Scorecard: Managing Human Capital To Execute*, Boston: Harvard Business School Press
-

SBP2MB130: Management Science (2 credits)

Objective: The course provides students with a sound 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 problems.

Course Content

Unit 1: Introduction to Management Science

Unit 2: Linear Optimization

Linear programming model formulation and applications; graphical method for solution; introduction to using excel solver; special linear programming problems; transportation models, assignment models, transshipment models, travelling salesman problem; solving network models using MS excel solver/optimization software

Unit 3: Network Models

Concept and preparation of networks; PERT and CPM; shortest route problem

Unit 4: Linear Integer Programming

Select applications; pure integer models; mixed integer models; zero-one programming; solving linear integer model using optimization software

Unit 5: Linear Goal Programming

Goal programming formulations and solution methods

Unit 6: Decision Analysis

Decision making under certainty, risk and uncertainty

Unit 8: Introduction to Waiting Line Models

Characteristics and structure of queuing systems; arrival and service process; inter-arrival time distribution

Suggested Readings

- i. Anderson, D.R., Sweeney, D.J. and Williams, T.A. (2012). *An Introduction to Management Science: Quantitative Approaches to Decision Making*, 13th edition, Cengage Learning.
 - ii. Hillier, F. and Lieberman, G. (2012). *Introduction to Operations Research: Concepts and Cases*, 9th edition, Tata McGraw Hill Education Private Limited.
 - iii. Sharma, J.K. (2009). *Operations Research: Theory and Applications*, 4th edition, Macmillan India Limited
 - iv. Wiest, J.D. and Levy, F.K. (1988). *A Management Guide to PERT/CPM, With GERT/PDM/DCPM and Other Networks*, 2nd edition, Prentice Hall.
 - v. Winston, W.L. and Albright, S.C. (2014). *Practical Management Science*, 5th edition, Cengage Learning.
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SBP2MB131: Management Accounting (2 credits)

Objective: The course aims to prepare the participants with the information and tools that facilitate internal stakeholders to make informed choices from amongst the alternatives available and also to monitor the performance and suggest a timely course correction on an on-going basis.

Course Content:

Unit 1: Management Accounting: A Tool for Decision Making

Financial vs. management accounting; impact of organisation's mission, goals and strategies on management accounting; role of management accounting in decision making, monitoring, review and control; using accounting information for decision making; concept of relevant costs; relevance of relevant costs in managerial decision making

Unit 2: Cost Behaviour & Full Costing and Product Pricing decisions

Nature and behaviour of costs; impact of cost structure on risk and return; determining the break even point (BEP); relevance of BEP in managerial decision making; full costing and its relevance in setting the selling price; direct vs. indirect costs and their relevance in pricing decisions; processes and job order costing; relevance of cost centre and other related concepts of management and control

Unit 3: Activity Based Costing

ABC vs. traditional costing systems; relevance of ABC in cost management

Unit 4: Standard costing and Variance analysis

Standard costs and their relevance in cost management and control; how standard costs are developed; calculation and interpretation of variances for direct material and direct labour; calculation and interpretation of variances for overheads

Unit 5: Strategic Planning and Budgeting

Use of budgets in planning and control; preparation of budget schedules that make up the master budget; flexible budgets and their need for performance evaluation

Unit 6: Contemporary Developments in Management Accounting

Responsibility accounting; target costing; kaizen costing; back flush costing; transfer pricing and its various methods; the Indian perspective

Suggested Readings

- i. Anthony, R.N., Hawkins D. and Merchant K.A. (2013). *Accounting Text and Cases, 13th edition*, Tata McGrawHill.
 - ii. Colin, D. (2014). *Management and Cost Accounting, 8th edition*, Cengage Learning India.
 - iii. Horngren, C.T., Datar S.M. and Rajan M.V. (2014). *Cost Accounting, 15th edition*, Pearson Education.
 - iv. Jiambalvo, J. (2012). *Managerial Accounting, 6th edition*, John Wiley and Sons.
 - v. Kaplan R.S. and Anthony A.A. (1998). *Advanced Management Accounting, 3rd edition*, Pearson Education.
 - vi. Ronald W.H., Ramesh, G. and Jaydev, M. (2008). *Managerial Accounting, 7th edition*, Tata McGraw Hill.
-

SBP2MB132: Macroeconomics (2 credits)

Objective: The objective of the course is to provide participants with a basic understanding of the macro economic theory and policies that affect business.

Course Content:

Unit 1: Fundamentals of Macroeconomics

Types of markets; aggregate output, income and expenditure; macroeconomic concepts: national income, real and nominal income, inflation, unemployment, savings; balance of payments; money supply – monetary system, financial system

Unit 2: Components of Aggregate Income

Consumption – Keynesian, Modigliani and Miller, Friedman's consumption functions; investment; government expenditure, fiscal policy; trade balance, exchange rates

Unit 3: Demand for Money

Money market and bond markets; demand for money

Unit 4: Macroeconomic Policies

ISLM model; fiscal and monetary policies in a closed economy; fiscal and monetary policies in an open economy – Mundell Fleming model; government deficits and stabilization

Unit 5: Aggregate Demand and Supply

Aggregate demand, inflation; relationship between income and unemployment; aggregate supply in the short run and the long run

Suggested Readings

- i. D'Souza, E. (2012). *Macroeconomics, 2nd edition*, Pearson: New Delhi
- ii. Keneddy, P.E. (2012). *Macroeconomic Essentials: Understanding Economics in the News, 3rd edition*, PHI: New Delhi
- iii. Mankiw, N. G. (2012). *Principles of Macroeconomics, 6th edition*, Cengage: New Delhi
- iv. McEachern, W. and Indira, A. (2012). *Macro ECON: A South Asian Perspective, 1st edition*, Cengage: New Delhi
- v. Rangarajan, C. and Dholakia, B. (1979). *Principles of Macroeconomics*, Tata McGraw Hill: New Delhi

Semester-II; Slot-1(16 credits)

(Eight Compulsory Courses)

SBP2MB221: Business Ethics and Corporate Social Responsibility(2 credits)

Objective: This course illustrates the need and importance of doing business on the basis of ethical principles. It also attempts to bring out the various dimensions of corporate social responsibility.

Course Content:

Unit 1: Perspectives on Ethics

Early perspectives; later developments; state policies and ethics; Kant's categorical imperatives;

Unit 2: Utilitarianism

Concept; traditional theories; deontology vs utilitarianism

Unit 3: Rights and Ethics in the Context of Business Ethics

Concepts of rights and duties; moral, legal and human rights;libertarian viewpoint

Unit 4: Virtue Ethics and Ethics of Care

Virtues, actions and institutions; challenges of virtue theory; unconscious moral decision making

Unit 5: Overview of CSR

History and development of CSR; theories, challenges and trends; environment and institutional context; climate change and global warming

Unit 6: Internal organisation of the Corporate

History of the corporation; corporate governance; the companies act; politics and tension in the organisation

Unit 7: Stakeholders of Business

Consumers and employees, shareholders, suppliers, competitors, environment, trade unions and management

Unit 8: CSR: The Indian Experience

Industry and policy initiatives; role of civil society/media/ government; case studies of Indian CSR experience

Suggested Readings

- i. Albuquerque, D. (2010).*Business Ethics - Principles and Practices, 1stedition*,Oxford University Press.
 - ii. Chatterji, M. (2011).*Corporate Social Responsibility*, Oxford University Press.
 - iii. Crane, A., Matten, D. and Spence, L. (2007).*Corporate Social Responsibility: Readings and Cases in a Global Context*, Routledge.
 - iv. Velasquez, M.G. (2011).*Business Ethics: Concepts and Cases, 7thedition*, Pearson.
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SBP2MB222: Innovation and Entrepreneurship (2 credits)

Objective: The objective of this course is to illustrate the journey from imagination of an idea to its execution. A historical and institutional perspective is developed throughout the course to underscore the social underpinning within enterprise.

Course Content:

Unit 1: The Discipline of Innovation

Sources of innovation; principles of innovation; process of innovation; innovation and the entrepreneur

Unit 2: Historical Perspective to Innovation

Schumpeter's innovation concept; entrepreneurship theory; changing institutional form of innovation; other views (e.g. Hayek) on innovation

Unit 3: Institutional Perspective to Innovation

Types of innovation; creativity, imitation and innovation; creativity as a social process; social institutions and creativity; theory of the growth of the firm

Unit 4: Disruptive Innovation

Systematic innovation; innovator's dilemma

Unit 5: Organising for Innovation

Becoming an entrepreneur- developing an entrepreneurial mindset; organizing for innovation; strategy for driving innovation; financing innovation; marketing innovation

Unit 6: Building Business Models

The promise of innovation for entrepreneurs - understanding the landscape; developing competitive advantage; tools for creating a business model

Suggested Readings

- i. Bessant, J. and Tidd, J. (2011). *Innovation and Entrepreneurship, 2nd edition*. Wiley
 - ii. Drucker, P. F. (2006). *Innovation and Entrepreneurship*. Harper Business
 - iii. Schumpeter, J. A. (2000), Entrepreneurship as Innovation, *Entrepreneurship: The social science view*, 51-75.
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SBP2MB223: Leadership and Change (2 credits)

Objective: The objective of the course is to discuss the role and relevance of leadership especially in the context of managing change within organisations

Course Content:

Unit 1: Concept and Context of Change

Kotter's model of change; diagnose the environment and opportunities; identify the readiness and need for change; internal and external factors

Unit 2: Principles and Process of change

Clarity of expectations; experiences of change; compatibility with organisational goals

Unit 3: Change and Resistance

Types of change; framework for change; identifying resistance; overcoming resistance

Unit 4: Role of leadership in Change

Understanding leadership; leadership style and change; change management and transformational leadership

Unit 5: Leading Strategy and Change Management

Change teams: champions, sponsors, integrators; building teams for change; structured approach to change

Unit 6: Sustaining Change

Change and organisational effectiveness; organisational culture and change; negotiating change with individual members; stimulating culture of change

Suggested Readings

- i. Bennis, W. G. and Nanus, B. (2003). *Leaders: Strategies for Taking Charge, 2nd edition*, Harper Paperbacks
 - ii. Charnichael, J.L., Collins, C., Emsell, P. and Haydon, J. (2011). *Leadership and Management Development*, Oxford University Press.
 - iii. Harvard Business School (2003). *Managing Change and Transition: HBR Essentials*, Harvard Business School Press.
 - iv. Kotter, John P. (2014) *Accelerate*, Harvard Business Review Publishing, Boston.
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SBP2MB224: Operations Management (2 credits)

Objective: The objective of the course is to introduce concepts, processes, and methods of planning and managing operations both in manufacturing or service settings. Quantitative methods and use of software tools for operations planning and control will also be introduced with practical applications.

Course Content:

Unit 1: Introduction to Operations Management (OM)

Historical development of OM; OM functions; current issues, challenges and recent trends

Unit 2: Operations Strategy

Strategy design process; fitting operational activities to competitive strategy: order winning and order qualifying attributes

Unit 3: Demand Forecasting Methods

Designing a demand forecasting method; using excel for time series forecasting

Unit 4: Quality Management

Total quality management; SERVQUAL; statistical quality control

Unit 5: Process analysis and capacity planning

Process as a unit of measurement and planning in operations; analysing process and related metrics; economies and diseconomies of scale; capacity related decisions in operations planning; methods for capacity planning

Unit 6: Facility Location and Layout

Strategic location of operations facilities; types of processes in operations; layout planning; methods for design layouts; using optimization software for layout planning

Unit 7: Aggregate planning

Introduction to sales and operation planning; MS excel based aggregate planning

Unit 8: Inventory management

Introductory concepts in inventory management; nature of inventories; EOQ concept; selective inventory control; introduction to applied inventory systems

Suggested Readings

- i. Gaither, N. and Frazier, G. (2002), *Operations Management: Concepts, Techniques and Applications, 9th edition*, Cengage Learning.
- ii. Mahadevan, B. (2010). *Operations Management: Theory and Practice, 2nd edition*, Pearson Education.
- iii. Mahapatra, P.B. (2010). *Operations Management: A Quantitative Approach, 2nd edition*, PHI Learning.
- iv. Mathirajan, M. and Krishnaswamy, K.N. (2008). *Cases in Operations Management, 1st edition*, Prentice Hall India.
- v. Russell, R.S. and Taylor, B.W. (2010). *Operations Management: Creating Value Along the Supply Chain, 7th edition*, Wiley India Pvt. Ltd.

SBP2MB225: Corporate Finance (2 credits)

Objective: The objective of this course is to give an in-depth understanding of the two broad decisions the finance manager has to take – investment and financing decisions.

Course Content:

Unit 1: Introduction to Corporate Finance

Objectives of corporate finance; profit vs. wealth maximization; multiplicity of stakeholders and agency costs; corporate governance

Unit 2: Fundamentals of Valuation, Risk and Return

Time value of money; future value and present value; frequency of compounding; perpetuities and annuities; market risk and return; mean-variance efficiency; efficient markets hypothesis; securities market line, characteristic line and the capital asset pricing model; cost of equity estimation; cost of debt estimation

Unit 3: Long Term Investment Decisions

Techniques for the appraisal of long term investment decisions -NPV, IRR, payback; estimating project cash flow; cost of capital; hurdle rates; required return; factoring of inflation and risk in capital budgeting decisions; project interactions, side benefits, and side costs

Unit 4: Financing Structure and Dividend Decision

Financial and operating leverage; capital structure theories; designing the capital structure; optimal capital structure; optimal financing mix; financial leverage and financial distress; agency cost and capital structure; dividend decision: dividend policy and firms value; alternate forms of returning cash to shareholders

Unit 5: Short-Term Financial Management and Planning

Determinants of working capital; current asset financing; operating cycle and cash cycle; cash management; management of accounts receivable and inventories; estimation of working capital requirements; controlling the working capital; emerging trends in working capital financing

Suggested Readings

- i. Brealey, R. and Myers S. (2011). *Principles of Corporate Finance, 10th edition*, McGraw-Hill.
 - ii. Damodaran, A. (2002). *Corporate Finance: Theory and Practice, 2nd edition*, John Wiley and Sons.
 - iii. Eugene F. B. and Ehrhardt, M.C. (2010). *Financial Management: Theory and Practice, 13th edition*, Thomson South-Western.
 - iv. Lasher, W.R. (2014). *Financial Management: Principles and Practice, 7th edition*, Cengage Learning.
 - v. Srivastava, R. and Misra, A. (2011). *Financial Management, 2nd edition*, Oxford University Press, New Delhi.
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SBP2MB226: Structured Thinking and Problem Solving (2 credits)

Objective: The objective of the course is to expose the participants to various kinds of problem solving situations, and the structured problem solving process.

Course Content:

Unit 1: Introduction to Problem Solving

Nature of problems: simple vs complex, structured vs unstructured; common methodologies for problem solving; structured problem solving process; thinking for problem solving: logical, associative, empathic, bisociative, metaphoric, dialectical; convergent vs divergent thinking; design thinking; creative problem solving

Unit 2: Understanding the Problem

Situation, complication and key question; defining the problem – issue tree, ishikawa; barriers to understanding; layers of the problem; structuring the problem - deconstruction

Unit 3: Solving the Problem

Idea generation – SCAMPER; evaluation of alternatives; solution finding; implementation and plan of action

Unit 4: Presenting the Solutions

Pyramid principle; presentation; document writing

Suggested Readings

- i. Khandwalla, P. (2004). *Lifelong creativity: An unending quest*, Tata McGraw Hill Publishing: New Delhi.
 - ii. Proctor, T. (2004). *Creative Problem Solving for Managers*, Routledge.
 - iii. Treffinger, D., Isaksen, S. and Stead-dorval, K. B. (2005). *Creative Problem Solving: An Introduction*, Prufrock Press.
 - iv. Vangundy, A.B. (1997). *Techniques of Structured Problem Solving*, Van Nostrand Reinhold.
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SBP2MB227: Business Research (2 credits)

Objective: The objective of the course is to develop an understanding of different research methods and tools, data collection and interpretation and report writing.

Course Content

Unit 1: An Introduction to Business Research

Research philosophy; epistemology; role of research in business decision making; ethical issues in research

Unit 2: Problem Identification and Definition

Review of literature; identifying research gap; formulating a research problem; context of the problem; hypothesis formulation

Unit 3: Research Design and Data Collection Approaches

Types of research design – exploratory, descriptive, experimental, grounded theory; primary and secondary data; quantitative and qualitative data

Unit 4: Quantitative Research Methods

Survey; questionnaire design; measurement and scaling;

Unit 5: Qualitative research methods

Case studies, focus group discussion, in-depth interviewing, observation and other methodologies

Unit 6: Data and Sampling

Sampling techniques; triangulation – validity and reliability of data fieldwork and data collection process

Unit 7: Analysis of Quantitative Data

Coding and preparation of data; hypothesis testing (one sample, paired sample, ANOVA); correlation and regression; results and interpretation

Unit 8: Analysis of Qualitative Data

Template analysis, content analysis, thematic analysis; transcription of data; coding of data; developing caselets; interpretation of data

Unit 9: Report preparation and presentation

Report format and writing; oral presentation; research follow-up

Suggested Readings

- i. Bryman, A. and Bell, E. (2015). *Business Research Methods, 3rd edition*, Oxford University Press.
- ii. Field, A. (2013). *Discovering Statistics using IBM SPSS Statistics*, SAGE Publications Ltd.
- iii. Malhotra, N. K. (2008). *Marketing Research: An Applied Orientation, 5th edition*, Pearson Education India.
- iv. Paul, D., Yeates, D. and Cadle, J. (2010). *Business Analysis, 2nd edition*, British Informatics Society Ltd.
- v. Ranjit, K. (2011). *Research Methodology - A Step-by-Step Guide for Beginners, 3rd edition*, SAGE Publications Ltd.
- vi. Zikmund, W., Babin, B., Carr, J. and Griffin, M. (2012). *Business Research Methods, 8th edition*, Cengage Learning.

SBP2MB228: Spreadsheet Modelling (2 credits)

Objective: The objective of the course is to introduce the participants to using spreadsheet for solving managerial problems.

Course Content:

Unit 1: Basics of Excel and Sensitivity Analysis

Formulae, referencing; data tables, goal seek, scenario building; excel add-ins; basics of macros

Unit 2: Investment Analysis

NPV, IRR; discounting, compounding, annuity functions

Unit 3: Lookup Functions

VLOOKUP, HLOOKUP, LOOKUP, INDEX, MATCH, OFFSET

Unit 4: Database Operations

Sorting, filtering, advanced filtering; conditional formatting; DSUM, DCOUNT, DAVERAGE, DMAX, DMIN; simple and complex queries; pivot tables; SUMIF, COUNTIF, AVERAGEIF; logical operators: AND, OR

Unit 5: Handling String Functions, Date and Time

LEFT, MID, RIGHT, LEN, SUBSTITUTE, REPLACE, FIND, SEARCH, DATE, DAY, MONTH, YEAR, TODAY, WEEKDAY

Unit 6: Arrays and Matrix Functions

Array functions; MMULT, MINVERSE, TRANSPOSE; solver

Unit 6: Statistical Functions

Random variables; statistical distributions – normal, student's t, probability, permutations and combinations; regressions, LINEST, data analysis toolpack

Suggested Readings

- i. Sah, A.N. (2009). *Data Analysis Using Microsoft Excel, 1st edition*, Excel Books.
 - ii. Walkenbach, J. (2013). *Microsoft Excel 2013 Bible*, Wiley
 - iii. Whigham, D. (2007). *Business Data Analysis Using Excel, 1st edition*, Oxford University Press.
 - iv. Winston, W.L. (2013). *Microsoft Excel 2013: Data Analysis and Business Modelling*, PHI: New Delhi.
-

Semester- II; Slot-2
(4 credits)

SBP2MB229: Summer Project

During the second slot of the first semester (April-June) students will be required to undergo summer training in an organisation, based on which they are required to submit a report. The report will be assessed and graded for 4 credits.

Course

Unit 1

Unit 2

Unit 3

Unit 4

Unit 5

Unit 6

Unit 7

Unit 8

Unit 9

Unit 10

Unit 11

Unit 12

Unit 13

Unit 14

Unit 15

Unit 16

Unit 17

Unit 18

Unit 19

Unit 20

Semester- III; Slot-1

SBP2MB321: Business Laws and Corporate Governance

Objective: The objective of the course is to cover the main laws impacting day to day business and to examine the legal framework so as to understand and adapt to new laws which are enacted from time to time. It also aims to introduce the participants to the legal and non-legal governance mechanisms that affect economic activities.

Course Content:

Unit 1: Basic concepts and provisions

Legal framework – basic principles; Constitution; Recent laws for those with entrepreneurial aims

Unit 2: Indian Contract Act 1872

Formation, Discharge

Unit 3: Special Contracts

Contract management including Arbitration as dispute resolution method

Unit 4: Important Acts

Sale of Goods Act – 1930; International Trade Law; Consumer Protection Act 1986; Negotiable Instruments Act;

Unit 5: Companies Act

Features, types, doctrines, incorporation, commencement, prospectus, shares, debentures

Unit 6: Company Management

Oppression and mismanagement; Accounts and audit; Winding up; Inspection

Unit 7: Corporate Governance

Basics; Need for corporate governance; Corporate governance provisions under Company Law 2013 and Clause 49 of listing agreement

Suggested Readings

- i. Jain, N.K. (2007). *Company Law and Practice*, Deep and Deep Publications.
- ii. Kuchhal, M.C. (2010). *Business Law* (5th Edition), Vikas Publishing House
- iii. Malla, P. (2010). *Corporate Governance History, Evolution And India Story* (1st Edition), Routledge
- iv. Parthasarthy, S. (2011). *Corporate Governance: Principles, Mechanism and Practice*, Wiley India
- v. Singh, A. *Law of Contract*, Eastern Book Company.

SBP2MB322: Strategic Management

Objective: This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It focuses on the information, analyses, organizational processes, skills and business decisions that managers must make to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.

Course Content:

Unit 1: Introduction to Strategic Management

Core concepts; Strategic management process; Mission, vision and objectives

Unit 2: External analysis

Identification of industry, opportunities and threats; Porter's Five Forces Model of competitiveness; Concept of strategic groups; Industry life cycle model and the competitive environment

Unit 3: Internal analysis

Analysis of internal strengths and weaknesses – resources, capabilities, competencies; Building blocks of competitive advantage; Value chain and value creation; Distinctive competencies; Issues relating to durability of competitive advantage

Unit 4: Functional level strategy

Achieving superior efficiency, superior quality, superior innovation and superior customer responsiveness across the organisation

Unit 5: Business level strategy and industry environment

Competitive positioning; Business models; Generic business level-strategies; Strategic groups and business-level strategy; Strategies in fragmented, embryonic, mature, sunrise and sunset industries

Unit 6: Corporate strategy

Horizontal and vertical integration; Diversification; Strategic alliances - internal new venturing, acquisitions, joint ventures, and review of corporate portfolio

Unit 7: Strategy in the Global Environment

Determinants of national competitive advantage (Porter's Diamond); Profiting from global expansion, 3As model, strategic choice, entry strategies, global strategic alliances

Unit 8: Strategy implementation and Evaluation

Organisational structure and design, Strategic control systems; Culture and rewards systems; Alignment of structure and strategy, and strategic leadership; Strategy Evaluation

Suggested Readings

- i. Ghemawat, P. (2013). *Redefining global strategy: Crossing borders in a world where differences still matter*. Harvard Business Press.
- ii. Grant, R. M. (2005). *Contemporary Strategy Analysis: Concepts, Techniques, Applications* (5th edition), Wiley Blackwell
- iii. Kim, W. C., and Mauborgne, R. (2015). *Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant*. Harvard Business Review Press.
- iv. Porter, M.E. (2010). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, Simon and Schuster Editions

Semester- IV

SBP2MB421: Project Study

Objective: In this course participants will undertake a real life research/business problem guided by faculty mentor(s) and subsequently complete and submit a research project report. The requirement of preparation of a report based on the research undertaken will help the participant develop an ability to carry out research, to report their findings/results accurately and coherently and to internalise constructive criticism. The objective of the project study is to enable participants to work intensely in an area of their interest and to enable them to apply relevant theoretical techniques appropriate to their chosen area of research. Project study provides an opportunity to the participants to draw together and integrate the knowledge gained and the skills developed from the various courses undertaken in the course of MBA programme.

Course Content:

Topic of Project

Participants can undertake a project study in any area of management with a combination of both theoretical and practical elements. They may choose to carry out academic research or a consultancy type of project or prepare a business plan.

The Academic Research Project is an independent research effort by an individual student under the supervision of a faculty mentor. In the conduct of academic type research project, candidates will undertake research with an objective of some original contribution to knowledge. The research may require collection of primary data or could be based on secondary data or both. The research may aim to explore an unexplored area or fill the gap in the existing literature. Candidates may also choose to write a dissertation based on an indepth analysis of a particular sector/industry/product etc.

In the Consultancy Type of Research, candidate may undertake a project based on a real life management problem. The candidate may find a project from a business organisation, public institutions, NGO etc. and work under the joint guidance of the industry mentor and faculty mentor.

The Project Topic may also be related to developing a business plan for a new entrepreneurial venture. In such types of projects, candidates are also expected to include a feasibility analysis of the proposed business plan based on the field data.

In all types of the projects, candidates must demonstrate their ability to critically evaluate the academic literature, collect data systematically, organise the findings and ensure that the research results are presented in a logical and clear manner.

Project Duration and Course Execution

The course will begin at the start of the II year of the MBA programme with the requirement of submitting a short research proposal/idea indicating their domain of interest and supervisor preference (optional; in consultation with the concerned faculty). Based on their research interest, each participant will be assigned a faculty mentor(s).

Participants will work with the assigned faculty mentor and prepared a detailed project proposal. This will include the research topic, the research objectives and questions, the main literature (or issues), research design and methodology, scope and limitations that might be encountered and references. Once the research proposal has been approved by the faculty panel, the candidates will start the research process under the guidance of their faculty supervisor and work towards their own intellectual independence. They will thereafter be required to collect the data through fieldwork and submit a full analysis of the same in the format of a dissertation/project report. On the completion of the research, candidates will submit the project report in the school office with due approval of the faculty supervisor(s).

FINANCE ELECTIVES

SBP2MB501: Financial Derivatives

Objective: The objective of the course is to introduce the participants to derivative instruments, pricing, and the implications of their use for financial crisis.

Course Content:

Unit 1: Introduction to Derivatives

Evolution of derivatives; Derivatives in developed and emerging economies; Implications for financial crisis; Types of derivatives – options, forwards, futures and swaps, payoffs; Use of derivative by hedgers and speculators

Unit 2: Forwards and Futures

Pricing of forwards and futures; Hedging with forwards and futures

Unit 3: Risk Management Strategies

Option trading strategies; Value at risk; Swaps

Unit 4: Option Pricing - I

Put call parity; Binomial option pricing, Black Scholes option pricing; Option greeks

Suggested Readings

- i. Hull, J. And Basu, S. (2013). *Options, Futures and Other Derivatives, 8th Edition*, Pearson
- ii. Sundaram, R. and Das, S. (2013). *Derivatives: Principles and Practice*, McGraw Hill
- iii. Singh, K. (1994). *Derivatives Markets: Structures and Risks*, Harvard Business School Publishing
- iv. Grimshaw, J. (2008). *Introduction to Derivatives*, Richard Ivey School of Business
- v. Conroy, R. (2007). *Forwards and Futures*, Darden Business Publishing, University of Virginia
- vi. Conroy, R. (2007). *Hedging with Forwards and Futures*, Darden Business Publishing, University of Virginia
- vii. Conroy, R. (2007). *Trading Strategies with Options*, Darden Business Publishing, University of Virginia
- viii. Bruner, R. (2007). *Pricing of Options: Introduction and Applications*, Darden Business Publishing, University of Virginia
- ix. Conroy, R. and Harris, R. (2007). *The Black Scholes Option Pricing Model*, Darden Business Publishing, University of Virginia

SBP2MB502: Security Analysis and Portfolio Management

Objective: The course introduces the participants to the securities market, techniques for quantifying risk and return and use of options, futures, and other investment assets.

Course Content:

Unit 1: Investment Avenues and Process

Money market and bond market; Equity market; Derivative securities; Economy, industry and company analysis

Unit 2: Equity Pricing

Capital asset pricing model; Arbitrage pricing theory; Random walk and the efficient markets hypothesis; Contemporary pricing models; Equity valuation models

Unit 3: Bond Pricing

Risk and risk premiums; Bond pricing models; Portfolio management

Unit 4: Mutual Funds

Investment companies and mutual funds; Taxation of mutual funds; Investment performance of mutual funds

Unit 5: Corporate Tax Planning and Management

Tax Planning, Tax Evasion and Tax Avoidance; Issues of Corporate Taxation in India

Suggested Readings

- i. Bodie, Z., Kane, A., and Marcus, A. (2010). *Investments (9th Edition)*, McGraw-Hill/Irwin.
- ii. Chandra, P. (2012). *Investment Analysis and Portfolio Management (4th Edition)*, McGraw Hill Education.
- iii. Fischer, D.E. and Jordan, R.J. (1995). *Security Analysis and Portfolio Management (6th Edition)*, Prentice Hall.
- iv. Dodd, D.L. and Graham, B. (2008). *Security Analysis (6th Edition)*, McGraw-Hill Professional.
- v. Singhanian, V.K. and Singhanian, M. (2016). *Corporate Tax Planning & Business Tax Procedures with Case Studies (20th Edition)*, Taxmann Publisher.
- vi. Tan, R.S.K., Huszar, Z.R., and Zhang, W. (2016). Lyxor ChinaH Versus Lyxor MSIndia: Portfolio Risk and Return, *Harvard Business Review*. W16027.
- vii. Southam, C. (2009). Alex Sharpe's Portfolio, Ivey Publishing. *Harvard Business Review*. 908N20.
- viii. Billou, N. (2010). Jane Lennox. Ivey Publishing. *Harvard Business Review*. W98128.

SBP2MB503: Financial Markets

Objective: The course evolves an understanding of features of financial system, markets and instruments. It covers the basic theories and operations of financial systems and it emphasizes on the financial instruments, markets and their structures.

Course Content:

Unit I: Introduction to Financial Markets

Primary and secondary markets, Money and capital markets and their instruments; Financial intermediation; Debt markets: prices and yields; Buying and selling bonds; The term structure of interest rates; Instruments: Government bonds, corporate bonds, asset-backed securities.

Unit II: Other types of Financial Markets

Foreign exchange markets; Commodity markets; Markets for derivatives: Instruments and their functioning.

Unit III: Venture Capital and Credit Rating

Venture capital, private equity and credit rating: functioning and types

Unit IV: Banking and its role and Regulation

Basic principles of banking; Bank regulation: risk-weighted assets and Basel agreements; International bank crisis; Retail, corporate and investment banks

Unit V: Insurance and Mutual Funds

Insurance and its role in the financial markets; Mutual funds: role and importance

Unit VI: Financial Regulatory Framework

Role of RBI, SEBI, IRDA, PFRDA.

Suggested Readings

- i. Pathak B., (2008). *The Indian Financial System*, Paperback 2nd ed., Pearson Education.
- ii. Fabozzi F. J., Modigliani, F., Jones J.F., Ferri, G.M. (2007). *Foundations of Financial Markets and Institutions*, 3rd ed. Pearson Education.
- iii. Gomez, C. (2008). *Financial Markets, Institutions and Financial Services*, 1st edition, PHI.
- iv. Kohn, M. (2007). *Financial Institutions and Markets*, 2nd ed., Oxford University Press.
- v. Machiraju, H.R. (2010). *Indian Financial System*, 3rd edition., Vikas Publishing.
- vi. Mishkin, F.S. and Eakins, S.G. (2011). *Financial Markets and Institutions*, 6th edition, Pearson Education.
- vii. Saunders, A., and Cornett, M. (2008), *Financial Markets and Institutions-An Introduction to the Risk Management approach*, McGraw Hill Companies (Special Indian Edition).
- viii. Shiller, R.J. (2012). *Finance and the Good Society*. Princeton University Press.

SBP2MB504: Microfinance

Objective: The course talks about the various Micro finance models which are existing in India with specific reference to the Self Help Group (SHG) model which is a home grown Model. It covers a discussion on the Micro Finance Institutions (MFIs) and their changing role in developing this sector and how Micro Finance is being marketed in the economy.

Course Content:

Unit I: Micro Finance the new Paradigm

Financial development and micro finance; The new paradigm transition from micro credit to micro finance; Financial accounting and analysis for business, SHG and the household; Concept of fungibility of money; Microfinance: entrepreneurship and gender

Unit II: Microfinance Credit Lending Models

Bank linkage programme, Co-operative model and NGO-MFI model; Differences between SHG and joint liability group (JLG) model; Indian SHG

Unit III: Role of Micro Finance Institutions

Select case studies of microfinance institutions; Development of microfinance in India: Government initiatives and policies.

Unit IV: Risks in Microfinance Institutions, Ratings and Impact Assessment

Types of risks in microfinance; Risks in agricultural microfinance and feasibility tests for agricultural credits; Strategies for risk minimization; Social rating of MFIs by M-CRIL; Credit rating models in MFIs; Component of analysing Indian SHGs; Impact assessment of microfinance.

Unit V: Growth Strategies for MFIs and Other Contemporary Issues

Growth strategies for MFIs in microfinance sector; Customer retention and outreach; Concept and Mechanics of Islamic Banking; Payment Banks; Micro Finance and Social Entrepreneurship; Micro Insurance.

Suggested Readings

- i. Fisher, T. and Sriram, M.S. (2002). *Beyond Micro Credit, Putting Development Back into Micro Finance*, Sage.
- ii. Ghate, P. (2007). *Indian Microfinance: The challenges of rapid growth*. SAGE Publications India.
- iii. Harper, M. (2003). *Microfinance: evolution, achievements and challenges*. Intermediate Technology.
- iv. *Microfinance India State of the Sector Report 2016*. Access Development Services, New Delhi: Sage Publications.
- v. Ledgerwood, J. (2000). *Micro Finance Handbook, an Institutional and Financial Perspective, Sustainable banking with the Poor*, World Bank Publication.
- vi. Armendáriz, B., & Morduch, J. (2010). *The economics of microfinance*. MIT press.
- vii. Panda, D.K. (2013). *Understanding Micro Finance*, Wiley Precise Textbooks.
- viii. Prahalad, C.K. and Harvey C.F. (2006). *Fortune at the bottom of the Pyramid: Eradicating Poverty through Profits*, Wharton School Publishing.
- ix. Von Pischke, J.D. (1991). *Finance at the frontiers, Debt capacity and the role of credit in the Private Economy*, The World Bank Washington D.C.
- x. Yunus, M. and Jolis, A. (2003). *Banker to the Poor: Micro Lending and the battle against World Poverty*. Public Affairs.
- xi. Yunus, M. (2007). *Creating a world without poverty: Social business and the future of capitalism*. Public Affairs.

SBP2MB505: Strategic Cost Management

Objective: The objective of this course is to provide the students with a frame work for analysis and design of internal accounting systems. It tries to explain how these systems are used for decision making and motivating people in the organisations.

Course Content:

Unit 1: Introduction to Strategic Cost Management

Origin, growth and modern perspectives; Scope and purpose of management accounting; Determinants of cost behaviour, relevant costs; Target pricing and target cost; Value engineering and locked-in costs.

Unit 2: Performance Measures, Strategy and Balance Score Card

Choosing between financial and non-financial measures; Performance measurement in multinational corporations; Executive performance measurement and compensation; Downsizing and management of capacity

Unit 3: Investment centres and transfer pricing

Goal congruence and internal control systems; Transfer pricing methods; Multinational transfer pricing and tax considerations.

Unit 4: Different areas of Strategic cost management

Life cycle costing; Kaizen costing; Back flush costing; Cost accounting in a JIT environment; Customer profitability analysis; Benchmarking

Unit 5: Environmental cost management

Classifying environmental costs; Environmental cost strategies.

Suggested Readings

- i. Duncan, W. (2011). *Cost and management accounting*, Prentice Hall.
- ii. Hilton, R. W. and Platt, D.E (2013). *Managerial Accounting: Creating value in a dynamic business environment*, McGraw Hill, New York.
- iii. Horngren, C. T., Datar S. M., and Rajan M.V. (2014). *Cost Accounting*, 15th ed., Pearson Education.
- iv. Horngren, C. T., Sundem G. L., and Stratton W. O. (2012). *Introduction to Management Accounting*, 16th ed., Prentice Hall of India.
- v. Kaplan R. S. and Anthony A. A., (1998). *Advanced Management Accounting*, 3rd ed. Pearson Education.

SBP2MB506: Business Valuation and Corporate Re-structuring

Objective: The objective of the course is to introduce the participants to various valuation methodologies to value firms, mergers, acquisitions and divestitures.

Course Content:

Unit 1: Valuation Methodologies

Intrinsic Valuation, Relative Valuation and Contingent Claim Valuation; Impact of Capital Structure; Taxation and its impact on Corporate Finance Decisions

Unit 2: Valuation of Specific Assets

Valuation of intangible assets and intellectual property; Valuation of private and family firms; Valuation of financial firms; Valuation of real estate firms; Valuation of infrastructure firms

Unit 3: Mergers, Acquisitions and Corporate Restructuring

Financing issues in M&A: stock vs cash, synergies, accretion and dilution; Using transaction comparables to value deals; Leveraged buyouts; Divestitures and spin offs

Unit 4: Investment Banking, Private Equity and Venture Capital

Fundraising through public offerings (IPOs/FPOs); Private equity acquisition: Venture capital approach to valuation; Valuation of new firms

Suggested Readings

- i. Damodaran, A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of any Asset*, Wiley.
- ii. Sahlman, W. (2013). "A Simple Free Cash Flow Valuation Model", Harvard Business School Publishing
- iii. Luherman, T. (2009). "Business Valuation and the Cost of Capital", Harvard Business School Publishing
- iv. Ruback, R. (1995). "An Introduction to Cash Flow Valuation Methods", Harvard Business School Publishing
- v. Luherman, T. (2009). "Corporate Valuation and Marketing Multiples", Harvard Business School Publishing
- vi. Luherman, T. (1997). "What's it Worth? A General Managers Guide to Valuation", Harvard Business Review
- vii. Kester, W.C., Morley, J. and Froot, K. (1997). "Cross Border Valuation", Harvard Business School Publishing
- viii. Mitra, S.K. (2010). "Note on Cash Flow Valuation Methods: Comparison of WACC, FTE, CCF and APV approaches", Richard Ivey School of Business, The University of West Ontario
- ix. Clarkson, G. (2010). "Intellectual Asset Valuation", Harvard Business School Publishing
- x. Fortier, D. (1995), "A Note on Mergers and Acquisitions and Valuation", Richard Ivey School of Business, The University of Western Ontario
- xi. Cannella, M. (2015). "Technical Note on LBO Valuation and Modeling", Columbia Business School
- xii. Hellman, T. (2006). "A Note on Valuation of Venture Capital Deals", by Thomas Hellman, Stanford Graduate School of Business.
- xiii. Harvard Business School Press (2004). "Going Public: Adventure in the Capital Markets", Chapter 8, Harvard Business School Press

MARKETING ELECTIVES

SBP2MB611: Brand Management

Objective: The course focuses on the development and management of brands as valuable assets in competitive marketing strategies. It encourages an understanding of models for managing product portfolios, measuring brand performance, and developing brand equity through an understanding of consumer awareness, preference and loyalty.

Course Content:

Unit 1: Introduction to Brand and Brand Management:
Brand equity; Brand positioning and brand elements

Unit 2: Leveraging Secondary Brand Associations
Place/country of origin, distribution; Co-branding, licensing, celebrity, events

Unit 3: Brand Equity Measurement System
Brand value chain; Tracking studies; Brand management tools, PBM exercises

Unit 4: Measuring Sources of Brand Equity
Research techniques; Brand valuation; Aaker's brand equity model; Interbrand method

Unit 5: Designing and Implementing Branding Strategies
Brand architecture; Brand hierarchy, designing strategy; Corporate branding

Unit 6: Managing Brands over Time
Brand extension; Revitalizing brands

Suggested Readings

- i. Aaker, D. A. (1996). *Building strong brands*, New York: Free Press.
- ii. Aaker, D. A. (2012). *Building strong brands*. Simon and Schuster.
- iii. Aaker, D. A. (2004). *Brand portfolio strategy*, New York: Free Press. Education.
- iv. Aaker, D. A. (2009). *Managing brand equity*. Simon and Schuster.
- v. Aaker, D. A., & Joachimsthaler, E. (2012). *Brand leadership*. Simon and Schuster.
- vi. Kapferer, J. N. (2003). *Strategic brand management*, London: Oxford.
- vii. Kapferer, J. N. (2012). *The new strategic brand management: Advanced insights and strategic thinking*. Kogan page publishers.
- viii. Keller, K. L. (2008). *Best practice cases in branding*, New Delhi: Pearson.
- ix. Keller, K. L., Jacob, I., and Parmeswaran, A.M.G. (2011). *Strategic Brand Management*, 3rd Edition, Pearson
- x. Moorthi, Y. L. (2000). *Brand Management: The Indian Context*. Vikas Publishing House.
- xi. Ries, Al., and Ries, L. (2004). *The origins of brands*, New York: Collins.
- xii. Sengupta, S. (2005). *Brand positioning: Strategies for competitive advantage*. Tata McGraw-Hill Education.
- xiii. Verma, H. V. (2010). *Branding demystified: from plans to payoffs*, New Delhi: Response Books Sage.
- xiv. Temporal, P. (2011). *Advanced brand management: Managing brands in a changing world*. John Wiley & Sons.
- xv. Kumar, S. R. (2009). *Consumer behaviour and branding: concepts, readings and cases-the Indian context*. Pearson Education India.

SBP2MB612: Consumer Behaviour

Objective: The course introduces the theory of consumer behaviour and discusses the various social, cultural and marketing factors that influence the selection and usage of products and services. The objective of this course is to familiarize students to the consumer decision making process and its main influencing factors, drawn from behavioural science disciplines such as psychology, anthropology and sociology.

Course Content:

Unit 1: Introduction to Consumer Behaviour

Consumer research; Consumer behaviour and marketing strategy

Unit 2: Internal Influences on Consumer Behaviour

Psychological factors affecting consumer behaviour; Motivation and involvement; Personality, self-image and life style; Consumer perception, consumer learning, consumer attitude formation and change; Communication and consumer behaviour

Unit 3: External Influences on Consumer Behaviour

Influences of culture on consumer behaviour; Subcultures and consumer behaviour; Social class and consumer behaviour; Reference groups and family; Consumer influence and the diffusion of innovations

Unit 4: Consumer Decision Making

Decision making process; Decision making outcomes

Suggested Readings

- i. Best, R., Coney, K., Hawkins, D., and Mookerjee, A. (2005). *Consumer Behaviour: Building Marketing Strategy*, 5th Edition, Tata McGraw Hill.
- ii. Charan, R. (2008). *What the Customer Wants You to Know: How Everybody Needs to Think Differently*, Penguin Books India.
- iii. Loudon, D., and Bitta, A. D. (2001). *Consumer Behaviour: Concepts and Applications*, 4th Edition, Tata McGraw Hill Education Private Limited.
- iv. Schiffman, L., Kanuk, L.L., and Kumar, S.R. (2010). *Consumer Behaviour*, 10th Edition, Pearson.
- v. Solomon, M.R. (2010). *Consumer Behaviour: Buying, Having, and Being*, 8th Edition, Phi Learning
- vi. East, R., Wright, M., and Vanhuele, M. (2013). *Consumer behaviour: applications in marketing*, Sage.
- vii. Solomon, M., Russell-Bennett, R., and Previte, J. (2012). *Consumer behaviour*. Pearson Higher Education AU.
- viii. Kumar, S. R. (2009). *Consumer behaviour and branding: concepts, readings and cases-the Indian context*. Pearson Education India.
- ix. Quester, P; Pettigrew, S; Kopanidis, F; Rao Hill, S; Hawkins, D (2014). *Consumer Behaviour: Implications for Marketing Strategy*, 7th edition, McGraw Hill.
- x. Babin, B. J., & Harris, E. G. (2014). *CB5*. South-Western.

SBP2MB614: Services Marketing

Objective: The objective of this course is to explain the special need for services marketing discipline, the challenges for services marketing, and how to deal with them. It also aims at understanding of marketing practices in service organisations, and the recent trends in the service sector.

Course Content:

Unit 1: Introduction to Services Marketing

Services marketing concepts and practices; Differences between goods and services and the resulting challenges, 'Services marketing myopia'; Service marketing triangle, Services marketing strategies

Unit 2: Understanding Consumers and Service Quality

Service expectations, perceptions of service; Service quality, SERVQUAL tool, Service quality research

Unit 3: Service as a Product and Delivery Process

Creating Services and Managing Service Delivery Process: Core, facilitating, and support services; Customer participation in service production and delivery; Service blueprinting; Customer defined service standards; Demand and supply of services; Service delivery intermediaries

Unit 4: Service Pricing

Pricing of Services and Revenue Management; Costs, perceived value, and competition; Yield management and price bundling; Pricing strategies

Unit 5: Service Communication and Branding

Service promises and delivery; advertising for services, Role of promotion in marketing of services

Unit 6: Managing Physical Evidence of Service

Servicescape, Design for high-contact and low-contact services; physical evidence strategy

Unit 7: Managing People in Services

Customer satisfaction, Service oriented organizational structure, service failures and recovery strategies

Unit 8: Managing Customer Relationships

Building loyalty, Relationship marketing, Customer lifetime value (CLV) and customer equity

Suggested Readings

- i. Berry, L. L., & Parasuraman, A. (2004). *Marketing services: Competing through quality*. Simon and Schuster.
- ii. Grönroos, C. (2007) *Service Management and Marketing – A Customer Relationship Management Approach*, Second Edition, London: John Wiley.
- iii. Hoffman, K.D., Bateson, J.E.G., Wood, E.H., and Kenyon, A.J. (2010). *Services Marketing: Concepts, Strategies and Cases*, Cengage Learning India Pvt. Ltd.
- iv. Kurtz, D. L., & Clow, K. E. (1998). *Services marketing*. Wiley.
- v. Lovelock, C., Chatterjee, J., and Wirtz, J. (2011). *Services Marketing-people, technology, strategy* (7th Edition), Pearson
- vi. Wilson, A., Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2012). *Services marketing: Integrating customer focus across the firm*. McGraw Hill.

SBP2MB615: Retail Marketing

Objective: The objective of the course is to make students understand the unique nature and scope of marketing in the retail environment and success factors that should be considered while developing retail marketing programmes.

Course Content:

Unit 1: Introduction to Retailing

Retail marketing management; Types of retailers; Global retailing; consumer buying behaviour in retailing, Retail formats

Unit 2: Strategic Issues in Retail Marketing

Financial and operational strategy; Retail location strategy; Retail site selection; Managing talent for retail marketing

Unit 3: Category Management

Retail marketing mix - product, product category structure and management; Merchandise management; Merchandise planning systems; Buying merchandise

Unit 4: Retail Pricing and Distribution

Retail marketing mix- price and distribution; Retail pricing, distribution, multi-channel retailing; Supply chain management and information systems

Unit 5: Managing Communication and Relationship

Retail marketing mix- promotion, retail communication mix; Customer relationship management, Store layout, design, and visual merchandising; Customer service

Unit 6: Contemporary Issues in Retail

E-tailing, Technology in retail; Future of retail

Suggested Readings

- i. Agrawal, N., and Smith, S. A. (Eds.). (2015). *Retail Supply Chain Management: Quantitative Models and Empirical Studies* (Vol. 223). Springer.
- ii. Baishya, D. And Biyani, K. (2007). *It happened in India*, Rupa and Co.
- iii. Berman, B., Evans, J.R. and Mathur, M. (2011). *Retail Management* (11th Edition), Pearson
- iv. Bhalla, A.K. (2011). *Retail Management*, Wisdom Press
- v. Clodfelter, R. (2012). *Retail buying: from basics to fashion*. A&C Black.
- vi. Fisher, M., & Raman, A. (2010). *The new science of retailing: how analytics are transforming the supply chain and improving performance*. Harvard Business Review Press.
- vii. Gilbert, D. (2003). *Retail Marketing Management*(2nd Edition), Pearson
- viii. Goworek, H., & McGoldrick, P. (2015). *Retail Marketing Management: Principles and Practice*. Pearson Higher Ed.
- ix. Levy, M., Weitz, B., and Pandit, A. (2010). *Retailing Management* (6th edition, India), Tata McGraw Hill Education Pvt. Ltd
- x. Varley, R. (2014). *Retail product management: buying and merchandising*. Routledge.
- xi. Vedamani, G. G. (2008). *Retail management*. Jaico, Ed. 3rd.
- xii. Walton, S., & Huey, J. (1992). *Sam Walton, made in America: My story*. New York: Doubleday.

SBP2MB616: Sales and Distribution Management

Objective: This course highlights the importance of sales and distribution function and its management. It deals with channel designing, distribution management, managing channel conflict, sales management, sales force planning and management of sales personnel.

Course Content:

Unit 1: Understanding Channel Intermediaries

Role of the intermediary; Evolution of channel structures; Reverse distribution; Distributor & retailer management; Channel designing & multi channel marketing; Channel designing approach: Multi channel designs; Dilemmas in channel correction; Make or buy decision in channel management.

Unit 2: Managing Marketing Channels

The need for channel management, Channel conflict, Channel Power, Operational issues in channel Management, Legal aspects of channel management

Unit 3: Measuring - Marketing Channel Performance

Effectiveness, equity, efficiency, tracking mechanisms

Unit 4: Physical distribution

Physical distribution system; functional areas of logistics; logistics integration for customer satisfaction; Distribution costs; Control and customer service; Supply chain management (SCM); Integration of sales and distribution strategy

Unit 5: Introduction to Sales Management

Objectives of sales management; Interface of sales with different functions; Theories of selling; AIDAS theory; Buying formulae; Need satisfaction selling; Features vs benefits, sales target setting, setting sales objectives; Sales forecasting, policies affecting sales.

Unit 6: Sales force Design

The sales executive, functions, qualities required; Structure of sales organization; Centralization vs Decentralization; Interface of sales organization.

Unit 7: Sales Force Management

Personnel management, recruitment, training programs, sales force motivation; Personal relationship in channel management; Evaluation of performance; Upward delegation

Unit 8: Sales Administration

Sales budgets; Sales territories; Sales force conflicts; Credit controls; Trade communications; Sales reporting & monitoring; People management skills; Common malpractices.

Suggested Readings

- i. De Vincentis, J., & Rackham, N. (1999). Rethinking the sales force. *McGraw-Hill, New York*.
- ii. Ingram, T. N., LaForge, R. W., Avila, R. A., Schwepker Jr, C. H., & Williams, M. R. (2012). *Sales management: Analysis and decision making*, ME Sharpe.
- iii. Panda, T. K., & Sahadev, S. (2012). *Sales and distribution management*. Oxford University Press.
- iv. Panda, T.K. and Sahadev, S. (2005). *Sales and Distribution Management*, OUP
- v. Still, R.R., Cundiff, E.W. and Govoni, N. (2009). *Sales Management: Decision Strategy and Cases*, 5th Edition, Pearson.

HR & OB ELECTIVES

SBP2MB721: Building Teams for Excellence

Objective: The objective of this course is to provide the participants the essentials of team building processes. It helps participants to develop appreciation for role of self in working effectively in teams. The course aims to turn a group of individuals into a collaborative team to achieve high performance through shared mission and collective responsibility.

Course Content:

Unit 1: Teams in organization

Teams as a system within the systems

Unit 2: Self and the Team

Centrality of self in team; Contours of healthy personality

Unit 3: Understanding self and others

Establish trust in teams; Role of feedback in self growth; Interpersonal relationship

Unit 4: Team design

Creating a balance team; Establish team roles

Unit 5: Stages of team building

Issues at each stage of team building

Unit 6: Managing Intergroup Conflict

Nature and causes of conflict; Conflict management strategies; importance of super ordinate goals

Unit 7: developing skills for team management

Leading and building team; Skills for managing self-managed teams, project teams, virtual teams; Building effective teams

Suggested Readings

- i. Chang, R. Y. (1994). *Building A Dynamic Team*, Richard Chang Associates, United State of America
- ii. De Bono, E. (2004). *How to Have a Beautiful Mind*, Vermilion, London
- iii. Hall, C. S., Gardner, L. and Campbell, J.B. (2011). *Theories of Personality*, Wiley India, 4th edition
- iv. Levi, D. (2011). *Group Dynamics for Teams*, (3rd Edition), Sage Publication, New Delhi.
- v. Steward, R. (2003). *Handbook of Team Working: Understanding and Managing Team*, Infinity Books
- vi. West, M. (1996). *Effective Teamwork*, Excel Books, New Delhi.
- vii. Schutz, William (1958). Interpersonal Underworld. *Harvard Business Review*. 36:123-135.
- viii. Kirkman, B. L., Gibson, C. B., & Shapiro, D. L. (2001). "Exporting" teams: Enhancing the implementation and effectiveness of work teams in global affiliates. *Organizational Dynamics*, 30(1), 12-39.
- ix. Linda A. Hill (1994). *Managing your team*. Harvard Business School, reading reference number: 9-494-081.

SBP2MB722: Diversity and Intercultural Management

Objective: This course aims to develop an appreciation of diversity in organizations; to understand the challenges of inter cultural management; and to develop effective skills for managing diversity.

Course Content:

Unit 1: Nature of Diversity

Socio-cultural and demographic dimension of diversity in India: caste, religion, language, age, ethnicity, gender, race, sexual orientation, physical abilities, educational background, geographic location, income, beliefs, marital status, and work experience; Psychological theories of diversity: Intergroup Processes & Threat as Sources of Prejudice, stereotyping, and discrimination

Unit II: Frameworks of Cultural Diversity

Frameworks of cultural diversity; Hofstede's cultural dimensions to understand national culture; Schwartz theory of work values; Indian cultural values

Unit III: Challenges of Diversity and Inter Cultural Management

Pluralistic Indian workplace; Issues at team level; Fragmented organizational culture; Challenges of selection, socialization, and training; Challenge of glass ceiling; Cultural diversity; Language barrier and time zone differences

Unit IV: Managing Diversity and Cross Cultural Issues

Developing the pluralistic / inclusive organization; Valuing diversity and preventing problems: Culture and leadership; Preventing harassment and bullying

Unit V: Emerging Trends in Inter Cultural Management

Comparative analysis of different nations; Comparative perspective of HR with special reference to differences between and other nations such as Japan, China, US etc.; Managing diversity in globalization; Working with foreign expatriate; Managing diversity in virtual teams

Suggested Readings

- i. Bhatia, S. K. and Chaudhary, P. (2015). *Managing Cultural Diversity in Globalisation*. Deep and Deep Publications.
- ii. Browayes, M.J. and Price, R. (2011) *Understanding Cross – Cultural Management*, 2nd edition. Harlow: Pearson Education Limited.
- iii. Bhawuk, D. P. S., & Munusamy, V. P. (2010). *Leading across Cultural Groups: Implications of Self-Concept*. In K. Hannum, B. McFeeters, & L. Booysen (Eds.), *Leadership across differences: Cases and perspectives* (pp. 155-162). San Francisco, CQ: Pfeiffer.
- iv. Chandra, B. and Mahajan, S. (eds) (2007). *Composite culture in a Multicultural society*, Pearson Education, Delhi.
- v. K. Hannum, B. McFeeters, & L. Booysen (Eds.) (2010). *Leadership across differences: Cases and perspectives*, San Francisco, CQ: Pfeiffer.
- vi. Peter J. Dowling, Marion Festing and Sr. Allen D. Engle. (2008). *International Human Resource Management*, (6th Edition). Cengage Learning.
- vii. Sinha, J. B. P. (2014). *Psycho-Social Analysis of the Indian Mindset*. Springer, New Delhi.
- viii. Sinha, J. B. P. (2009). *Culture and Organizational Behaviour*. Sage Publications.
- ix. Thomas, D.C. and Inkson, K. (2003). *Cultural Intelligence: People Skills for Global Business*. San Francisco: Berrett-Koehler Publishers.

SBP2MB723: Coaching, Mentoring and Counselling

Objective: This course aims to develop an appreciation of developmental relationships in organizations; to understand the concepts and process of coaching, counselling, and mentoring; and to develop effective interpersonal skills for coaching and counselling

Course Content:

Unit 1: Introduction

Role of self and personality; Importance of counselling, coaching and mentoring at the workplace

Unit 2: Relationships Counselling

Developmental relationships; Transactional analysis

Unit 3: Coaching

Personality factors in coaching; Obstacles in coaching; Process of effective coaching; Giving and receiving feedback

Unit 4: Mentoring: Concept and Process

Mentor personality; Traits/Characteristics

Unit 5: Creating Organizational Systems and Processes

Effective Coaching; Effective counselling and Mentoring Processes at workplace

Suggested Readings

- i. Kottler, J. A. and Shepard, D.S.(2011). *Introduction to Counselling: Voices from the field*, Cengage Learning.
- ii. Shafer W. (2007). *Stress Management*, Cengage Learning.
- iii. Thomas, A. M. (1995). *Coaching for Staff Development* (British Psychological Society, Universities Press (India) Ltd).
- iv. Guptan, Sunil Unny (2006). *Mentoring: a practical guide to touching lives*. Response Books, New Delhi.
- v. Wickman, Floyd & Sjodin, Terri (2005). *Mentoring*. Tata McGraw Hill, New Delhi.
- vi. Janes Caranwell-Ward, Bosson, Patricia and Gover, Sue (2004). *Mentoring: A Henley review of best practices*. PalgraveMacMillan, New York.
- vii. Warren Redman (1996). *Counselling for your staff*. Kogan Page India Pvt. Ltd.
- viii. Margaret Hough (2002). *A Practical Approach to counselling* (2nd Ed.), Pearson Education Limited.

SBP2MB724: Performance Management

Objective: The course deals with concepts, tools and processes to develop performance management systems in organisations. It discusses the steps and process of designing and implementing goal setting processes, and how to review and monitor them.

Course Content:

Unit 1: Performance Management (PM) Concepts, Context and Use

Performance-definition; Performance appraisal vs. performance management; Goals and characteristics of PM

Unit 2: Process of PM

Performance planning and goal setting

Unit 3: Measuring Performance

Measuring results and behaviours; Development of KRAs and KPIs; Different appraisal methods

Unit 4: Rating Methods and Determining Overall Rating

Rating errors and how to prevent errors; Design of appraisal forms

Unit 5: Implementing Performance Management Systems (PMS)

Ongoing monitoring and evaluation; Feedback communication and counselling

Unit 6: Designing PMS

Appraisal feedback and review

Unit 7: Team Performance

Managing Team Performance: Systems and issues

Unit 8: Balanced Scorecard

Development of balance score card; Relationship score card

Suggested Readings

- i. Cardy, R. L. and Leonard, B. (2012), *Performance Management*, 2nd Edition, PHI Learning Pvt. Ltd
- ii. Goel, D. (2012), *Performance Appraisal and Compensation Management*, 2nd Edition, PHI Learning Pvt. Ltd.
- iii. Rao, C. A. (2012), *Performance Management*, Biztantra.
- iv. Rao, T. V., *Appraising and Developing Managerial Performance*, Excel Books.
- v. Armstrong, M. and Baron, A. (2005) *Managing performance: performance management in action*. London: Chartered Institute of Personnel and Development.
- vi. Jaydeep Mukherjee & Anirban Basu (2010). Distributor Sales Force Performance Management. *VISION-The Journal of Business Perspective*: Vol. 14 (4), pp. 309-321.
- vii. Mukherjee, J. (2013). Sales Performance Management in KRC. *VISION-The Journal of Business Perspective*, 17(1), pp. 63-71.

SBP2MB726: Compensation Management

Objective: This course will help the participants to appreciate the role and importance of compensation as a reward system. It would enable him/her to determine compensation in any given situation; understand the factors that affect compensation, and coordinate compensation with other HR initiatives.

Course Content:

Unit 1: Context and Theories of compensation

Wage theories; Theories of motivation

Unit 2: Models of Compensation

Factors of compensation; Internal equity; External competitiveness

Unit 3: Compensation and Corporate Strategy

Organisational objective and compensation policy

Unit 4: Pay Structures

Purpose/ basis of criteria; Developing pay structures; Job family, graded pay structures and pay bands; Pay for performance; Benefits as compensation

Unit 5: Pay as Incentive Systems

Design incentive compensation package; Types of incentive: Individual vs. team based incentive schemes

Unit 6: Executive Compensation

Issues of executive compensation

Unit 7: Compensation and Budgeting

Tax, ESOPs

Suggested Readings

- i. Armstrong, M. (2010). *Armstrong's Handbook of Reward Management*, 3rd edition, Kogan Page
- ii. Armstrong, M. and Brown, D. (2006) *Strategic compensation: making it happen*. London: Kogan Page.
- iii. Chingos, P.T. (2002). *Paying for Performance*, John Wiley and sons
- iv. Milkovich, G., Newman, J. and Gerhart, B. (2014). *Compensation*, 11th Edition, McGraw Hill Higher Education
- v. Roberge, M. (2015). *The right way to use compensation*. Harvard business review, 93(4), 18.

OPERATIONS MANAGEMENT AND DECISION SCIENCE ELECTIVES

SBP2MB831: Supply Chain Management

Objective: This course will enable the participants to learn supply chain metrics and primary tradeoffs in making supply chain decisions. By equipping them with the basic tools of production planning and inventory control, supplier selection, supply chain coordination and risk management, the participant will be able to better appreciate the complexities of SCM

Course Content:

Unit 1: Introduction

Understanding the value chain and the supply chain; Evolution of supply chains; Supply chain processes

Unit 2: Designing Supply Chains

Drivers of supply chain; Supply chain strategy; Design of supply networks

Unit 3: Procurement Decisions

Procurement structure and design; Procurements procedures and supporting tools; Supplier relationship Management

Unit 5: Coordination and integration in supply chain

Impact of lead time; The bullwhip effect; Risk pooling; Collaborative planning, forecasting and replenishment models (CPFR)

Unit 6: Inventory management

Supply chain factors in inventory policy; Single period inventory control model; Multi-period continuous review (Q, R) inventory model; Multi-period periodic review (s, S) inventory model

Unit 7: Warehousing, transportation and information management

Warehouse strategy, planning and operations; Material handling; Principles of transportation and transportation functions; Transportation structure, costs, formats and network design; IT as an effective SCM enabler

Unit 8: Contemporary issues in SCM

Sustainable supply chains; Reverse logistics

Suggested Readings

- i. Bowersox, D.J., Closs, D.J., and Cooper, M.B. (2007). *Supply Chain Logistics Management*, 2nd Edition, Tata McGraw Hill.
- ii. Chopra, S., and Peter, M. (2013). *Supply Chain Management: Strategy, Planning and Operation*, 5th Edition, Prentice Hall.
- iii. Levi, D.S., Kaminsky, P., Levi, E.S., and Shankar, R. (2008). *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies*. 3rd Edition, Tata McGraw Hill.
- iv. Handfield R.B., Monczka, R.M., Giunipero, L.C. and Patterson, J.L. (2012). *Sourcing and Supply Chain Management*, 5th Edition, Cengage Learning
- v. Cohen, S. and Roussel, J. (2013). *Strategic Supply Chain Management: The Five Core Disciplines for Top Performance*, 2nd edition. McGraw Hill

SBP2MB832: Service Operations Management

Objective: The course helps participants to understand the strategic significance of service operations in achieving competitive advantage. They are exposed to appreciate the components and imperatives in service design, operations and delivery. It will familiarize them with the service delivery processes, service drivers and service quality.

Course Content:

Unit 1: Understanding Services

Role of services; Nature of services; Service products and processes; Service strategy

Unit 2: Designing the Service Enterprise

New service development; The service encounter; The supporting facility; Service facility location

Unit 3: Managing Service Operations

Forecasting, demand and capacity management; Pricing and revenue management; Managing facilitating goods; Technology in services

Unit 4: Service Quality and Continuous Improvement

Consumer behaviour in service encounters; Customer feedback and service recovery; Service quality management

Suggested Readings

- i. David, P. (2012). *Service Operations Management: The Total Experience*, Edward Elgar Publication
- ii. Fitzsimmons, J.A. and Fitzsimmons, M.J. (2008). *Service Management, Operations, Strategy and Information Technology*, 6th edition, Tata McGraw Hill
- iii. Johnston, R. and Clark, G. (2008). *Service Operations Management: Improving Service Delivery*, 3rd Edition, Financial Times/Prentice Hall
- iv. Lovelock, C.H., Wirtz, J. and Chatterjee, Y. (2011). *Services Marketing: People, Technology, Strategy*, Pearson Education
- v. Russell, R.S. and Taylor, B. W. (2010), *Operations Management: Creating Value Along the Supply Chain*, 7th Edition, Wiley India Pvt. Ltd
- vi. Wright, N.J., and Race, P. (2004). *The Management of Service Operations*, 2nd Edition, Thomson Press

SBP2MB834: Advanced Management Science Methods

Objective: The objective of this course is to develop an understanding of formal quantitative approaches to problem solving using advanced management science methods and their applications.

Course Content:

Unit 1: Classical Optimization Methods and Non-Linear Programming

Unconstrained optimization of single and multi-variable functions; Constrained single and multivariable optimization; Select non-linear programming formulations and solution methods

Unit 2: Dynamic Programming

Bellman's principle of optimality; Developing optimal decision rule; Applications of dynamic programming under certainty

Unit 3: Simulation Modelling

Introduction to types of simulation; Monte Carlo simulation; Simulations of inventory, queuing, investment and PERT problems

Unit 4: Sequencing Problems

Algorithms and applications of open shop, job shop and flow shop problems

Unit 5: Analytical Hierarchical Process

Introduction to multi-criteria decision making using AHP, Saaty scale, AHP algorithm and applications

Unit 6: Further discussions on fundamental decision science methods

Advanced waiting line and inventory management models, PERT cost estimation, Goal programming, Time minimization transportation models

Suggested Readings

- i. Anderson, D.R., Sweeney, D.J., and Williams, T.A. (2012). *An Introduction to Management Science: Quantitative Approaches to Decision Making*, 13th edition, Cengage Learning
- ii. Hillier, F. and Lieberman, G. (2012). *Introduction to Operations Research: Concepts and Cases*, 9th Edition, Tata McGraw Hill Education Private Limited
- iii. Hillier, F. and Lieberman, G. (2015). *Introduction to Management Science: A Modelling and Case Studies Approach with Spreadsheets*, 4th Edition, Tata McGraw Hill Education Private Limited
- iv. Powell, S.G., and Barker, K.R. (2014). *Management Science: The Art Of Modelling With Spreadsheets*, 4th Edition, John Wiley and Sons
- v. Sharma, J.K. (2009). *Operations Research: Theory and Applications*, 4th Edition, Macmillan India Limited
- vi. Winston, W.L. and Albright, S.C. (2014). *Practical Management Science*, 5th Edition, Cengage Learning.

SBP2MB835: Total Quality Management

Objective: The course focuses on prerequisites to TQM, higher management role in quality management, quality management methods and significance of quality gurus' contribution to the management of modern organizations and quality standards.

Course Content:

Unit 1: Introduction and philosophies of TQM

Concept of quality; Dimensions of quality; Evolution of TQM; Philosophies of quality Guru's: Deming, Crosby, Juran, Ishikawa, Feigenbaum and Taguchi; Costs of quality and measuring quality costs

Unit 2: Prerequisites of TQM

Quality orientation, leadership and employee involvement; Role of ISO QMS; Implementation and development of a TQM programme

Unit 3: Customer Focus and Satisfaction

Customer satisfaction and customer perception of quality; Customer feedback; Customer satisfaction measurement models;

Unit 4: Total Employee Involvement

Employee involvement and TQM; Motivation, team work, training and mentoring; Recognition and rewards; Performance appraisal and feedback

Unit 5: Continuous Process Improvement (CPI)

Processes and process improvement strategies; CPI approaches: Juran's Trilogy, kaizen, the 5S method

Unit 6: SPC and SQC Techniques

Seven tools of SQC; Process capability; 6-sigma methodology; Single-sample acceptance sampling

Unit 7: Quality Function Deployment (QFD)

Building a house of quality; Voice of customers; Applications of QFD

Unit 8: Benchmarking and Strategic TQM

Process of benchmarking; Understanding current performance; Types of benchmarking; Strategic TQM approaches

Unit 9: Quality Management Systems and Standards

Quality standard, ISO 9000, ISO 9001, ISO 14001; Quality awards - Malcolm Baldrige National Quality Award, Deming prize

Suggested Readings

- i. Besterfield, D.H., Besterfield, C., Besterfield, G.H., Besterfield, M.S., Urdhwareshe, H. and Urdhwareshe, R. (2011). *Total Quality Management*, 3rd Edition, Pearson Education
- ii. Charantimath, P.M. (2011). *Total Quality Management*, Pearson Education
- iii. Evans, J.R., and Lindsay, W.M. (2005). *The Management and Control of Quality*, 6th Edition, South-Western (Thomson Learning)
- iv. Gryna, F.M., Chua, R.C.H., and Defeo, J.A., (2006). *Juran's Quality Planning and Analysis for Enterprise Quality*, Tata McGraw-Hill Education

SBP2MB941: Political Economy of India

Objective: The objective of the course is to gain an understanding of how politics determines economy and vice-versa. It will discuss how institutions, political environment, bureaucracy and state economy function and influence each other. It would look at the interface of policy processes, institutions of governance and public service management along with understanding the challenges and problems related to the political economy of development.

Course Content:

Unit 1: Introduction to Political Economy

Philosophical foundations of Political Economy; The State, Society and Economy in Capitalism, The nature of the Indian State and its Interventions (From Nehruvian to Pre and post Liberalisation Privatization and Globalisation (LPG) Phase)

Unit 2: Constitutional Arrangements, Institutions and Governance

Important debates and main constitutional provisions related to administrative and fiscal relations; Public Policy processes, Federalism and Electoral politics; Institutions of Governance.

Unit 3: Bureaucracy and Public service management

Public Administration in Developing countries: some case studies; Administrative Reforms in India; impact of Law and public opinion, Relationship between Politicians, Bureaucrats, Civil Society, Lobbyists and Media.

Unit 4: Role of Public Sector Companies

Objectives and reforms in Public sector companies; autonomy vs accountability in public enterprises, Privatisation as reform, Disinvestment, public-private partnerships in India: some case studies.

Unit 5: Politics of Economic Growth

State, Markets and Inequalities, Regional disparities, Crony capitalism, Crisis of capitalism, Identity politics and Social Movements; International funding Agencies and International forums of Socio-economic Groups, Geopolitics and Markets.

Suggested Readings

- i. Basile, E., & Harriss-White, B. (2010). India's informal capitalism and its regulation. *International Review of Sociology*, 20(3), 457-471.
- ii. Bardhan, P. (1998). *The Political Economy of Development in India: Expanded edition with an epilogue on the political economy of reform in India*. OUP India.
- iii. Caporaso, J. A., & Levine, D. P. (1992). *Theories of political economy*. Cambridge University Press.
- iv. Corbridge, S., Harriss, J., & Jeffrey, C. (2013). *India Today: Economy, Politics and society*. John Wiley & Sons.
- v. Frankel, F.R. (2009). *India's Political Economy: The Gradual Revolution (1947-2004) (11th Ed)*. Oxford University Press.
- vi. Kohli, A. (2006). Politics of economic growth in India, 1980-2005: Part I: The 1980s. *Economic and Political Weekly*, 1251-1259
- vii. Kohli, A. (2006) Politics of economic growth in India, 1980-2005: Part II: The 1990s and beyond. *Economic and Political Weekly*, 1361-1370.
- viii. Mukherji, Rahul, (ed) (2007). *India's Economic Transition: The Politics of Reforms*. Oxford
- ix. Singh, A. (Ed.) (2005). *Administrative reforms: Towards Sustainable practices*. SAGE Publications India.

SBP2MB942: Global Business Environment

Objective: The course familiarises the participant to the structure of the MNE, which continuously strives towards economic and operational efficiency. The emphasis is on the political, geographical, managerial and ethical challenges that confront it especially in the face of emerging and developing markets.

Course Content:

Unit 1: Globalization and its Critiques

What is globalization?; Drivers of globalization; Critiques of globalization

Unit 2: Fundamentals of international business

The International Business (IB) environment; Different organizational forms; Theories of internationalization; Market entry modes

Unit 3: Institutional Environment for IB/ International Political Economy

Institutional context for doing business; Political economy of international trade; National differences in political economy; Sovereignty at bay; GVCs and developing countries/ EMs; Debates on North – South Trade; Ethics in IB

Unit 4: IB Negotiations and Culture

Key negotiation skills; Importance of culture in business; Differences in culture

Unit 5: IB Strategy

Developing competitive strategy; Theory of the firm; Resource based view of the firm
Knowledge based view of the firm; Global integration, local adaptation, HQ- subsidiary relations

Unit 6: International institutions/ agencies and agreements

Issues of global governance; International organizations; International agreements; Regional economic integration

Suggested Readings

- i. Stiglitz, J. E. (2002). *Globalization and its discontents*. New York: W.W. Norton.
- ii. Friedman, T. L. (2005). *The world is flat: A brief history of the twenty-first century*. New York: Farrar, Straus and Giroux.
- iii. Hill, C. W. L. (2005). *International business: Competing in the global marketplace*. Boston: McGraw-Hill/Irwin.
- iv. Porter, M. E. (1986). *Competition in global industries*. Boston, Mass: Harvard Business School Press.
- v. Ghauri, P. N., & Usunier, J. C. (2003). *International business negotiations*. Emerald Group Publishing.
- vi. O'Brien, R. (2000). *Contesting global governance: Multilateral economic institutions and global social movements* (Vol. 71). Cambridge University Press.
- vii. Paul, Justin. (2013). *International Business*. PHI Learning Pvt. Ltd.
- viii. Naomi, K. (2000). *No logo: Taking aim at the brand bullies*. New York: Picador.

SBP2MB944: Rural and Urban Land Systems

Objective: The main objective of this course is to provide an in-depth analysis of a Public Policy framework on Rural and urban land systems mostly in Indian context. Focussing on land systems the learning objective is to understand land rights, inequalities, acquisition mechanisms, constitution rights and the politics of dispossession.

Course Content:

Unit 1: Introduction to Rural and Urban land Systems

Caste and Jajmani systems; Types of Land Tenure, Common land and customary Law, Historical roots of emergence of land as Private Property, land reforms in India; Urban Land Use and Resources: Land cover change, Urban agriculture.

Unit 2: Historical perspectives on Land acquisition Policies

History of land acquisition in India; International experiences in land acquisition; some case studies, Eminent Domain, 1894 act of Land Acquisition Act, Land Acquisition, Rehabilitation and Resettlement Act (LARR) 2013.

Unit 3: Land Rights and Public Policies in Indian Context

Constitutional Rights for protection of Scheduled Tribes, Forest Right's Act (2006), PESA, Samatha Judgement, Environment Protection Act, National Highway's Act, Coal Bearing Act, Land Pooling, Transit Oriented Development, Various regulations of Real Estate sector; Smart Cities and land.

Unit 4: Inequalities and Land

Land and Displacement; Resistance and movements against land acquisition; Industrial corridors; land and marginalities, Special Economic Zones; Dispossession of land and agrarian distress; Legal, civil society and governance issues related to land.

Suggested Readings

- i. Balagopal, K. (2007). Land Unrest in Andhra Pradesh-I: Ceiling Surpluses and Public Lands. *Economic and Political Weekly*, Issue No. 38. 3829-3833.
- ii. Bandopphayay, S. (2015), *From Plassey to Partition: A History of Modern India*: Orient Blackswan
- iii. Bernstein H. (2008). 'Agrarian questions from transition to globalization'. In A. H. Akram Lodhi and C. Kay (eds.) *Peasants and Globalization: Political economy, rural transformation and the agrarian question*. London: Routledge, 239-261.
- iv. Bhattacharya, N. (2007) *The Great Agrarian Conquest: the Making of a Colonial Rural Order*: Permanent Black
- v. E. Preteceille (1976), 'Urban Planning: The Contradictions of Capitalist Urbanization', *Antipode*. 8(1)
- vi. Guha, A. (2007). *Peasant resistance in West Bengal a decade before Singur and Nandigram*. *Economic and Political Weekly*, Issue No. 38, 3706-3711.
- vii. Guha, R., (1996). *A Rule of Property for Bengal: An Essay on the Idea of Permanent Settlement*, Duke University Press.
- viii. Li, T. (2009). Exit from Agriculture: A Step Forward or a Step Backward for the Rural Poor?. *Journal of Peasant Studies*. 36(3): 629-636
- ix. Mukherjee, N. and R.E. Frykenberg, "The Ryotwari System and social organization in Madras presidency" in R.E. Frykenberg (ed.) *Land Control and Social Structure in Indian History*, pp.217- 226.
- x. Nirmal, M., Sarkar, R., & Pandey, A. (2009). *India Infrastructure Report 2009: Land-A Critical Resource for Infrastructure*.

SBP2MB946: International Economics

Objective: This course gives an overview of the determinants of trade between nations, and helps the participants to understand the mechanism behind real and financial flows between nations. Participants will be familiarised to the workings of key international institutions and trading blocs.

Course Content:

Unit 1: An Introduction to International Economics

Basic theories of international economics; New trade theory; Politics of international trade; North- South trade- dependency theory

Unit 2: Introduction to International Financial System

History of the international financial system; Origins of the eurocurrency market; Global financial markets

Unit 3: Foreign Exchange Determination and Markets and Parity Conditions

Introduction to the determination of exchange rates; Spot currency market; Currency derivatives; Currency forecasting; Parity conditions In international finance; Balance of payments

Unit 4: Measurement and Management of Foreign Exchange Exposure and International Capital Budgeting

Operating exposure; Accounting vs economic exposure; Translation exposure; Transaction exposure; Risk management: new approaches; International diversification; International capital budgeting

Unit 5: International Bond Market and International taxation

International bond market; International taxation and transfer pricing; Swap financing techniques and integrated financing decisions

Suggested Readings

- i. Salvatore, D. (2009). *International Economics* (10th Edition). John Wiley and Sons.
- ii. Sodersten, B.O and Reed G. (1999). *International Economics*, McMillan, London.
- iii. Krugman, Paul R., Obstfeld, M. and Melitz, M. (2014). *International Economics: Theory and Policy* (10th Edition). Pearson Education.
- iv. Shapiro, A.C. (2012). *Multinational Financial Management* (9th Edition). WileyIndia Private Limited.
- v. Levich, R.M. (1998). *International Financial Markets: Prices and Policies* (2nd Edition). McGraw-Hill Education.
- vi. Desai, M.A. (2006). Globalizing the Cost of Capital and Capital Budgeting at AES. Harvard Business School Publishing. *Harvard Business Review*. 204109.
- vii. Moolani, K.A. (2008). Pixonix. Inc.- Addressing Currency Exposure. Ivey Publishing. *Harvard Business Review*. 908N13.
- viii. Yuan, P., and Crum, G. (2010). Pepsico Changchun Joint Venture: Capital Expenditure Analysis. Ivey Publishing. *Harvard Business Review*. 900N16.

COURSES ON CONTEMPORARY ISSUES

SBP2MB901: Internship with NGO

Objective: The objective of the internship is to sensitize students with the emerging socioeconomic concerns, develop in them people sensitivity, and make them more aware of social issues. The course aims to facilitate the interaction of the participants with NGOs to understand the NGO process and functions.

Course Content:

The course will begin with a one day orientation visit to the selected NGO. Subsequently, the participants will uptake the work assigned by the NGO and write a reflective report.

Suggested Readings

- i. Dabhi, Jimmy C. (2008). *Organizational Culture of NGOs: does it matter?* Indian Social Institute, New Delhi.
- ii. Drucker, Peter (1990). *Managing the Non profit organization: practices and principles*. Harper Collins Publications, New York.
- iii. Awasthy, R. and Sharma, N. (2016). Understanding the growth needs and challenges of an NGO. *Indian Journal of Social Work [TISS]*, Volume 77, Issue 1, pp. 67-90.
- iv. Awasthy, R. and Sahai, N. (2015) Gender Sensitivity among employees in NGO Sector: A case study. *Parikalpana-KIIT Journal of Management*, Vol. 11 (II), pp. 107 – 126.

SBP2MB901: Internship with NGO

Objective: The objective of the internship is to sensitize students with the emerging socioeconomic concerns, develop in them people sensitivity, and make them more aware of social issues. The course aims to facilitate the interaction of the participants with NGOs to understand the NGO process and functions.

Course Content:

The course will begin with a one day orientation visit to the selected NGO. Subsequently, the participants will uptake the work assigned by the NGO and write a reflective report.

Suggested Readings

- i. Dabhi, Jimmy C. (2008). *Organizational Culture of NGOs: does it matter?* Indian Social Institute, New Delhi.
- ii. Drucker, Peter (1990). *Managing the Non profit organization: practices and principles*. Harper Collins Publications, New York.
- iii. Awasthy, R. and Sharma, N. (2016). Understanding the growth needs and challenges of an NGO. *Indian Journal of Social Work [TISS]*, Volume 77, Issue 1, pp. 67-90.
- iv. Awasthy, R. and Sahai, N. (2015) Gender Sensitivity among employees in NGO Sector: A case study. *Parikalpana-KIIT Journal of Management*, Vol. 11 (II), pp. 107 – 126.



**AMBEDKAR UNIVERSITY DELHI
(AUD)**

**School of Business, Public Policy and Social Entrepreneurship
(SBPPSE)**

Two-year (Full-Time) MBA

Program Structure, Rules and Two Year Course Details

2018-2020

**School of Business, Public Policy and Social Entrepreneurship (SBPPSE)
Ambedkar University Delhi (AUD)**

Two Year (Full Time) MBA

The School of Business, Public Policy and Social Entrepreneurship (SBPPSE) was set up in 2011, with the vision that the programmes offered at the school should reflect the larger philosophy of AUD that believes in excellence with equity and access to higher education. It was therefore decided that the school will address issues in the three interlinked areas of business, public policy and social entrepreneurship in a holistic and integrated manner. The school is also built on the belief that contemporary world needs entrepreneurs and wealth creators as much as professionally trained wealth managers. Accordingly, a two year (full time) programme, Master in Business Administration (MBA) was launched in 2012.

The MBA programme has an innovative programme content and transactional pedagogy incorporating the latest developments in management education. The uniqueness of this programme is based on its approach to business and profit within a holistic context of the wider society and economy. The curriculum is designed to develop professional entrepreneurs and managers with sensitivity towards larger society and environment that is required to create and manage wealth in the contemporary global context. The School regularly interacts with its student, alumni and experts from academia, practice, government and industry to take feedback on the existing courses. The feedback is used to make amendments to the existing curriculum to reflect the needs of the time.

All the programmes of the University are developed as complementary to each other both in terms of faculty inputs and students' choice of electives with the belief that while there are unique elements which make each of the programme distinct, there are also common elements which cut across each programme. It is also hoped that the intellectual and infrastructural resources of the university could be put to best use by developing and delivering academic programmes which complement each other.

The MBA programme is structured into 4 semesters spread over two years. The student is required to earn a total of 84 credits to be eligible for the award of MBA degree. The electives can be chosen from the baskets offered within the MBA programme or from other programmes offered within the University.

The semester-wise distribution of courses to be offered in the MBA programme is given below. All courses carry 2 credits each, except Summer Internship Project and Project Study with 4 credits each.

Semester 1 (24 Credits)	
Slot – 1	Slot – 2
SBP2MB121: Business, Culture and Society	SBP2MB127: Issues and Perspectives of Public Policy
SBP2MB122: Marketing Management	SBP2MB128: Business Communication and Personality Development
SBP2MB123: Organisational Behaviour	SBP2MB129: Human Resource Management
SBP2MB124: Business Statistics	SBP2MB130: Management Science
SBP2MB125: Financial Accounting	SBP2MB131: Management Accounting
SBP2MB126: Managerial Economics	SBP2MB132: Macro Economics
Semester 2 (20 Credits)	
Slot – 1	Slot – 2
SBP2MB221: Business Ethics and Corporate Social Responsibility	SBP2MB229: Summer Internship Project
SBP2MB222: Innovation and Entrepreneurship	
SBP2MB223: Leadership and Change	
SBP2MB224: Operations Management	
SBP2MB225: Corporate Finance	
SBP2MB226: Structured Thinking and Problem Solving	
SBP2MB227: Business Research	
SBP2MB228: Spreadsheet Modelling	
Semester 3 (24 Credits)	
Slot – 1	Slot – 2
SBP2MB321: Business Law and Corporate Governance SBP2MB322: Strategic Management	Electives worth 12 Credits
Electives worth 8 Credits	
Semester 4 (16 Credits)	
Slot – 1	Slot – 2
SBP2MB421: Project Study (4 Credits)	
Electives worth 12 Credits	

Electives

Area: Finance and Accounting

- SBP2MB501: Financial Derivatives
- SBP2MB502: Security Analysis and Portfolio Management
- SBP2MB503: Financial Markets
- SBP2MB504: Micro Finance
- SBP2MB505: Strategic Cost Management
- SBP2MB506: Business Valuation and Corporate Re-structuring

Area: Marketing

- SBP2MB611: Brand Management
- SBP2MB612: Consumer Behaviour
- SBP2MB613: Integrated Marketing Communication
- SBP2MB614: Services Marketing
- SBP2MB615: Retail Marketing
- SBP2MB616: Sales and Distribution Management

Area: HR and OB

- SBP2MB721: Building Teams for Excellence
- SBP2MB722: Diversity and Intercultural Management
- SBP2MB723: Coaching, Counselling and Mentoring
- SBP2MB724: Performance Management
- SBP2MB725: Collective Bargaining and Negotiation Skills
- SBP2MB726: Compensation and Reward Management

Area: Operations Management and Decision Sciences

- SBP2MB831: Supply Chain Management
- SBP2MB832: Service Operations Management
- SBP2MB833: Enterprise Resource Planning
- SBP2MB834: Advanced Management Science Methods
- SBP2MB835: Total Quality Management
- SBP2MB836: Managing E-business Operations

Area: Economics and Public Systems

- SBP2MB941: Political Economy
- SBP2MB942: Global Business Environment
- SBP2MB944: Rural and Urban Land Systems
- SBP2MB946: International Economics

Area: Contemporary Issues

- SBP2MB901: Internship with NGO

*Any new elective, when introduced, shall be shared with the students.

Rules of Attendance and Assessment

Assessment: Students will be assessed in each course both continuously and comprehensively. Assessment is based on the following 11-point grading system prescribed by the University.

Letter Grade	Grade Point	Qualitative Description of Letter Grade
A+	10	Exceptional: performance beyond expectations
A	9	Excellent: demonstrating mastery of all learning or assessment situations
A-	8	Very good: demonstrating mastery of most learning or assessment situations
B+	7	Demonstrating thorough competence in 3 most situations.
B	6	Demonstrating moderate competence in most situations.
B-	5	Acceptable: showing moderate competence in some situations, minimal competence in others.
C+	4	Minimally acceptable: demonstrating minimal competence in most situations while showing considerable capacity for improvement.
C	3	Not passing but still showing capacity for improvement or development.
C-	2	Unsatisfactory performance, marked by lack of engagement or inability to apply concepts.
D	1	Complete lack of engagement or comprehension; also, frequent absence
F and AB	0	F for non-completion of assignments or 'blank' responses on a test. Absence or withdrawal from a course should be indicated by AB

Continuous assessment will be based on a minimum of two evaluations in each course which could be based on assignments, case analysis, quizzes, projects, term papers, mid-term and end-term assessments. No individual assessment will carry more than 50% weight.

The minimum passing grade in each course is C+. If the student fails to obtain the required grade in a course (after the grade cut, if any; refer to the rules of attendance below), s/he will be given a second opportunity for a partial repeat for not more than 30 percent weightage to be reassessed as per the University assessment calendar. The partial repeat shall be given to only those students who score a minimum grade of C in the course. If a student fails to pass a course s/he will repeat the course in the next academic year.

Promotion: A student is required to successfully obtain a minimum of 34 credits out of the 44 credits (with a minimum of C+ grade) during First Year of the programme for being eligible for promotion to the II year. If a student is able to obtain not 44 but more than 34 credits in the first year, s/he is required to repeat the courses (in which he/she has failed) in the next academic session, along with the second year courses. If the student fails to secure 34 credits out of 44 credits, s/he will have to repeat the courses (in which he/she has failed) in the next academic session, however s/he will not be promoted to second year.

If the student fails to obtain 30 credits out of 40 credits in the second year, s/he is required to repeat the courses (in which he/she has failed) in the next academic session. If a student fails in an elective course,

and the same elective is not offered next year, the student will choose another elective (carrying the same number of credits) which will be offered in the next academic year.

The overall passing grade for a student to get an MBA degree is C+. If a student fails to secure an overall passing grade of C+ in all the 4 semesters put together, s/he will not be awarded the degree but will be issued a certificate for courses which s/he would have successfully completed.

Span Period: The maximum time period (span period) given to a student for completing the requirements of the MBA programme shall be four years.

Attendance: Attendance in 80% of classes held in each course is mandatory. Grade cut will be applied to students who fail to meet the minimum attendance requirement. For every 5% shortfall in a course attendance, grade cut of one point will be applicable. As a result of the grade cut, if a student fails to obtain the minimum passing grade in a course, the partial repeat policy will be not be applicable. Any relaxation in attendance due to medical or other emergent situations shall be as per the AUD rules.

The School encourages its students to participate in extracurricular and placement related activities including business and cultural fests organised by other institutions/universities, public lectures such as those organised by industry associations, academic conferences, industry visits and interview process organised through school's placement team etc.

In order to encourage student participation and engagement in the activities mentioned above, the attendance requirement be relaxed as per following guidelines:

1. Maximum relaxation of 2 sessions per course for participation in extracurricular activities (external) may be given to any student. The attendance requirement remains 80%, however, the total number of sessions for that student (i.e. the denominator) gets reduced by the number of sessions missed. In this respect, students are required to submit an application to the School Office giving details of the event in advance. The applicants are required to clearly mention the classes that will be missed and should be verified by a concerned faculty advisor. All applications shall be approved by the programme coordinator. Once the leave is approved, the faculty members whose classes will be missed should be informed immediately. Post the event (in case of participation in an extra-curricular event) students shall be required to submit proof of their participation (certificate, photographs etc.) within a week time. Relaxation in attendance is subject to the submission of valid participation proof.

*2. For all other school activities (eg. Orientation week, guest lectures, workshops etc.) minimum attendance of 80% is mandatory. If a student is unable to meet the minimum requirement the consequence is a grade cut in

(a) For First Years SBP2MB229: Summer Project (Summer Internship Project) (4 credits)

(b) For Second Years SBP2MB421: Project Study (4 credits)

* Proposed from 2018-19

Note:

All course faculty in the school share their session plans including the evaluation scheme and tentative dates of the assessments within the first week of any semester/slot. As far as possible, students should avoid missing mid-term and end-term assessments for participating in any extracurricular activities. If a student misses a class where other types of assessment (in class) is held, discretion is given to the faculty member to conduct a separate assessment or adjust the assessment scheme in the course on individual case basis

Students are advised to participate, as far as possible, in activities organised in and around Delhi to avoid additional absence in classes due to travel during the semester period, however they are encouraged to participate and represent school throughout the country during the non teaching breaks.

Other Important Information and Guidelines

1. Students are expected to follow the **Code of Discipline for students** reference to the circular no. AUD/4-58/2017-18/SS/CODS/9620 dated 20th March, 2018 of the AUD. Please read the document carefully available on the University Website.
2. AUD campus is a No Smoking and Alcohol free Zone.
3. Students are expected to be punctual and display professional behaviour within the university campus as well as during field visits/industry visits/internship etc. Use of networking devices is prohibited in class. Students are also advised to avoid any personal breaks during classroom session.
4. Students should take care of the university property and not involve in making any damage to the university property.
5. Students will be expected to be dressed in formal attire on several occasions including guest lectures, seminars and industry visits. Attendance in all the out of classroom activities of the school, such as extracurricular activities, guest lectures, workshops etc, is mandatory.
6. Whenever students face any problem in the transaction of the courses or any other matter, the problem should be reported to the programme coordinator timely so that immediate action can be taken. Such matters may also be reported to the school's Student Faculty Committee (SFC) and the Office of the Dean.

Zero Tolerance for Ragging

As per the directions of the honourable Supreme Court of India, no form of ragging is tolerated within or outside the University campuses. Fresh students are advised to desist from doing anything, willingly or against their will, even if ordered to do so by a senior or any other student, and any attempt at ragging should be promptly reported to the Anti-Ragging Squad or to the Dean or to the Head of the Institution, as the case may be.

Gender-Sensitive Campus

AUD endeavours to evolve campus spaces for students and staff, both women and men, in which we as individuals and as part of diverse collectives can grow and explore our potential without fear or the burden of prejudices. The university has notified the AUD policy on "Prevention, Prohibition and Redressal of Sexual Harassment and Discrimination" based on Gender Identity and Sexual Orientation in 2014. The Committee for Prevention of Sexual Harassment (CPSH) is constituted through elections under clause 3.2 (i) (a) to (e) by the election committee constituted by Gender Issues Committee.

**Course Details: Semester-I; Slot-1(12 credits)
(Six Compulsory Courses)**

SBP2MB121: Business, Culture and Society (2 credits)

Objective: The objective of this course is to introduce the students to the Indian business environment and the history of evolution of business along with contemporary issues of multiculturalism and globalization. This course will also enhance their understanding of various dimensions of relationship between Business, Culture and Society.

Course Content:

Unit 1: Business: Origin and Growth

Origin of business; market society; diversity of businesses; complexity of business environment and growth

Unit 2: Business in Context

Free market society, trade; finance and debt in social and ecological contexts; economic trends; geographical distribution

Unit 3: Social Structure

Caste, class, gender and business in India

Unit 4: Demographic Aspects

Demographic trends in India and the implications for business

Unit 5: Immigration and Multiculturalism

Globalisation, immigration and their implications for business and society; understanding multiculturalism and their impact on business

Unit 6: Culture and Business

Types of culture; two-way interaction between business, culture and society

Unit 7: Stakeholders and Business

State and business; business and environment; business and community

Unit 8: Values and Business

Understanding diversity of lifestyle and values in modern society; business ethics, corporate governance and corporate social responsibility

Suggested Readings

- i. Bagla, G. (2008). *Doing Business in 21st century, 1st edition*, Hachette
- ii. Bardhan, P. (2010). *Awakening Giants, Feet of clay, 1st edition*, Princeton University Press
- iii. Damodaran, H. (2008). *India's New Capitalists: Caste, Business and Industry in a Modern Nation*, Permanent Black
- iv. Harris, J. (2006). *Power matters: Essays on Institutions, Politics and Society in India*, Oxford University Press
- v. Lawrence, A. (2010). *Business and Society – Stakeholders Ethics and Public Policy*, Academic Internet Publishers
- vi. Tripathi, D. (2004). *The Oxford History of Indian Business*, Oxford University Press

SBP2MB122: Marketing Management (2 credits)

Objective: The objective of the course is to develop an understanding of the concepts, issues and strategies involved in marketing of products and services.

Course Content:

Unit 1: Introduction to Marketing Management

Purpose of marketing; creating and delivering customer value; evolution of marketing concept; market orientation and business profitability; role of innovation on the market orientation and performance relationship; delivering profitable value

Unit 2: Marketing Challenges in the New Millennium and Social Marketing Concept

Socially responsible marketing: concept, objectives, strategies and its applications in marketing; ethical perspective in marketing

Unit 3: Segmentation of Customers

Market segment and market segmentation; fundamental factors for effective market segmentation; segmentation bases and their classifications; key elements of segmentation process; segmentation dilemma and solutions; targeting and positioning

Unit 4: Understanding Consumers

Understanding corporate consumers; models of consumer behaviour; institutional and government markets; Indian consumer environment

Unit 5: Product Management

Product decision and strategies; product life cycle and new product development; branding and packaging decisions

Unit 6: Pricing and Differentiation Strategies

Pricing approaches and policies; value proposition and differentiation concepts

Unit 7: Sales Promotion Concepts

Marketing communications; advertising and publicity; personal selling and sales promotion; consumer, business and trade promotion

Unit 8: Distribution and Public Relations

Sales forecasting; distribution strategy; managing sales personnel; marketing and public relations

Unit 9: Digital Marketing

Technology and marketing; digital marketing strategies

Suggested Readings

- i. Aaker, D. A. (2008). *Strategic Market Management*. John Wiley and Sons.
- ii. Capon, N. and Singh, S.S. (2014). *Managing Marketing: An Applied Approach*, Wiley India.
- iii. Chaffey, D. and Ellis-Chadwick, F. (2012). *Digital Marketing*. Pearson Higher Ed.
- iv. Keller, K. L., Parameswaran, M. G., and Jacob, I. (2011). *Strategic Brand Management: Building, Measuring and Managing Brand Equity*, Pearson Education.
- v. Kotler, P., Keller, K., Koshy, A. and Jha M. (2013). *Marketing Management, 14th edition*, Pearson Education (Singapore) Pte.Ltd.
- vi. Percy, L. (2014). *Strategic Integrated Marketing Communications*. Routledge.

SBP2MB123: Organisational Behaviour (2 credits)

Objective: This course is aimed to develop an understanding of how individual's behaviour is influenced by various factors in the organization and the society, and how behaviour of managers impacts the behaviour of others as well as their performance.

Course Content:

Unit 1: Self and Personality

Understanding one's limitations and its impact on others; appreciate individual differences and its impact on managerial and interpersonal behaviour

Unit 2: Perception, Attitude and Decision Making

Becoming aware of one's biases and personal prejudices and their impact on perception; how perception influences managerial behaviour and its impact on decision making; understanding techniques of building group consensus

Unit 3: Motivation

Recognizing and understanding the needs of people; using this data for motivating others

Unit 4: Interpersonal Dynamics

Developing awareness on latent and manifest causes of interpersonal dynamics

Unit 5: Groups and Teams

Understanding and managing the team dynamics; creating and building effective teams

Unit 6: Leadership

Understanding the difference between leader and manager; becoming aware of how to influence others

Suggested Readings

- i. Greenberg, J. (2011). *Behaviours in Organizations, 10th edition*, PHI Learning Pvt. Ltd.
 - ii. Luthans, F. (2008). *Organizational Behaviour, 11th edition*, McGraw Hill,
 - iii. Nahavandi, A., Denhardt, R.B., Denhardt, J.V. and Aristigueta, M. P. (2015). *Organizational Behaviour*. Sage Publications.
 - iv. Pareek, U. (2007). *Understanding Organizational Behaviour, 2nd edition*, Oxford University Press.
 - v. Parikh, M. and Gupta, R.K. (2010). *Organizational Behaviour*, McGraw Hill.
 - vi. Robbins, S. P., Judge, T.R. and Vohra, N. (2013). *Organizational Behaviour, 15th edition*, Pearson
 - vii. Sinha, J.B.P. (2009). *Culture and Organizational Behaviour*, Sage Publications.
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SBP2MB124: Business Statistics (2 credits)

Objective: The objective of this course is to familiarize the students with basic tools and techniques in business statistics.

Course Content:

Unit 1: Introduction to Statistics

Application of data analysis in business decision making; understanding data; scales of measurement; data collection methods; errors in data collection and analysis

Unit 2: Organising and Presenting Data

Tabulation and graphical representation of data; cross tabulations and scatter plots; using MS Excel

Unit 3: Descriptive Statistics

Measures of central tendency, dispersion and shape; outlier analysis; box-and-whisker plot; measures of association between two variables; descriptive statistics functions in excel; working with data analysis tool pack

Unit 4: Probability and Probability Distributions

Introduction to probability; discrete and continuous probability distributions; using probability distribution functions in excel

Unit 5: Sampling and Sampling Distributions

Sampling design process; sampling techniques; estimation concepts and properties; sampling distributions; point and interval estimation

Unit 6: Hypothesis testing

Hypothesis testing procedure and applications; single sample test of significance for small and large samples

Unit 7: Simple linear regression

Simple regression model; correlation and coefficient of determination; regression error and model assumption; testing for significance; applications based on regression; regression using data analysis tool pack

Suggested Readings

- i. Anderson, D.R., Sweeney, D.J. and Williams, T.A. (2015). *Statistics for Business and Economics, 12th edition*, Cengage Learning.
 - ii. Bajpai, N. (2009). *Business Statistics, 1st edition*, Pearson Education.
 - iii. Bowerman, B. L., O'Connell, R. T. and Murphree, E. (2013). *Business statistics in practice, 7th edition*, McGraw-Hill/Irwin series.
 - iv. Levin D. M., Stephan D.F., Krehbiel T.C. and Berenson M.L. (2011). *Statistics for Managers, 6th edition*, Prentice Hall.
 - v. Norean D. S., Richard D., De, V., Williams, C. and Paul V. (2015). *Business Statistics, 3rd edition*. Pearson Education
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SBP2MB125: Financial Accounting (2 credits)

Objective: The course aims to prepare the participants to understand, analyse and interpret financial information that is relevant for decision making by external stakeholders.

Course Content:

Unit 1: Nature, Purpose and the system of Accounting

Accounting as a language; stakeholders and relevant financial information; nature of accounting principles; accounting process; accounting records and system

Unit 2: The Income Statement, the Balance Sheet and Related Concepts

Assets, liabilities and owners equity; concepts related to balance sheet; revenues, expenses and profits; concepts related to income statement

Unit 3: Accounting for Fixed Assets, Depreciation, Inventories, Revenue Recognition and Deferred assets

Fixed assets: nature and types; distinction between asset and expense; costing of fixed assets; depreciation methods: relevance and impact; choice of a depreciation method; depreciation vs. depletion; amortisation; types of inventory; accounting of inventory; cost of inventory; inventory costing methods; basic revenue recognition criteria; methods of revenue recognition; amount of revenue recognized; deferred tax assets; deferred tax liabilities; accounting for deferred tax assets and liabilities

Unit 4: Sources of Capital, Legal Framework of Corporate Financial Statements & Consolidated Financial Statements

Debt, owners' equity and other liabilities; accounting standards; accounting provisions under Indian companies act; basis for consolidation; accounting for business combinations; consolidated financial statements

Unit 5: Statement of Cash Flow & Analysis of Financial Statements

Purpose of cash flow statement; understanding and analysis of cash flow statement; ratio analysis; common size statements; assessing financial health using ratios

Suggested Readings

- i. Anthony, R.N., Hawkins, D. and Merchant, K.A. (2010). *Accounting Text and Cases, 13th edition*, Tata McGraw Hill.
 - ii. Accounting Standards issued by Institute of Chartered Accountants Of India (www.icai.org)
 - iii. Banerjee, A.(2009). *Financial Accounting –A Managerial Emphasis, 3rd edition*, Excel Books, New Delhi.
 - iv. Bhattacharya, A.K. (2006). *Financial Accounting for Business Managers, 4th edition*, Prentice Hall India.
 - v. Homgren, C.T. and Philbrick, D.(2011). *Introduction to Financial Accounting, 11th edition*, Pearson Education.
 - vi. Narayanaswamy, R.(2014). *Financial Accounting: A Managerial Perspective, 5th edition*, PHI, New Delhi.
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SBP2MB126: Managerial Economics (2 credits)

Objective: Provide students with a basic understanding of the economic theory and analytical tools that can be used in decision making problems.

Course Content:

Unit 1: Fundamentals of Managerial Economics

Goals and constraints; markets and firms; demand, supply and equilibrium; economic way of thinking

Unit 2: Consumer Behaviour

Utility and indifferent curves; demand schedule, function law of demand; determinants of demand; elasticity – price, income and cross price; applications of elasticity and taxation; price controls

Unit 3: Producer Behaviour

Production function – short run and long run; product curves; types of costs; cost functions – short run and long run; supply curve; economies of scope, scale and learning curve

Unit 4: Market Structures

Types of market structures; perfect competition – price taker, shut down point, firm and market equilibrium, short run and long run equilibrium; monopoly, barriers to entry and monopolistic competition; oligopoly models and cartel

Unit 5: Economics of Information

Pricing strategies; asymmetric information and auctions; role of government in marketplace

Suggested Readings

- i. Mankiw, N.G. (2012). *Principles of Economics, 6th edition*, Cengage: New Delhi
- ii. McEachern, W. A. and Kaur, S. (2012). *Micro ECON: Principle of Microeconomics*, Cengage: New Delhi
- iii. Peterson, C.H., Lewis, W.C. and Jain, S.K. (2006). *Managerial Economics, 4th edition*, Dorling Kindersley: New Delhi
- iv. Pindyck, R.S., Rubinfeld, D. L. and Mehta, P.L. (2009). *Microeconomics, 7th edition*, Pearson: New Delhi
- v. Salvatore, D. (2012). *Managerial Economics: Principles and Worldwide Application, 7th edition*, Oxford University Press: New Delhi

Course Details: Semester-I; Slot-2 (12 credits)
(Six Compulsory Courses)

SBP2MB127: Issues and Perspectives of Public Policy (2 credits)

Objective: The objective of this course is to discuss issues related to public policy and the role of public institutions in shaping business and economic environment. This course examines policy making and a critical analysis of its implementation.

Course Content:

Unit 1: Role of Public Sector: Key Issues and Perspectives

Key issues and questions; theories of the state; constitution and the welfare state

Unit 2: Indian Economic Environment

Indian economy after independence; planning and reform process; models of development; understanding and analysing fiscal budget

Unit 3: Equality, Choice and Limits of the Market

The importance of fairness, public goods; equality and choice in public services; market failures and inefficiencies of the free market system, role of the state, relationship between business and government

Unit 4: Public Choice and Models of democratic politics

Constitution and democratic structures; impact of LPG policies on democracy in India; role of international agencies, NGOs and civil society

Unit 5: Judiciary, Governance and Public Institutions of India

History of judiciary, role of law in public policy in India; the interface of state, market and civil society; statutory authorities and their role in public policy process

Unit 6: Social Services in India

Education and health, poverty alleviation, informal labour, marginalities

Unit 7: Contemporary Issues in India

Agrarian policies; development induced displacement; urbanisation, environment and natural resource management

Suggested Readings

- i. Dreze, J. and Sen, A. (2002). *Indian Development and Participation*, Oxford University Press.
 - ii. Kohli, A. (1987). *The State and Poverty in India: The Politics of Reform*, Cambridge University Press
 - iii. Mathur, K. and Bjorkman, J. W. (2009). *Policy making in India: Who speaks and who listens*, Har-Anand Publications.
 - iv. Mehta, P. B. (2007) *Public institutions in India: Performance and Design*, Oxford University Press.
 - v. Stiglitz, J. (2000). *Economics of the Public Sector*, W.W.Norton Press
 - vi. Vaidyanathan, A. and Krishna, K.L. (2007). *Institutions and Markets in India's Development*, Oxford University Press.
-

SBP2MB128: Business Communication and Personality Development (2 credits)

Objective: The objective of this course is to help participants to develop communication skills, discover what business communication is all about and learn how to adapt their communication experiences in life and college to the business world.

Course Content:

Unit 1: Introduction to Business Communication

Establishing a framework for business communication; effective communication skills; 7Cs of communication; the process of communication (basic communication model); barriers to effective communication with an emphasis on non verbal communication (kinesics, proxemics, haptics, oculesics, voice quality, paralanguage, metaverbal language)

Unit 2: Effective Listening skills and Feedback

Types of listening (active and effective listening); barriers to listening; tips for effective listening (the hear model of effective listening); empathic listening; the Johari window and feedback

Unit 3: Interpersonal Skills and Styles of Communication

The message, noise, feedback, context and channel; communication styles: passive, assertive, aggressive and passive aggressive; dyadic communication; group communication

Unit 4: Business Communication at Work Place

Communication flows in an organization; letter components and layouts; email communication; memo and memo reports; employment communication notice; agenda and minutes of meeting; report writing

Unit 5: Personality Development

Introduction; basic theories of personality – psychodynamic school, behavioristic school and humanistic school; psychometric assessment of self through multiple tools; personality and career choice; building self esteem and self confidence; resumé writing

Unit 6: Oral communications

Public speaking; interview skills; making presentations; transactional analysis

Suggested Readings

- i. Courtland, H., Bovee, J., Thill, V. and Trivedi, M. (2009) *Business Communication Today*, 9th edition, Pearson Education.
- ii. Murphy, H., Hildebrandt, H. and Thomas, J. (2008). *Effective Business Communication*, 7th edition, Tata McGraw Hill Education.
- iii. Theobald, T. (2011). *Develop Your Presentation Skills*, Kogan page Limited.
- iv. Roldan, A. (1993). *A Workbook on Personality Development and Character Building*. AR Skills Development and Management Services (SDMS), Paranaque City, Metro Manila.

SBP2MB129: Human Resource Management (2 credits)

Objective: The objective of this course is to illustrate the best practices to acquire, motivate and retain the knowledge, skills and attitudes required to achieve organisational goals. The course will examine how to create an environment to enhance performance of people in organisations.

Course Content:

Unit 1: Role of Human Resource Management

Early perspectives; later developments; human resource development

Unit 2: Job Requirements and HR Planning

The role and importance of jobs; relationship of jobs to HRM functions; job analysis and job description; human resource planning: objective, process, and techniques

Unit 3: Recruitment and Selection

The recruitment process: sources and methods; matching people and jobs; selecting the employee: tests, interviews

Unit 4: Appraising and Improving Performance

Performance evaluation and assessment; performance appraisal methods and techniques; performance review and improvement

Unit 5: Training and Career Development

Socialising the employee; identifying training needs; designing training programmes; learning and development programmes

Unit 6: Managing Compensation

Job evaluation; compensation structure; compensation methods; components of compensation

Unit 7: Managing Industrial Relations

Industrial relations process; role of government; trade unions and management

Unit 8: Grievance Management

Understanding grievances; grievance management process; grievance management and motivation

Suggested Readings

- i. Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Management Practice*, 11th edition, Kogan Page India Pvt. Ltd.
 - ii. Decenzo, D.A. and Robbins, S.P. (2015). *Fundamentals of Human Resource Management*, 12th edition, Wiley India
 - iii. Dessler, G., and Varkkey, B. (2011). *Human Resource Management*, 12th edition, Pearson
 - iv. Huselid, M.A., Becker, B.E. and Beatty R.W. (2005). *The Workforce Scorecard: Managing Human Capital To Execute*, Boston: Harvard Business School Press
-

SBP2MB130: Management Science (2 credits)

Objective: The course provides students with a sound 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 problems.

Course Content

Unit 1: Introduction to Management Science

Unit 2: Linear Optimization

Linear programming model formulation and applications; graphical method for solution; introduction to using excel solver; special linear programming problems; transportation models, assignment models, transshipment models, travelling salesman problem; solving network models using MS excel solver/optimization software

Unit 3: Network Models

Concept and preparation of networks; PERT and CPM; shortest route problem

Unit 4: Linear Integer Programming

Select applications; pure integer models; mixed integer models; zero-one programming; solving linear integer model using optimization software

Unit 5: Linear Goal Programming

Goal programming formulations and solution methods

Unit 6: Decision Analysis

Decision making under certainty, risk and uncertainty

Unit 7: Introduction to Waiting Line Models

Characteristics and structure of queuing systems; arrival and service process; inter-arrival time distribution

Suggested Readings

- i. Anderson, D.R., Sweeney, D.J. and Williams, T.A. (2012). *An Introduction to Management Science: Quantitative Approaches to Decision Making, 13th edition*, Cengage Learning.
 - ii. Hillier, F. and Lieberman, G. (2012). *Introduction to Operations Research: Concepts and Cases, 9th edition*, Tata McGraw Hill Education Private Limited.
 - iii. Sharma, J.K. (2009). *Operations Research: Theory and Applications, 4th edition*, Macmillan India Limited
 - iv. Wiest, J.D. and Levy, F.K. (1988). *A Management Guide to PERT/CPM, With GERT/PDM/DCPM and Other Networks, 2nd edition*, Prentice Hall.
 - v. Winston, W.L. and Albright, S.C. (2014). *Practical Management Science, 5th edition*, Cengage Learning.
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SBP2MB131: Management Accounting (2 credits)

Objective: The course aims to prepare the participants with the information and tools that facilitate internal stakeholders to make informed choices from amongst the alternatives available and also to monitor the performance and suggest a timely course correction on an on-going basis.

Course Content:

Unit 1: Management Accounting: A Tool for Decision Making

Financial vs. management accounting; impact of organisation's mission, goals and strategies on management accounting; role of management accounting in decision making, monitoring, review and control; using accounting information for decision making; concept of relevant costs; relevance of relevant costs in managerial decision making

Unit 2: Cost Behaviour & Full Costing and Product Pricing decisions

Nature and behaviour of costs; impact of cost structure on risk and return; determining the break even point (BEP); relevance of BEP in managerial decision making; full costing and its relevance in setting the selling price; direct vs. indirect costs and their relevance in pricing decisions; processes and job order costing; relevance of cost centre and other related concepts of management and control

Unit 3: Activity Based Costing

ABC vs. traditional costing systems; relevance of ABC in cost management

Unit 4: Standard costing and Variance analysis

Standard costs and their relevance in cost management and control; how standard costs are developed; calculation and interpretation of variances for direct material and direct labour; calculation and interpretation of variances for overheads

Unit 5: Strategic Planning and Budgeting

Use of budgets in planning and control; preparation of budget schedules that make up the master budget; flexible budgets and their need for performance evaluation

Unit 6: Contemporary Developments in Management Accounting

Responsibility accounting; target costing; kaizen costing; back flush costing; transfer pricing and its various methods; the Indian perspective

Suggested Readings

- i. Anthony, R.N., Hawkins D. and Merchant K.A. (2013). *Accounting Text and Cases, 13th edition*, Tata McGrawHill.
 - ii. Colin, D. (2014). *Management and Cost Accounting, 8th edition*, Cengage Learning India.
 - iii. Horngren, C.T., Datar S.M. and Rajan M.V. (2014). *Cost Accounting, 15th edition*, Pearson Education.
 - iv. Jiambalvo, J. (2012). *Managerial Accounting, 6th edition*, John Wiley and Sons.
 - v. Kaplan R.S. and Anthony A.A. (1998). *Advanced Management Accounting, 3rd edition*, Pearson Education.
 - vi. Ronald W.H., Ramesh, G. and Jaydev, M. (2008). *Managerial Accounting, 7th edition*, Tata McGraw Hill.
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SBP2MB132: Macroeconomics (2 credits)

Objective: The objective of the course is to provide participants with a basic understanding of the macro economic theory and policies that affect business.

Course Content:

Unit 1: Fundamentals of Macroeconomics

Types of markets; aggregate output, income and expenditure; macroeconomic concepts: national income, real and nominal income, inflation, unemployment, savings; balance of payments; money supply – monetary system, financial system

Unit 2: Components of Aggregate Income

Consumption – Keynesian, Modigliani and Miller, Friedman's consumption functions; investment; government expenditure, fiscal policy; trade balance, exchange rates

Unit 3: Demand for Money

Money market and bond markets; demand for money

Unit 4: Macroeconomic Policies

ISLM model; fiscal and monetary policies in a closed economy; fiscal and monetary policies in an open economy – Mundell Fleming model; government deficits and stabilization

Unit 5: Aggregate Demand and Supply

Aggregate demand, inflation; relationship between income and unemployment; aggregate supply in the short run and the long run

Suggested Readings

- i. D'Souza, E. (2012). *Macroeconomics, 2nd edition*, Pearson: New Delhi
 - ii. Keneddy, P.E. (2012). *Macroeconomic Essentials: Understanding Economics in the News, 3rd edition*, PHI: New Delhi
 - iii. Mankiw, N. G. (2012). *Principles of Macroeconomics, 6th edition*, Cengage: New Delhi
 - iv. McEachern, W. and Indira, A. (2012). *Macro ECON: A South Asian Perspective, 1st edition*, Cengage: New Delhi
 - v. Rangarajan, C. and Dholakia, B. (1979). *Principles of Macroeconomics*, Tata McGraw Hill: New Delhi
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**Course Details: Semester-II; Slot-1(16 credits)
(Eight Compulsory Courses)**

SBP2MB221: Business Ethics and Corporate Social Responsibility(2 credits)

Objective: This course illustrates the need and importance of doing business on the basis of ethical principles. It also attempts to bring out the various dimensions of corporate social responsibility.

Course Content:

Unit 1: Perspectives on Ethics

Early perspectives; later developments; state policies and ethics; Kant's categorical imperatives;

Unit 2: Utilitarianism

Concept; traditional theories; deontology vs utilitarianism

Unit 3: Rights and Ethics in the Context of Business Ethics

Concepts of rights and duties; moral, legal and human rights; libertarian viewpoint

Unit 4: Virtue Ethics and Ethics of Care

Virtues, actions and institutions; challenges of virtue theory; unconscious moral decision making

Unit 5: Overview of CSR

History and development of CSR; theories, challenges and trends; environment and institutional context; climate change and global warming

Unit 6: Internal organisation of the Corporate

History of the corporation; corporate governance; the companies act; politics and tension in the organisation

Unit 7: Stakeholders of Business

Consumers and employees, shareholders, suppliers, competitors, environment, trade unions and management

Unit 8: CSR: The Indian Experience

Industry and policy initiatives; role of civil society/media/ government; case studies of Indian CSR experience

Suggested Readings

- i. Albuquerque, D. (2010). *Business Ethics - Principles and Practices, 1st edition*, Oxford University Press.
 - ii. Chatterji, M. (2011). *Corporate Social Responsibility*, Oxford University Press.
 - iii. Crane, A., Matten, D. and Spence, L. (2007). *Corporate Social Responsibility: Readings and Cases in a Global Context*, Routledge.
 - iv. Velasquez, M.G. (2011). *Business Ethics: Concepts and Cases, 7th edition*, Pearson.
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SBP2MB222: Innovation and Entrepreneurship (2 credits)

Objective: The objective of this course is to illustrate the journey from imagination of an idea to its execution. A historical and institutional perspective is developed throughout the course to underscore the social underpinning within enterprise.

Course Content:

Unit 1: The Discipline of Innovation

Sources of innovation; principles of innovation; process of innovation; innovation and the entrepreneur

Unit 2: Historical Perspective to Innovation

Schumpeter's innovation concept; entrepreneurship theory; changing institutional form of innovation; other views (e.g. Hayek) on innovation

Unit 3: Institutional Perspective to Innovation

Types of innovation; creativity, imitation and innovation; creativity as a social process; social institutions and creativity; theory of the growth of the firm

Unit 4: Disruptive Innovation

Systematic innovation; innovator's dilemma

Unit 5: Organising for Innovation

Becoming an entrepreneur- developing an entrepreneurial mindset; organizing for innovation; strategy for driving innovation; financing innovation; marketing innovation

Unit 6: Building Business Models

The promise of innovation for entrepreneurs - understanding the landscape; developing competitive advantage; tools for creating a business model

Suggested Readings

- i. Bessant, J. and Tidd, J. (2011). *Innovation and Entrepreneurship, 2nd edition*. Wiley
 - ii. Drucker, P. F. (2006). *Innovation and Entrepreneurship*. Harper Business
 - iii. Schumpeter, J. A. (2000), Entrepreneurship as Innovation, *Entrepreneurship: The social science view*, 51-75.
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SBP2MB223: Leadership and Change (2 credits)

Objective: The objective of the course is to discuss the role and relevance of leadership especially in the context of managing change within organisations

Course Content:

Unit 1: Concept and Context of Change

Kotter's model of change; diagnose the environment and opportunities; identify the readiness and need for change; internal and external factors

Unit 2: Principles and Process of change

Clarity of expectations; experiences of change; compatibility with organisational goals

Unit 3: Change and Resistance

Types of change; framework for change; identifying resistance; overcoming resistance

Unit 4: Role of leadership in Change

Understanding leadership; leadership style and change; change management and transformational leadership

Unit 5: Leading Strategy and Change Management

Change teams: champions, sponsors, integrators; building teams for change; structured approach to change

Unit 6: Sustaining Change

Change and organisational effectiveness; organisational culture and change; negotiating change with individual members; stimulating culture of change

Suggested Readings

- i. Bennis, W. G. and Nanus, B. (2003). *Leaders: Strategies for Taking Charge, 2nd edition*, Harper Paperbacks
 - ii. Charmichael, J.L., Collins, C., Emsell, P. and Haydon, J. (2011). *Leadership and Management Development*, Oxford University Press.
 - iii. Harvard Business School (2003). *Managing Change and Transition: HBR Essentials*, Harvard Business School Press.
 - iv. Kotter, John P. (2014) *Accelerate*, Harvard Business Review Publishing, Boston.
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SBP2MB224: Operations Management (2 credits)

Objective: The objective of the course is to introduce concepts, processes, and methods of planning and managing operations both in manufacturing or service settings. Quantitative methods and use of software tools for operations planning and control will also be introduced with practical applications.

Course Content:

Unit 1: Introduction to Operations Management (OM)

Historical development of OM; OM functions; current issues, challenges and recent trends

Unit 2: Operations Strategy

Strategy design process; fitting operational activities to competitive strategy: order winning and order qualifying attributes

Unit 3: Demand Forecasting Methods

Designing a demand forecasting method; using excel for time series forecasting

Unit 4: Quality Management

Total quality management; SERVQUAL; statistical quality control

Unit 5: Process analysis and capacity planning

Process as a unit of measurement and planning in operations; analysing process and related metrics; economies and diseconomies of scale; capacity related decisions in operations planning; methods for capacity planning

Unit 6: Facility Location and Layout

Strategic location of operations facilities; types of processes in operations; layout planning; methods for design layouts; using optimization software for layout planning

Unit 7: Aggregate planning

Introduction to sales and operation planning; MS excel based aggregate planning

Unit 8: Inventory management

Introductory concepts in inventory management; nature of inventories; EOQ concept; selective inventory control; introduction to applied inventory systems

Suggested Readings

- i. Gaither, N. and Frazier, G. (2002), *Operations Management: Concepts, Techniques and Applications*, 9th edition, Cengage Learning.
 - ii. Mahadevan, B. (2010). *Operations Management: Theory and Practice*, 2nd edition, Pearson Education.
 - iii. Mahapatra, P.B. (2010). *Operations Management: A Quantitative Approach*, 2nd edition, PHI Learning.
 - iv. Mathirajan, M. and Krishnaswamy, K.N. (2008). *Cases in Operations Management*, 1st edition, Prentice Hall India.
 - v. Russell, R.S. and Taylor, B.W. (2010). *Operations Management: Creating Value Along the Supply Chain*, 7th edition, Wiley India Pvt. Ltd.
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SBP2MB225: Corporate Finance (2 credits)

Objective: The objective of this course is to give an in-depth understanding of the two broad decisions the finance manager has to take – investment and financing decisions.

Course Content:

Unit 1: Introduction to Corporate Finance

Objectives of corporate finance; profit vs. wealth maximization; multiplicity of stakeholders and agency costs; corporate governance

Unit 2: Fundamentals of Valuation, Risk and Return

Time value of money; future value and present value; frequency of compounding; perpetuities and annuities; market risk and return; mean-variance efficiency; efficient markets hypothesis; securities market line, characteristic line and the capital asset pricing model; cost of equity estimation; cost of debt estimation

Unit 3: Long Term Investment Decisions

Techniques for the appraisal of long term investment decisions -NPV, IRR, payback; estimating project cash flow; cost of capital; hurdle rates; required return; factoring of inflation and risk in capital budgeting decisions; project interactions, side benefits, and side costs

Unit 4: Financing Structure and Dividend Decision

Financial and operating leverage; capital structure theories; designing the capital structure; optimal capital structure; optimal financing mix; financial leverage and financial distress; agency cost and capital structure; dividend decision: dividend policy and firms value; alternate forms of returning cash to shareholders

Unit 5: Short-Term Financial Management and Planning

Determinants of working capital; current asset financing; operating cycle and cash cycle; cash management; management of accounts receivable and inventories; estimation of working capital requirements; controlling the working capital; emerging trends in working capital financing

Suggested Readings

- i. Brealey, R. and Myers S. (2011). *Principles of Corporate Finance*, 10th edition, McGraw-Hill.
 - ii. Damodaran, A. (2002). *Corporate Finance: Theory and Practice*, 2nd edition, John Wiley and Sons.
 - iii. Eugene F. B. and Ehrhardt, M.C. (2010). *Financial Management: Theory and Practice*, 13th edition, Thomson South-Western.
 - iv. Lasher, W.R. (2014). *Financial Management: Principles and Practice*, 7th edition, Cengage Learning.
 - v. Srivastava, R. and Misra, A. (2011). *Financial Management*, 2nd edition, Oxford University Press, New Delhi.
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SBP2MB226: Structured Thinking and Problem Solving (2 credits)

Objective: The objective of the course is to expose the participants to various kinds of problem solving situations, and the structured problem solving process.

Course Content:

Unit 1: Introduction to Problem Solving

Nature of problems: simple vs complex, structured vs unstructured; common methodologies for problem solving; structured problem solving process; thinking for problem solving: logical, associative, empathic, bisociative, metaphoric, dialectical; convergent vs divergent thinking; design thinking; creative problem solving

Unit 2: Understanding the Problem

Situation, complication and key question; defining the problem – issue tree, ishikawa; barriers to understanding; layers of the problem; structuring the problem - deconstruction

Unit 3: Solving the Problem

Idea generation – SCAMPER; evaluation of alternatives; solution finding; implementation and plan of action

Unit 4: Presenting the Solutions

Pyramid principle; presentation; document writing

Suggested Readings

- i. Khandwalla, P. (2004). *Lifelong creativity: An unending quest*, Tata McGraw Hill Publishing: New Delhi.
 - ii. Proctor, T. (2004). *Creative Problem Solving for Managers*, Routledge.
 - iii. Treffinger, D., Isaksen, S. and Stead-dorval, K. B. (2005). *Creative Problem Solving: An Introduction*, Prufrock Press.
 - iv. Vangundy, A.B. (1997). *Techniques of Structured Problem Solving*, Van Nostrand Reinhold.
-

SBP2MB227: Business Research (2 credits)

Objective: The objective of the course is to develop an understanding of different research methods and tools, data collection and interpretation and report writing.

Course Content

Unit 1: An Introduction to Business Research

Research philosophy; epistemology; role of research in business decision making; ethical issues in research

Unit 2: Problem Identification and Definition

Review of literature; identifying research gap; formulating a research problem; context of the problem; hypothesis formulation

Unit 3: Research Design and Data Collection Approaches

Types of research design – exploratory, descriptive, experimental, grounded theory; primary and secondary data; quantitative and qualitative data

Unit 4: Quantitative Research Methods

Survey; questionnaire design; measurement and scaling;

Unit 5: Qualitative research methods

Case studies, focus group discussion, in-depth interviewing, observation and other methodologies

Unit 6: Data and Sampling

Sampling techniques; triangulation – validity and reliability of data fieldwork and data collection process

Unit 7: Analysis of Quantitative Data

Coding and preparation of data; hypothesis testing (one sample, paired sample, ANOVA); correlation and regression; results and interpretation

Unit 8: Analysis of Qualitative Data

Template analysis, content analysis, thematic analysis; transcription of data; coding of data; developing case lets; interpretation of data

Unit 9: Report preparation and presentation

Report format and writing; oral presentation; research follow-up

Suggested Readings

- i. Bryman, A. and Bell, E. (2015). *Business Research Methods, 3rd edition*, Oxford University Press.
- ii. Field, A. (2013). *Discovering Statistics using IBM SPSS Statistics*, SAGE Publications Ltd.
- iii. Malhotra, N. K. (2008). *Marketing Research: An Applied Orientation, 5th edition*, Pearson Education India.
- iv. Paul, D., Yeates, D. and Cadle, J. (2010). *Business Analysis, 2nd edition*, British Informatics Society Ltd.
- v. Ranjit, K. (2011). *Research Methodology - A Step-by-Step Guide for Beginners, 3rd edition*, SAGE Publications Ltd.
- vi. Zikmund, W., Babin, B., Carr, J. and Griffin, M. (2012). *Business Research Methods, 8th edition*, Cengage Learning.

SBP2MB228: Spreadsheet Modelling (2 credits)

Objective: The objective of the course is to introduce the participants to using spreadsheet for solving managerial problems.

Course Content:

Unit 1: Basics of Excel and Sensitivity Analysis

Formulae, referencing; data tables, goal seek, scenario building; excel add-ins; basics of macros

Unit 2: Investment Analysis

NPV, IRR; discounting, compounding, annuity functions

Unit 3: Lookup Functions

VLOOKUP, HLOOKUP, LOOKUP, INDEX, MATCH, OFFSET

Unit 4: Database Operations

Sorting, filtering, advanced filtering; conditional formatting; DSUM, DCOUNT, DAVERAGE, DMAX, DMIN; simple and complex queries; pivot tables; SUMIF, COUNTIF, AVERAGEIF; logical operators: AND, OR

Unit 5: Handling String Functions, Date and Time

LEFT, MID, RIGHT, LEN, SUBSTITUTE, REPLACE, FIND, SEARCH, DATE, DAY, MONTH, YEAR, TODAY, WEEKDAY

Unit 6: Arrays and Matrix Functions

Array functions; MMULT, MINVERSE, TRANSPOSE; solver

Unit 7: Statistical Functions

Random variables; statistical distributions – normal, student's t, probability, permutations and combinations; regressions, LINEST, data analysis tool pack

Suggested Readings

- i. Sah, A.N. (2009). *Data Analysis Using Microsoft Excel, 1st edition*, Excel Books.
 - ii. Walkenbach, J. (2013). *Microsoft Excel 2013 Bible*, Wiley
 - iii. Whigham, D. (2007). *Business Data Analysis Using Excel, 1st edition*, Oxford University Press.
 - iv. Winston, W.L. (2013). *Microsoft Excel 2013: Data Analysis and Business Modelling*, PHI: New Delhi.
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Course Details: Semester-II; Slot-2 (4 credits)

SBP2MB229: Summer Project

During the second slot of the first semester (April-June) students will be required to undergo summer training in an organisation, based on which they are required to submit a report. The report will be assessed and graded for 4 credits.

Course Details: Semester-III; Slot-1(12 credits)
(Two Compulsory and Four Elective Courses)

SBP2MB321: Business Laws and Corporate Governance

Objective: The objective of the course is to cover the main laws impacting day to day business and to examine the legal framework so as to understand and adapt to new laws which are enacted from time to time. It also aims to introduce the participants to the legal and non-legal governance mechanisms that affect economic activities.

Course Content:

Unit 1: Basic concepts and provisions

Legal framework – basic principles; Constitution; Recent laws for those with entrepreneurial aims

Unit 2: Indian Contract Act 1872

Formation, Discharge

Unit 3: Special Contracts

Contract management including Arbitration as dispute resolution method

Unit 4: Important Acts

Sale of Goods Act – 1930; International Trade Law; Consumer Protection Act 1986; Negotiable Instruments Act;

Unit 5: Companies Act

Features, types, doctrines, incorporation, commencement, prospectus, shares, debentures

Unit 6: Company Management

Oppression and mismanagement; Accounts and audit; Winding up; Inspection

Unit 7: Corporate Governance

Basics; Need for corporate governance; Corporate governance provisions under Company Law 2013 and Clause 49 of listing agreement

Suggested Readings

- i. Jain, N.K. (2007). *Company Law and Practice*, Deep and Deep Publications.
 - ii. Kuchhal, M.C. (2010). *Business Law* (5th Edition), Vikas Publishing House
 - iii. Malla, P. (2010). *Corporate Governance History, Evolution And India Story* (1st Edition), Routledge
 - iv. Parthasarthy, S. (2011). *Corporate Governance: Principles, Mechanism and Practice*, Wiley India
 - v. Singh, A. *Law of Contract*, Eastern Book Company.
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SBP2MB322: Strategic Management

Objective: This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It focuses on the information, analyses, organizational processes, skills and business decisions that managers must make to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.

Course Content:

Unit 1: Introduction to Strategic Management

Core concepts; Strategic management process; Mission, vision and objectives

Unit 2: External analysis

Identification of industry, opportunities and threats; Porter's Five Forces Model of competitiveness; Concept of strategic groups; Industry life cycle model and the competitive environment

Unit 3: Internal analysis

Analysis of internal strengths and weaknesses – resources, capabilities, competencies; Building blocks of competitive advantage; Value chain and value creation; Distinctive competencies; Issues relating to durability of competitive advantage

Unit 4: Functional level strategy

Achieving superior efficiency, superior quality, superior innovation and superior customer responsiveness across the organisation

Unit 5: Business level strategy and industry environment

Competitive positioning; Business models; Generic business level-strategies; Strategic groups and business-level strategy; Strategies in fragmented, embryonic, mature, sunrise and sunset industries

Unit 6: Corporate strategy

Horizontal and vertical integration; Diversification; Strategic alliances - internal new venturing, acquisitions, joint ventures, and review of corporate portfolio

Unit 7: Strategy in the Global Environment

Determinants of national competitive advantage (Porter's Diamond); Profiting from global expansion, 3As model, strategic choice, entry strategies, global strategic alliances

Unit 8: Strategy implementation and Evaluation

Organisational structure and design, Strategic control systems; Culture and rewards systems; Alignment of structure and strategy, and strategic leadership; Strategy Evaluation

Suggested Readings

- i. Ghemawat, P. (2013). *Redefining global strategy: Crossing borders in a world where differences still matter*. Harvard Business Press.
- ii. Grant, R. M. (2005). *Contemporary Strategy Analysis: Concepts, Techniques, Applications* (5th edition), Wiley Blackwell
- iii. Kim, W. C., and Mauborgne, R. (2015). *Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant*. Harvard Business Review Press.
- iv. Porter, M.E. (2010). *Competitive Strategy: Techniques for Analysing Industries and Competitors*, Simon and Schuster Editions

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Course Details: Semester-III; Slot-2 (12 credits)
(Six Elective Courses)

Course Details: Semester-IV; (16 credits)
(Six Elective Courses and Project Study)

SBP2MB421: Project Study

Objective: In this course participants will undertake a real life research/business problem guided by faculty mentor(s) and subsequently complete and submit a research project report. The requirement of preparation of a report based on the research undertaken will help the participant develop an ability to carry out research, to report their findings/results accurately and coherently and to internalise constructive criticism. The objective of the project study is to enable participants to work intensely in an area of their interest and to enable them to apply relevant theoretical techniques appropriate to their chosen area of research. Project study provides an opportunity to the participants to draw together and integrate the knowledge gained and the skills developed from the various courses undertaken in the course of MBA programme.

Course Content:

Topic of Project

Participants can undertake a project study in any area of management with a combination of both theoretical and practical elements. They may choose to carry out an academic research, a consultancy type project or prepare a business plan.

The Academic Research Project is an independent research effort by an individual student under the supervision of a faculty mentor. In the conduct of academic type research project, candidates will undertake research with an objective of some original contribution to knowledge. The research may require collection of primary data or could be based on secondary data or both. The research may aim to explore an unexplored area or fill the gap in the existing literature. Candidates may also choose to write a dissertation based on an indepth analysis of a particular sector/industry/product etc.

In the Consultancy Type of Research, candidate may undertake a project based on a real life management problem. The candidate may find a project from a business organisation, public institutions, NGO etc. and work under the joint guidance of the industry mentor and faculty mentor.

The Project Topic may also be related to developing a business plan for a new entrepreneurial venture. In such types of projects, candidates are also expected to include a feasibility analysis of the proposed business plan based on the field data.

In all types of the projects, candidates must demonstrate their ability to critically evaluate the academic literature, collect data systematically, organise the findings and ensure that the research results are presented in a logical and clear manner.

Project Duration and Course Execution

The course will begin at the start of the II year of the MBA programme with the requirement of submitting a short research proposal/idea indicating their domain of interest and supervisor preference (optional; in consultation with the concerned faculty). Based on their research interest, each participant will be assigned a faculty mentor(s).

Participants will work with the assigned faculty mentor and prepared a detailed project proposal. This will include the research topic, the research objectives and questions, the main literature (or issues), research design and methodology, scope and limitations that might be encountered and references. Once the research proposal has been approved by the faculty panel, the candidates will start the research process under the guidance of their faculty supervisor and work towards their own intellectual independence. They will thereafter be required to collect the data through fieldwork and submit a full analysis of the same in the format of a dissertation/project report. On the completion of the research, candidates will submit the project report in the school office with due approval of the faculty supervisor(s).

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FINANCE ELECTIVES

SBP2MB501: Financial Derivatives

Objective: The objective of the course is to introduce the participants to derivative instruments, pricing, and the implications of their use for financial crisis.

Course Content:

Unit 1: Introduction to Derivatives

Evolution of derivatives; Derivatives in developed and emerging economies; Implications for financial crisis; Types of derivatives – options, forwards, futures and swaps, payoffs; Use of derivative by hedgers and speculators

Unit 2: Forwards and Futures

Pricing of forwards and futures; Hedging with forwards and futures

Unit 3: Risk Management Strategies

Option trading strategies; Value at risk; Swaps

Unit 4: Option Pricing - I

Put call parity; Binomial option pricing, Black Scholes option pricing; Option greeks

Suggested Readings

- i. Hull, J. And Basu, S. (2013). *Options, Futures and Other Derivatives, 8th Edition*, Pearson
 - ii. Sundaram, R. and Das, S. (2013). *Derivatives: Principles and Practice*, McGraw Hill
 - iii. Singh, K. (1994). *Derivatives Markets: Structures and Risks*, Harvard Business School Publishing
 - iv. Grimshaw, J. (2008). *Introduction to Derivatives*, Richard Ivey School of Business
 - v. Conroy, R. (2007). *Forwards and Futures*, Darden Business Publishing, University of Virginia
 - vi. Conroy, R. (2007). *Hedging with Forwards and Futures*, Darden Business Publishing, University of Virginia
 - vii. Conroy, R. (2007). *Trading Strategies with Options*, Darden Business Publishing, University of Virginia
 - viii. Bruner, R. (2007). *Pricing of Options: Introduction and Applications*, Darden Business Publishing, University of Virginia
 - ix. Conroy, R. and Harris, R. (2007). *The Black Scholes Option Pricing Model*, Darden Business Publishing, University of Virginia
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SBP2MB502: Security Analysis and Portfolio Management

Objective: The course introduces the participants to the securities market, techniques for quantifying risk and return and use of options, futures, and other investment assets.

Course Content:

Unit 1: Investment Avenues and Process

Money market and bond market; Equity market; Derivative securities; Economy, industry and company analysis

Unit 2: Equity Pricing

Capital asset pricing model; Arbitrage pricing theory; Random walk and the efficient markets hypothesis; Contemporary pricing models; Equity valuation models

Unit 3: Bond Pricing

Risk and risk premiums; Bond pricing models; Portfolio management

Unit 4: Mutual Funds

Investment companies and mutual funds; Taxation of mutual funds; Investment performance of mutual funds

Unit 5: Corporate Tax Planning and Management

Tax Planning, Tax Evasion and Tax Avoidance; Issues of Corporate Taxation in India

Suggested Readings

- i. Bodie, Z., Kane, A., and Marcus, A. (2010). *Investments (9th Edition)*, McGraw-Hill/Irwin.
- ii. Chandra, P. (2012). *Investment Analysis and Portfolio Management (4th Edition)*, McGraw Hill Education.
- iii. Fischer, D.E. and Jordan, R.J. (1995). *Security Analysis and Portfolio Management (6th Edition)*, Prentice Hall.
- iv. Dodd, D.L. and Graham, B. (2008). *Security Analysis (6th Edition)*, McGraw-Hill Professional.
- v. Singhania, V.K. and Singhania, M. (2016). *Corporate Tax Planning & Business Tax Procedures with Case Studies (20th Edition)*, Taxmann Publisher.
- vi. Tan, R.S.K., Huszar, Z.R., and Zhang, W. (2016). LyxorChinaH versus LyxorMSIndia: Portfolio Risk and Return, *Harvard Business Review*. W16027.
- vii. Southam, C. (2009). Alex Sharpe's Portfolio, Ivey Publishing. *Harvard Business Review*. 908N20.
- viii. Billou, N. (2010). Jane Lennox. Ivey Publishing. *Harvard Business Review*. W98128.

SBP2MB503: Financial Markets

Objective: The course evolves an understanding of features of financial system, markets and instruments. It covers the basic theories and operations of financial systems and it emphasizes on the financial instruments, markets and their structures.

Course Content:

Unit 1: Introduction to Financial Markets

Primary and secondary markets, Money and capital markets and their instruments; Financial intermediation; Debt markets: prices and yields; Buying and selling bonds; The term structure of interest rates; Instruments: Government bonds, corporate bonds, asset-backed securities.

Unit 2: Other types of Financial Markets

Foreign exchange markets; Commodity markets; Markets for derivatives: Instruments and their functioning.

Unit 3: Venture Capital and Credit Rating

Venture capital, private equity and credit rating: functioning and types

Unit 4: Banking and its role and Regulation

Basic principles of banking; Bank regulation: risk-weighted assets and Basel agreements; International bank crisis; Retail, corporate and investment banks

Unit 5: Insurance and Mutual Funds

Insurance and its role in the financial markets; Mutual funds: role and importance

Unit 6: Financial Regulatory Framework

Role of RBI, SEBI, IRDA, PFRDA.

Suggested Readings

- i. Pathak B., (2008). *The Indian Financial System*, Paperback 2nd ed., Pearson Education.
 - ii. Fabozzi F. J., Modigliani, F., Jones J.F., Ferri, G.M. (2007). *Foundations of Financial Markets and Institutions*, 3rd ed. Pearson Education.
 - iii. Gomez, C. (2008). *Financial Markets, Institutions and Financial Services*, 1st edition, PHI.
 - iv. Kohn, M. (2007). *Financial Institutions and Markets*, 2nd ed., Oxford University Press.
 - v. Machiraju, H.R. (2010). *Indian Financial System*, 3rd edition, Vikas Publishing.
 - vi. Mishkin, F.S. and Eakins, S.G. (2011). *Financial Markets and Institutions*, 6th edition, Pearson Education.
 - vii. Saunders, A., and Cornett, M. (2008), *Financial Markets and Institutions-An Introduction to the Risk Management approach*, McGraw Hill Companies (Special Indian Edition).
 - viii. Shiller, R.J. (2012). *Finance and the Good Society*. Princeton University Press.
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SBP2MB504: Microfinance

Objective: The course talks about the various Micro finance models which are existing in India with specific reference to the Self Help Group (SHG) model which is a home grown Model. It covers a discussion on the Micro Finance Institutions (MFIs) and their changing role in developing this sector and how Micro Finance is being marketed in the economy.

Course Content:

Unit 1: Micro Finance the new Paradigm

Financial development and micro finance; The new paradigm transition from micro credit to micro finance; Financial accounting and analysis for business, SHG and the household; Concept of fungibility of money; Microfinance: entrepreneurship and gender

Unit 2: Microfinance Credit Lending Models

Bank linkage programme, Co-operative model and NGO-MFI model; Differences between SHG and joint liability group (JLG) model; Indian SHG

Unit 3: Role of Micro Finance Institutions

Select case studies of microfinance institutions; Development of microfinance in India: Government initiatives and policies.

Unit 4: Risks in Microfinance Institutions, Ratings and Impact Assessment

Types of risks in microfinance; Risks in agricultural microfinance and feasibility tests for agricultural credits; Strategies for risk minimization; Social rating of MFIs by M-CRIL; Credit rating models in MFIs; Component of analyzing Indian SHGs; Impact assessment of microfinance.

Unit 5: Growth Strategies for MFIs and Other Contemporary Issues

Growth strategies for MFIs in microfinance sector; Customer retention and outreach; Concept and Mechanics of Islamic Banking; Payment Banks; Micro Finance and Social Entrepreneurship; Micro Insurance.

Suggested Readings

- i. Fisher, T. and Sriram, M.S. (2002). *Beyond Micro Credit, Putting Development Back into Micro Finance*, Sage.
- ii. Ghate, P. (2007). *Indian Microfinance: The challenges of rapid growth*. SAGE Publications India.
- iii. Harper, M. (2003). *Microfinance: evolution, achievements and challenges*. Intermediate Technology.
- iv. *Microfinance India State of the Sector Report 2016*. Access Development Services, New Delhi: Sage Publications.
- v. Ledgerwood, J. (2000). *Micro Finance Handbook, an Institutional and Financial Perspective, Sustainable banking with the Poor*, World Bank Publication.
- vi. Armendáriz, B., & Morduch, J. (2010). *The economics of microfinance*. MIT press.
- vii. Panda, D.K. (2013). *Understanding Micro Finance*, Wiley Precise Textbooks.
- viii. Prahalad, C.K. and Harvey C.F. (2006). *Fortune at the bottom of the Pyramid: Eradicating Poverty through Profits*, Wharton School Publishing.
- ix. Von Pischke, J.D. (1991). *Finance at the frontiers, Debt capacity and the role of credit in the Private Economy*, The World Bank Washington D.C.
- x. Yunus, M. and Jolis, A. (2003). *Banker to the Poor: Micro Lending and the battle against World Poverty*. Public Affairs.
- xi. Yunus, M. (2007). *Creating a world without poverty: Social business and the future of capitalism*. Public Affairs.

SBP2MB505: Strategic Cost Management

Objective: The objective of this course is to provide the students with a frame work for analysis and design of internal accounting systems. It tries to explain how these systems are used for decision making and motivating people in the organisations.

Course Content:

Unit 1: Introduction to Strategic Cost Management

Origin, growth and modern perspectives; Scope and purpose of management accounting; Determinants of cost behaviour, relevant costs; Target pricing and target cost; Value engineering and locked-in costs.

Unit 2: Performance Measures, Strategy and Balance Score Card

Choosing between financial and non-financial measures; Performance measurement in multinational corporations; Executive performance measurement and compensation; Downsizing and management of capacity

Unit 3: Investment centres and transfer pricing

Goal congruence and internal control systems; Transfer pricing methods; Multinational transfer pricing and tax considerations.

Unit 4: Different areas of Strategic cost management

Life cycle costing; Kaizen costing; Back flush costing; Cost accounting in a JIT environment; Customer profitability analysis; Benchmarking

Unit 5: Environmental cost management

Classifying environmental costs; Environmental cost strategies.

Suggested Readings

- i. Duncan, W. (2011). *Cost and management accounting*, Prentice Hall.
- ii. Hilton, R. W. and Platt, D.E (2013). *Managerial Accounting: Creating value in a dynamic business environment*, McGraw Hill, New York.
- iii. Horngren, C. T., Datar S. M., and Rajan M.V. (2014). *Cost Accounting*, 15th ed., Pearson Education.
- iv. Horngren, C. T., Sundem G. L., and Stratton W. O. (2012). *Introduction to Management Accounting*, 16th ed., Prentice Hall of India.
- v. Kaplan R. S. and Anthony A. A., (1998). *Advanced Management Accounting*, 3rd ed. Pearson Education.

SBP2MB506: Business Valuation and Corporate Re-structuring

Objective: The objective of the course is to introduce the participants to various valuation methodologies to value firms, mergers, acquisitions and divestitures.

Course Content:

Unit 1: Valuation Methodologies

Intrinsic Valuation, Relative Valuation and Contingent Claim Valuation; Impact of Capital Structure; Taxation and its impact on Corporate Finance Decisions

Unit 2: Valuation of Specific Assets

Valuation of intangible assets and intellectual property; Valuation of private and family firms; Valuation of financial firms; Valuation of real estate firms; Valuation of infrastructure firms

Unit 3: Mergers, Acquisitions and Corporate Restructuring

Financing issues in M&A: stock vs cash, synergies, accretion and dilution; Using transaction comparables to value deals; Leveraged buyouts; Divestitures and spin offs

Unit 4: Investment Banking, Private Equity and Venture Capital

Fundraising through public offerings (IPOs/FPOs); Private equity acquisition: Venture capital approach to valuation; Valuation of new firms

Suggested Readings

- i. Damodaran, A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of any Asset*, Wiley.
- ii. Sahlman, W. (2013). "A Simple Free Cash Flow Valuation Model", Harvard Business School Publishing
- iii. Luherman, T. (2009). "Business Valuation and the Cost of Capital", Harvard Business School Publishing
- iv. Ruback, R. (1995). "An Introduction to Cash Flow Valuation Methods", Harvard Business School Publishing
- v. Luherman, T. (2009). "Corporate Valuation and Marketing Multiples", Harvard Business School Publishing
- vi. Luherman, T. (1997). "What's it Worth? A General Managers Guide to Valuation", Harvard Business Review
- vii. Kester, W.C., Morley, J. and Froot, K. (1997). "Cross Border Valuation", Harvard Business School Publishing
- viii. Mitra, S.K. (2010). "Note on Cash Flow Valuation Methods: Comparison of WACC, FTE, CCF and APV approaches", Richard Ivey School of Business, The University of West Ontario
- ix. Clarkson, G. (2010). "Intellectual Asset Valuation", Harvard Business School Publishing
- x. Fortier, D. (1995), "A Note on Mergers and Acquisitions and Valuation", Richard Ivey School of Business, The University of Western Ontario
- xi. Cannella, M. (2015). "Technical Note on LBO Valuation and Modeling", Columbia Business School
- xii. Hellman, T, (2006). "A Note on Valuation of Venture Capital Deals", by Thomas Hellman, Stanford Graduate School of Business.
- xiii. Harvard Business School Press (2004). "Going Public: Adventure in the Capital Markets", Chapter 8, Harvard Business School Press

MARKETING ELECTIVES

SBP2MB611: Brand Management

Objective: The course focuses on the development and management of brands as valuable assets in competitive marketing strategies. It encourages an understanding of models for managing product portfolios, measuring brand performance, and developing brand equity through an understanding of consumer awareness, preference and loyalty.

Course Content:

Unit 1: Introduction to Brand and Brand Management:
Brand equity; Brand positioning and brand elements

Unit 2: Leveraging Secondary Brand Associations
Place/country of origin, distribution; Co-branding, licensing, celebrity, events

Unit 3: Brand Equity Measurement System
Brand value chain; Tracking studies; Brand management tools, PBM exercises

Unit 4: Measuring Sources of Brand Equity
Research techniques; Brand valuation; Aaker's brand equity model; Interbrand method

Unit 5: Designing and Implementing Branding Strategies
Brand architecture; Brand hierarchy, designing strategy; Corporate branding

Unit 6: Managing Brands over Time
Brand extension; Revitalizing brands

Suggested Readings

- i. Aaker, D. A. (1996). *Building strong brands*, New York: Free Press.
- ii. Aaker, D. A. (2012). *Building strong brands*. Simon and Schuster.
- iii. Aaker, D. A. (2004). *Brand portfolio strategy*, New York: Free Press. Education.
- iv. Aaker, D. A. (2009). *Managing brand equity*. Simon and Schuster.
- v. Aaker, D. A., & Joachimsthaler, E. (2012). *Brand leadership*. Simon and Schuster.
- vi. Kapferer, J. N. (2003). *Strategic brand management*, London: Oxford.
- vii. Kapferer, J. N. (2012). *The new strategic brand management: Advanced insights and strategic thinking*. Kogan page publishers.
- viii. Keller, K. L. (2008). *Best practice cases in branding*, New Delhi: Pearson.
- ix. Keller, K. L., Jacob, I., and Parmeswaran, A.M.G. (2011). *Strategic Brand Management*, 3rd Edition, Pearson
- x. Moorthi, Y. L. (2000). *Brand Management: The Indian Context*. Vikas Publishing House.
- xi. Ries, Al, and Ries, L. (2004). *The origins of brands*, New York: Collins.
- xii. Sengupta, S. (2005). *Brand positioning: Strategies for competitive advantage*. Tata McGraw-Hill Education.
- xiii. Verma, H. V. (2010). *Branding demystified: from plans to payoffs*, New Delhi: Response Books Sage.
- xiv. Temporal, P. (2011). *Advanced brand management: Managing brands in a changing world*. John Wiley & Sons.
- xv. Kumar, S. R. (2009). *Consumer behaviour and branding: concepts, readings and cases-the Indian context*. Pearson Education India.

SBP2MB612: Consumer Behaviour

Objective: The course introduces the theory of consumer behaviour and discusses the various social, cultural and marketing factors that influence the selection and usage of products and services. The objective of this course is to familiarize students to the consumer decision making process and its main influencing factors, drawn from behavioural science disciplines such as psychology, anthropology and sociology.

Course Content:

Unit 1: Introduction to Consumer Behaviour
Consumer research; Consumer behaviour and marketing strategy

Unit 2: Internal Influences on Consumer Behaviour
Psychological factors affecting consumer behaviour; Motivation and involvement; Personality, self-image and life style; Consumer perception, consumer learning, consumer attitude formation and change; Communication and consumer behaviour

Unit 3: External Influences on Consumer Behaviour
Influences of culture on consumer behaviour; Subcultures and consumer behaviour; Social class and consumer behaviour; Reference groups and family; Consumer influence and the diffusion of innovations

Unit 4: Consumer Decision Making
Decision making process; Decision making outcomes

Suggested Readings

- i. Best, R., Coney, K., Hawkins, D., and Mookerjee, A. (2005). *Consumer Behaviour: Building Marketing Strategy*, 5th Edition, Tata McGraw Hill.
- ii. Charan, R. (2008). *What the Customer Wants You to Know: How Everybody Needs to Think Differently*, Penguin Books India.
- iii. Loudon, D., and Bitta, A. D. (2001). *Consumer Behaviour: Concepts and Applications*, 4th Edition, Tata McGraw Hill Education Private Limited.
- iv. Schiffman, L., Kanuk, L.L., and Kumar, S.R. (2010). *Consumer Behaviour*, 10th Edition, Pearson.
- v. Solomon, M.R. (2010). *Consumer Behaviour: Buying, Having, and Being*, 8th Edition, Phi Learning
- vi. East, R., Wright, M., and Vanhuele, M. (2013). *Consumer behaviour: applications in marketing*, Sage.
- vii. Solomon, M., Russell-Bennett, R., and Previte, J. (2012). *Consumer behaviour*. Pearson Higher Education AU.
- viii. Kumar, S. R. (2009). *Consumer behaviour and branding: concepts, readings and cases-the Indian context*. Pearson Education India.
- ix. Quester, P; Pettigrew, S; Kopanidis, F; Rao Hill, S; Hawkins, D (2014). *Consumer Behaviour: Implications for Marketing Strategy*, 7th edition, McGraw Hill.
- x. Babin, B. J., & Harris, E. G. (2014). *CB5*. South-Western.

SBP2MB613: Integrated Marketing Communication

Objective: The objective of the course is to help students comprehend the principles and practices of marketing communications. It discusses the tools used by marketers to inform consumers and to present a managerial framework for integrated marketing communications planning.

Course Content:

Unit 1: Integrated Marketing Communications Functions

Partners and industry organizations; Brands and stakeholder relationships; Strategies for building brands

Unit 2: Integrating the Brand Communication Process

Customer brand decision making; IMC planning, segmenting, targeting, and positioning; Data-driven communication; Creating, sending, and receiving brand messages

Unit 3: IMC Creative Concept

Message strategy, print, broadcast, and out-of-home media, internet, interactivity, and e-commerce media; IMC media planning

Unit 4: Promotional Strategies

Consumer sales promotion, trade sales promotions and co-marketing; Personal selling, public relations and brand publicity direct marketing and customer service, product placements, events, sponsorship, and packaging, social media marketing

Unit 5: Evaluations of Promotional Strategies

Measuring effectiveness of various promotional methods and media

Unit 6: Contemporary Issues

Social, legal, and ethical issues; International marketing communications

Suggested Readings

- i. Almquist, E. & Wyner, G. (2001), Boost Your Marketing ROI with experimental Design, *Harvard Business Review*, 79 October 2001 79(9), 5-11.
- ii. Balachandran, I. (2011). *Don't Go Away. We'll Be Right Back: The Ups and Downs of Advertising*, Westland and Tranquebar Press
- iii. Barry, P. (2008). *The Advertising Concept Book: Think Now, Design Later: A Complete Guide to Creative Ideas, Strategies and Campaigns*, Thames and Hudson
- iv. Belch, G. E., Belch, M. A., Kerr, G. F., and Powell, I. (2014). *Advertising: an integrated marketing communication perspective*. McGraw-Hill Education.
- v. Chitty, Luck, Valos, Barker and Shimp (2015), *Integrated Marketing Communications*, Cengage Learning, 4th Edition (ISBN 9780170254304).
- vi. Dewhurst, T., & Hunter, A. (2002), Tobacco Sponsorship of Formula One and CART Auto Racing: Tobacco Brand Exposure and Enhanced Symbolic Imagery through Co-sponsors' Third Party Advertising, *Tobacco Control*, 11, 146-150
- vii. Duncan, T., and Ouwersloot, H. (2008), *Integrated Marketing Communications*. European ed. New York: McGraw-Hill,
- viii. Greenberg, J., & Elliott, C. (2009), A Cold Cut Crisis: Listeriosis, Maple Leaf Foods, and the Politics of Apology, *Canadian Journal of Communication*, 34(2), 189-204.
- ix. Keller, K. L. (2009), Building Strong Brands in a Modern Marketing Communications Environment, *Journal of Marketing Communications*, 15 (2-3), 139-155
- x. McCracken, G. (1989), Who is the Celebrity Endorser? Cultural Foundations of the Endorsement Process, *Journal of Consumer Research*, 16(3), 310-321.
- xi. Percy, L. (2014). *Strategic integrated marketing communications*. Routledge.
- xii. Pricken, M. (2008). *Creative Advertising: Ideas and Techniques from The World's Best Campaigns* (2nd Edition), Thames And Hudson

SBP2MB614: Services Marketing

Objective: The objective of this course is to explain the special need for services marketing discipline, the challenges for services marketing, and how to deal with them. It also aims at understanding of marketing practices in service organisations, and the recent trends in the service sector.

Course Content:

Unit 1: Introduction to Services Marketing

Services marketing concepts and practices; Differences between goods and services and the resulting challenges, 'Services marketing myopia'; Service marketing triangle, Services marketing strategies

Unit 2: Understanding Consumers and Service Quality

Service expectations, perceptions of service; Service quality, SERVQUAL tool, Service quality research

Unit 3: Service as a Product and Delivery Process

Creating Services and Managing Service Delivery Process: Core, facilitating, and support services; Customer participation in service production and delivery; Service blueprinting; Customer defined service standards; Demand and supply of services; Service delivery intermediaries

Unit 4: Service Pricing

Pricing of Services and Revenue Management; Costs, perceived value, and competition; Yield management and price bundling; Pricing strategies

Unit 5: Service Communication and Branding

Service promises and delivery; advertising for services, Role of promotion in marketing of services

Unit 6: Managing Physical Evidence of Service

Servicescape, Design for high-contact and low-contact services; physical evidence strategy

Unit 7: Managing People in Services

Customer satisfaction, Service oriented organizational structure, service failures and recovery strategies

Unit 8: Managing Customer Relationships

Building loyalty, Relationship marketing, Customer lifetime value (CLV) and customer equity

Suggested Readings

- i. Anderson, J. C., & Narus, J. A. (1998). Business marketing: understand what customers value. *Harvard business review*, 76, 53-67.
- ii. Berry, L. L., & Parasuraman, A. (2004). *Marketing services: Competing through quality*. Simon and Schuster.
- iii. Grönroos, C. (2007) *Service Management and Marketing – A Customer Relationship Management Approach*, Second Edition, London: John Wiley.
- iv. Hoffman, K.D., Bateson, J.E.G., Wood, E.H., and Kenyon, A.J. (2010). *Services Marketing: Concepts, Strategies and Cases*, Cengage Learning India Pvt. Ltd.
- v. Kurtz, D. L., & Clow, K. E. (1998). *Services marketing*. Wiley.
- vi. Lovelock, C., Chatterjee, J., and Wirtz, J. (2011). *Services Marketing-people, technology, strategy* (7th Edition), Pearson
- vii. Wilson, A., Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2012). *Services marketing: Integrating customer focus across the firm*. McGraw Hill.

SBP2MB615: Retail Marketing

Objective: The objective of the course is to make students understand the unique nature and scope of marketing in the retail environment and success factors that should be considered while developing retail marketing programmes.

Course Content:

Unit 1: Introduction to Retailing

Retail marketing management; Types of retailers; Global retailing; consumer buying behaviour in retailing, Retail formats

Unit 2: Strategic Issues in Retail Marketing

Financial and operational strategy; Retail location strategy; Retail site selection; Managing talent for retail marketing

Unit 3: Category Management

Retail marketing mix - product, product category structure and management; Merchandise management; Merchandise planning systems; Buying merchandise

Unit 4: Retail Pricing and Distribution

Retail marketing mix- price and distribution; Retail pricing, distribution, multi-channel retailing; Supply chain management and information systems

Unit 5: Managing Communication and Relationship

Retail marketing mix- promotion, retail communication mix; Customer relationship management, Store layout, design, and visual merchandising; Customer service

Unit 6: Contemporary Issues in Retail

E-tailing, Technology in retail; Future of retail

Suggested Readings

- i. Agrawal, N., and Smith, S. A. (Eds.). (2015). *Retail Supply Chain Management: Quantitative Models and Empirical Studies* (Vol. 223). Springer.
- ii. Baishya, D. And Biyani, K. (2007). *It happened in India*, Rupa and Co.
- iii. Berman, B., Evans, J.R. and Mathur, M. (2011). *Retail Management* (11th Edition), Pearson
- iv. Bhalla, A.K. (2011). *Retail Management*, Wisdom Press
- v. Clodfelter, R. (2012). *Retail buying: from basics to fashion*. A&C Black.
- vi. Fisher, M., & Raman, A. (2010). *The new science of retailing: how analytics are transforming the supply chain and improving performance*. Harvard Business Review Press.
- vii. Gilbert, D. (2003). *Retail Marketing Management*(2nd Edition), Pearson
- viii. Goworek, H., &McGoldrick, P. (2015). *Retail Marketing Management: Principles and Practice*. Pearson Higher Ed.
- ix. Levy, M., Weitz, B., and Pandit, A. (2010). *Retailing Management* (6th edition, India), Tata McGraw Hill Education Pvt. Ltd
- x. Varley, R. (2014). *Retail product management: buying and merchandising*. Routledge.
- xi. Vedamani, G. G. (2008). *Retail management*. Jaico, Ed. 3rd.
- xii. Walton, S., & Huey, J. (1992). *Sam Walton, made in America: My story*. New York: Doubleday.

SBP2MB616: Sales and Distribution Management

Objective: This course highlights the importance of sales and distribution function and its management. It deals with channel designing, distribution management, managing channel conflict, sales management, sales force planning and management of sales personnel.

Course Content:

Unit 1: Understanding Channel Intermediaries

Role of the intermediary; Evolution of channel structures; Reverse distribution; Distributor & retailer management; Channel designing & multi channel marketing; Channel designing approach: Multi channel designs; Dilemmas in channel correction; Make or buy decision in channel management.

Unit 2: Managing Marketing Channels

The need for channel management, Channel conflict, Channel Power, Operational issues in channel Management, Legal aspects of channel management

Unit 3: Measuring - Marketing Channel Performance

Effectiveness, equity, efficiency, tracking mechanisms

Unit 4: Physical distribution

Physical distribution system; functional areas of logistics; logistics integration for customer satisfaction; Distribution costs; Control and customer service; Supply chain management (SCM); Integration of sales and distribution strategy

Unit 5: Introduction to Sales Management

Objectives of sales management; Interface of sales with different functions; Theories of selling; AIDAS theory; Buying formulae; Need satisfaction selling; Features vs benefits, sales target setting, setting sales objectives; Sales forecasting, policies affecting sales.

Unit 6: Sales force Design

The sales executive, functions, qualities required; Structure of sales organization; Centralization vs Decentralization; Interface of sales organization.

Unit 7: Sales Force Management

Personnel management, recruitment, training programs, sales force motivation; Personal relationship in channel management; Evaluation of performance; Upward delegation

Unit 8: Sales Administration

Sales budgets; Sales territories; Sales force conflicts; Credit controls; Trade communications; Sales reporting & monitoring; People management skills; Common malpractices.

Suggested Readings

- i. De Vincentis, J., & Rackham, N. (1999). Rethinking the sales force. McGraw-Hill, New York.
- ii. Ingram, T. N., LaForge, R. W., Avila, R. A., Schwepker Jr, C. H., & Williams, M. R. (2012). *Sales management: Analysis and decision making*. ME Sharpe.
- iii. Panda, T. K., & Sahadev, S. (2012). *Sales and distribution management*. Oxford University Press.
- iv. Panda, T.K. and Sahadev, S. (2005). *Sales and Distribution Management*, OUP
- v. Still, R.R., Cundiff, E.W. and Govoni, N. (2009). *Sales Management: Decision Strategy and Cases*, 5th Edition, Pearson.

management,
management,

ator & retailer
Multi channel

es in channel

mer satisfaction;
gration of sales

selling; AIDAS
ng, setting sales

Centralization vs

al relationship in

unications; Sales

ll, New York.

M. R. (2012). *Sales*

ersity Press.

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Objective: This
Unit 1: Nature of
Socio-cultural
gender, sex, re
beliefs, marital
Theory of Sources

Unit 2: Frameworks
Frameworks of
theory of work

Unit 3: Challenges
Theories: Indian
education, socializ
time zone differen

Unit 4: Managing
Developing the plan
and leadership; Pa

Unit 5: Also number
Comparative analy
differences between
working with

Suggested Reading
Bhatia, S. K.
Barweyes, M.
Hadow, Pen
Schmidt, G.
Chandra, B.

Management, v
Saha, I. B. P.
Saha, J. B. P.
Thomas, D.
Francisco, B.

HR & OB ELECTIVES

SBP2MB721: Building Teams for Excellence

Objective: The objective of this course is to provide the participants the essentials of team building processes. It helps participants to develop appreciation for role of self in working effectively in teams. The course aims to turn a group of individuals into a collaborative team to achieve high performance through shared mission and collective responsibility.

Course Content:

Unit 1: Teams in organization
Teams as a system within the systems

Unit 2: Self and the Team
Centrality of self in team; Contours of healthy personality

Unit 3: Understanding self and others
Establish trust in teams; Role of feedback in self growth; Interpersonal relationship

Unit 4: Team design
Creating a balance team; Establish team roles

Unit 5: Stages of team building
Issues at each stage of team building

Unit 6: Managing Intergroup Conflict
Nature and causes of conflict; Conflict management strategies; importance of super ordinate goals

Unit 7: developing skills for team management
Leading and building team; Skills for managing self-managed teams, project teams, virtual teams; Building effective teams

Suggested Readings

- i. Chang, R. Y. (1994). *Building A Dynamic Team*, Richard Chang Associates, United State of America
- ii. De Bono, E. (2004). *How to Have a Beautiful Mind*, Vermilion, London
- iii. Hall, C. S., Gardner, L. and Campbell, J.B. (2011). *Theories of Personality*, Wiley India, 4th edition
- iv. Levi, D. (2011). *Group Dynamics for Teams*, (3rd Edition), Sage Publication, New Delhi.
- v. Steward, R. (2003). *Handbook of Team Working: Understanding and Managing Team*, Infinity Books
- vi. West, M. (1996). *Effective Teamwork*, Excel Books, New Delhi.
- vii. Schutz, William (1958). Interpersonal Underworld. *Harvard Business Review*. 36:123-135.
- viii. Kirkman, B. L., Gibson, C. B., & Shapiro, D. L. (2001). "Exporting" teams: *Enhancing the implementation and effectiveness of work teams in global affiliates*. *Organizational Dynamics*, 30(1), 12-39.
- ix. Linda A. Hill (1994). *Managing your team*. Harvard Business School, reading reference number: 9-494-081.

SBP2MB722: Diversity and Intercultural Management

Objective: This course aims to develop an appreciation of diversity in organizations; to understand the challenges of inter cultural management; and to develop effective skills for managing diversity.

Course Content:

Unit 1: Nature of Diversity

Socio-cultural and demographic dimension of diversity in India: caste, religion, language, age, ethnicity, gender, race, sexual orientation, physical abilities, educational background, geographic location, income, beliefs, marital status, and work experience; Psychological theories of diversity: Intergroup Processes & Threat as Sources of Prejudice, stereotyping, and discrimination

Unit 2: Frameworks of Cultural Diversity

Frameworks of cultural diversity; Hofstede's cultural dimensions to understand national culture; Schwartz theory of work values; Indian cultural values

Unit 3: Challenges of Diversity and Inter Cultural Management

Pluralistic Indian workplace; Issues at team level; Fragmented organizational culture; Challenges of selection, socialization, and training; Challenge of glass ceiling; Cultural diversity; Language barrier and time zone differences

Unit 4: Managing Diversity and Cross Cultural Issues

Developing the pluralistic / inclusive organization; Valuing diversity and preventing problems: Culture and leadership; Preventing harassment and bullying

Unit 5: Emerging Trends in Inter Cultural Management

Comparative analysis of different nations; Comparative perspective of HR with special reference to differences between and other nations such as Japan, China, US etc.; Managing diversity in globalization; Working with foreign expatriate; Managing diversity in virtual teams

Suggested Readings

- i. Bhatia, S. K. and Chaudhary, P. (2015). *Managing Cultural Diversity in Globalisation*. Deep and Deep Publications.
- ii. Browayes, M.J. and Price, R. (2011) *Understanding Cross – Cultural Management*, 2nd edition. Harlow: Pearson Education Limited.
- iii. Bhawuk, D. P. S., & Munusamy, V. P. (2010). Leading across Cultural Groups: Implications of Self-Concept. In K. Hannum, B. McFeeters, & L. Booysen (Eds.), *Leadership across differences: Cases and perspectives* (pp. 155-162). San Francisco, CQ: Pfeiffer.
- iv. Chandra, B. and Mahajan, S. (eds) (2007). *Composite culture in a Multicultural society*, Pearson Education, Delhi.
- v. K. Hannum, B. McFeeters, & L. Booysen (Eds.) (2010). *Leadership across differences: Cases and perspectives*, San Francisco, CQ: Pfeiffer.
- vi. Peter J. Dowling, Marion Festing and Sr. Allen D. Engle. (2008). *International Human Resource Management*, (6th Edition). Cengage Learning.
- vii. Sinha, J. B. P. (2014). *Psycho-Social Analysis of the Indian Mindset*. Springer, New Delhi.
- viii. Sinha, J. B. P. (2009). *Culture and Organizational Behaviour*. Sage Publications.
- ix. Thomas, D.C. and Inkson, K. (2003). *Cultural Intelligence: People Skills for Global Business*. San Francisco: Berrett-Koehler Publishers.

SBP2MB723: Coaching, Mentoring and Counselling

Objective: This course aims to develop an appreciation of developmental relationships in organizations; to understand the concepts and process of coaching, counselling, and mentoring; and to develop effective interpersonal skills for coaching and counselling

Course Content:

Unit 1: Introduction

Role of self and personality; Importance of counselling, coaching and mentoring at the workplace

Unit 2: Relationships Counselling

Developmental relationships; Transactional analysis

Unit 3: Coaching

Personality factors in coaching; Obstacles in coaching; Process of effective coaching; Giving and receiving feedback

Unit 4: Mentoring: Concept and Process

Mentor personality; Traits/Characteristics

Unit 5: Creating Organizational Systems and Processes

Effective Coaching; Effective counselling and Mentoring Processes at workplace

Suggested Readings

- i. Kottler, J. A. and Shepard, D.S.(2011). *Introduction to Counselling: Voices from the field*, Cengage Learning.
- ii. Shafer W. (2007). *Stress Management*, Cengage Learning.
- iii. Thomas, A. M. (1995). *Coaching for Staff Development* (British Psychological Society, Universities Press (India) Ltd).
- iv. Guptan, Sunil Unny (2006). *Mentoring: a practical guide to touching lives*. Response Books, New Delhi.
- v. Wickman, Floyd & Sjodin, Terri (2005). *Mentoring*. Tata McGraw Hill, New Delhi.
- vi. JanesCaranwell-Ward, Bosson, Patricia and Gover, Sue (2004). *Mentoring: A Henley review of best practices*. PalgraveMacMillan, New York.
- vii. Warren Redman (1996). *Counselling for your staff*. Kogan Page India Pvt. Ltd.
- viii. Margaret Hough (2002). *A Practical Approach to counselling* (2nd Ed.), Pearson Education Limited.

SBP2MB724: Performance Management

Objective: The course deals with concepts, tools and processes to develop performance management systems in organisations. It discusses the steps and process of designing and implementing goal setting processes, and how to review and monitor them.

Course Content:

Unit 1: Performance Management (PM) Concepts, Context and Use

Performance-definition; Performance appraisal vs. performance management; Goals and characteristics of PM

Unit 2: Process of PM

Performance planning and goal setting.

Unit 3: Measuring Performance

Measuring results and behaviours; Development of KRAs and KPIs; Different appraisal methods

Unit 4: Rating Methods and Determining Overall Rating

Rating errors and how to prevent errors; Design of appraisal forms

Unit 5: Implementing Performance Management Systems (PMS)

Ongoing monitoring and evaluation; Feedback communication and counselling

Unit 6: Designing PMS

Appraisal feedback and review

Unit 7: Team Performance

Managing Team Performance: Systems and issues

Unit 8: Balanced Scorecard

Development of balance score card; Relationship score card

Suggested Readings

- i. Cardy, R. L. and Leonard, B. (2012), *Performance Management*, 2nd Edition, PHI Learning Pvt. Ltd
- ii. Goel, D. (2012), *Performance Appraisal and Compensation Management*, 2nd Edition, PHI Learning Pvt. Ltd.
- iii. Rao, C. A. (2012), *Performance Management*, Biztantra.
- iv. Rao, T. V., *Appraising and Developing Managerial Performance*, Excel Books.
- v. Armstrong, M. and Baron, A. (2005) *Managing performance: performance management in action*. London: Chartered Institute of Personnel and Development.
- vi. Jaydeep Mukherjee & Anirban Basu (2010). Distributor Sales Force Performance Management. *VISION-The Journal of Business Perspective*. Vol. 14 (4), pp. 309-321.
- vii. Mukherjee, J. (2013). Sales Performance Management in KRC. *VISION-The Journal of Business Perspective*, 17(1), pp. 63-71.

SBP2MB725: Collective Bargaining and Negotiation Skills

Objective: This course orients participants with conceptual models and approaches to understand the dynamics of negotiation and the process of collective bargaining. It will familiarise them with the processes and skills to deal with conflicting situations towards developing collaborative labour management relations.

Course Content:

Unit 1: Collective Bargaining: Concepts
Principle of collective bargaining; Understanding of conflict; Competition and cooperation

Unit 2: Negotiation: Meaning and Types
Essence of negotiation; Distributive negotiation; Integrative negotiation

Unit 3: Negotiation Styles and Strategies
Pre-negotiation planning; Formulating negotiation strategy; Implementing negotiation strategy

Unit 4: Power and Influence in Negotiation
Communicating power and influence; Mediation in negotiation: third party

Unit 5: Negotiation and Collective Bargaining
Types of bargaining; Negotiating with trade unions; Achieving settlements; Ethics in negotiation;
Negotiating across cultures

Suggested Readings

- i. Jacobs, D. C. (1994). *Collective Bargaining as an Instrument of Social Change*. Westport, CT: Quorum Books
 - ii. Lewicki, R., Saunders, D. and Barry, B. (2009). *Negotiations* (5th Edition), TataMcgraw Hill
 - iii. Shell, G. R. (2006). *Bargaining for Advantage: Negotiation Strategies for Reasonable People*. Penguin Books
 - iv. V. Prasad and Durga V. (2009). Collective Bargaining-Its Relationship to Stakeholders. *Indian Journal of Industrial Relations*, vol. 45 No. 2, pp. 195 – 202.
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SBP2MB726: Compensation Management

Objective: This course will help the participants to appreciate the role and importance of compensation as a reward system. It would enable him/her to determine compensation in any given situation; understand the factors that affect compensation, and coordinate compensation with other HR initiatives.

Course Content:

Unit 1: Context and Theories of compensation
Wage theories; Theories of motivation

Unit 2: Models of Compensation
Factors of compensation; Internal equity; External competitiveness

Unit 3: Compensation and Corporate Strategy
Organisational objective and compensation policy

Unit 4: Pay Structures
Purpose/ basis of criteria; Developing pay structures; Job family, graded pay structures and pay bands;
Pay for performance; Benefits as compensation

Unit 5: Pay as Incentive Systems
Design incentive compensation package; Types of incentive: Individual vs. team based incentive schemes

Unit 6: Executive Compensation
Issues of executive compensation

Unit 7: Compensation and Budgeting
Tax, ESOPs

Suggested Readings

- i. Armstrong, M. (2010). *Armstrong's Handbook of Reward Management*, 3rd edition, Kogan Page
- ii. Armstrong, M. and Brown, D. (2006) *Strategic compensation: making it happen*. London: Kogan Page.
- iii. Chingos, P.T. (2002). *Paying for Performance*, John Wiley and sons
- iv. Milkovich, G., Newman, J. and Gerhart, B. (2014). *Compensation*, 11th Edition, McGraw Hill Higher Education
- v. Roberge, M. (2015). *The right way to use compensation*. Harvard business review, 93(4), 18.

OPERATIONS MANAGEMENT AND DECISION SCIENCE ELECTIVES

SBP2MB831: Supply Chain Management

Objective: This course will enable the participants to learn supply chain metrics and primary tradeoffs in making supply chain decisions. By equipping them with the basic tools of production planning and inventory control, supplier selection, supply chain coordination and risk management, the participant will be able to better appreciate the complexities of SCM

Course Content:

Unit 1: Introduction

Understanding the value chain and the supply chain; Evolution of supply chains; Supply chain processes

Unit 2: Designing Supply Chains

Drivers of supply chain; Supply chain strategy; Design of supply networks

Unit 3: Procurement Decisions

Procurement structure and design; Procurements procedures and supporting tools; Supplier relationship Management

Unit 4: Coordination and integration in supply chain

Impact of lead time; The bullwhip effect; Risk pooling; Collaborative planning, forecasting and replenishment models (CPFR)

Unit 5: Inventory management

Supply chain factors in inventory policy; Single period inventory control model; Multi-period continuous review (Q, R) inventory model; Multi-period periodic review (s, S) inventory model

Unit 6: Warehousing, transportation and information management

Warehouse strategy, planning and operations; Material handling; Principles of transportation and transportation functions; Transportation structure, costs, formats and network design; IT as an effective SCM enabler

Unit 7: Contemporary issues in SCM

Sustainable supply chains; Reverse logistics

Suggested Readings

- i. Bowersox, D.J., Closs, D.J., and Cooper, M.B. (2007). *Supply Chain Logistics Management*, 2nd Edition, Tata McGraw Hill.
- ii. Chopra, S., and Peter, M. (2013). *Supply Chain Management: Strategy, Planning and Operation*, 5th Edition, Prentice Hall.
- iii. Levi, D.S., Kaminsky, P., Levi, E.S., and Shankar, R. (2008). *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies*. 3rd Edition, Tata McGraw Hill.
- iv. Handfield R.B., Monczka, R.M., Giunipero, L.C. and Patterson, J.L. (2012). *Sourcing and Supply Chain Management*, 5th Edition, Cengage Learning
- v. Cohen, S. and Roussel, J. (2013). *Strategic Supply Chain Management: The Five Core Disciplines for Top Performance*, 2nd edition. McGraw Hill

SBP2MB832: Service Operations Management

Objective: The course helps participants to understand the strategic significance of service operations in achieving competitive advantage. They are exposed to appreciate the components and imperatives in service design, operations and delivery. It will familiarize them with the service delivery processes, service drivers and service quality.

Course Content:

Unit 1: Understanding Services

Role of services; Nature of services; Service products and processes; Service strategy

Unit 2: Designing the Service Enterprise

New service development; The service encounter; The supporting facility; Service facility location

Unit 3: Managing Service Operations

Forecasting, demand and capacity management; Pricing and revenue management; Managing facilitating goods; Technology in services

Unit 4: Service Quality and Continuous Improvement

Consumer behaviour in service encounters; Customer feedback and service recovery; Service quality management

Suggested Readings

- i. David, P. (2012). *Service Operations Management: The Total Experience*, Edward Elgar Publication
- ii. Fitzsimmons, J.A. and Fitzsimmons, M.J. (2008). *Service Management, Operations, Strategy and Information Technology*, 6th edition, Tata McGraw Hill
- iii. Johnston, R. and Clark, G. (2008). *Service Operations Management: Improving Service Delivery*, 3rd Edition, Financial Times/Prentice Hall
- iv. Lovelock, C.H., Wirtz, J. and Chatterjee, Y. (2011). *Services Marketing: People, Technology, Strategy*, Pearson Education
- v. Russell, R.S. and Taylor, B. W. (2010), *Operations Management: Creating Value Along the Supply Chain*, 7th Edition, Wiley India Pvt. Ltd
- vi. Wright, N.J., and Race, P. (2004). *The Management of Service Operations*, 2nd Edition, Thomson Press

SBP2MB833: Enterprise Resource Planning

Objective: The course has been designed to dwell on the basic concepts of ERP systems and their application across the various functional areas of an organization. The focus is on imparting an understanding of how ERP helps achieve business process integration.

Course Content:

Unit 1: Introduction to ERP

Introduction to enterprise and business processes; Basic ERP concepts; Risks and benefits of ERP; ERP and related technologies

Unit 2: ERP Implementation

Business modules of an ERP package; ERP package selection; ERP implementation life cycle; implementation process

Unit 3: ERP Transition and Deployment

ERP transition strategies; ERP vendors, consultants and employees; ERP operations and maintenance

Unit 4: ERP - Present and Future

ERP and e-business; SAS and cloud ERP market; Mobile ERP

Suggested Readings

- i. Garg, V. K. and Venkatakrisna, N.K. (2003). *Enterprise Resource Planning – Concepts and Practices*, Prentice Hall India.
 - ii. Jaiswal, M. and Vanapalli, G. (2005). *Text Book of Enterprise Resource Planning*, 1st Edition, Macmillan India Ltd.
 - iii. Leon, A. (2008). *Enterprise Resource Planning*, 1st Edition, Tata McGraw Hill
 - iv. Leon, A. (2008). *ERP Demystified*, 2nd Edition, Tata McGraw Hill, 2nd edition
 - v. Motiwalla, L. and Thompson, J. (2013). *Enterprise Systems for Management*, 2nd Edition, Pearson Education
 - vi. Summer, M. (2013). *Enterprise Resource Planning*, Pearson Education.
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SBP2MB834: Advanced Management Science Methods

Objective: The objective of this course is to develop an understanding of formal quantitative approaches to problem solving using advanced management science methods and their applications.

Course Content:

Unit 1: Classical Optimization Methods and Non-Linear Programming

Unconstrained optimization of single and multi-variable functions; Constrained single and multivariable optimization; Select non-linear programming formulations and solution methods

Unit 2: Dynamic Programming

Bellman's principle of optimality; Developing optimal decision rule; Applications of dynamic programming under certainty

Unit 3: Simulation Modelling

Introduction to types of simulation; Monte Carlo simulation; Simulations of inventory, queuing, investment and PERT problems

Unit 4: Sequencing Problems

Algorithms and applications of open shop, job shop and flow shop problems

Unit 5: Analytical Hierarchical Process

Introduction to multi-criteria decision making using AHP, Saaty scale, AHP algorithm and applications

Unit 6: Further discussions on fundamental decision science methods

Advanced waiting line and inventory management models, PERT cost estimation, Goal programming, Time minimization transportation models

Suggested Readings

- i. Anderson, D.R., Sweeney, D.J., and Williams, T.A. (2012). *An Introduction to Management Science: Quantitative Approaches to Decision Making*, 13th edition, Cengage Learning
- ii. Hillier, F. and Lieberman, G. (2012). *Introduction to Operations Research: Concepts and Cases*, 9th Edition, Tata McGraw Hill Education Private Limited
- iii. Hillier, F. and Lieberman, G. (2015). *Introduction to Management Science: A Modelling and Case Studies Approach with Spreadsheets*, 4th Edition, Tata McGraw Hill Education Private Limited
- iv. Powell, S.G., and Barker, K.R. (2014). *Management Science: The Art Of Modelling With Spreadsheets*, 4th Edition, John Wiley and Sons
- v. Sharma, J.K. (2009). *Operations Research: Theory and Applications*, 4th Edition, Macmillan India Limited
- vi. Winston, W.L. and Albright, S.C. (2014). *Practical Management Science*, 5th Edition, Cengage Learning.

SBP2MB835: Total Quality Management

Objective: The course focuses on prerequisites to TQM, higher management role in quality management, quality management methods and significance of quality gurus' contribution to the management of modern organizations and quality standards.

Course Content:

Unit 1: Introduction and philosophies of TQM

Concept of quality; Dimensions of quality; Evolution of TQM; Philosophies of quality Guru's: Deming, Crosby, Juran, Ishikawa, Feigenbaum and Taguchi; Costs of quality and measuring quality costs

Unit 2: Prerequisites of TQM

Quality orientation, leadership and employee involvement; Role of ISO QMS; Implementation and development of a TQM programme

Unit 3: Customer Focus and Satisfaction

Customer satisfaction and customer perception of quality; Customer feedback; Customer satisfaction measurement models;

Unit 4: Total Employee Involvement

Employee involvement and TQM; Motivation, team work, training and mentoring; Recognition and rewards; Performance appraisal and feedback

Unit 5: Continuous Process Improvement (CPI)

Processes and process improvement strategies; CPI approaches: Juran's Trilogy, kaizen, the 5S method

Unit 6: SPC and SQC Techniques

Seven tools of SQC; Process capability; 6-sigma methodology; Single-sample acceptance sampling

Unit 7: Quality Function Deployment (QFD)

Building a house of quality; Voice of customers; Applications of QFD

Unit 8: Benchmarking and Strategic TQM

Process of benchmarking; Understanding current performance; Types of benchmarking; Strategic TQM approaches

Unit 9: Quality Management Systems and Standards

Quality standard, ISO 9000, ISO 9001, ISO 14001; Quality awards - Malcolm Baldrige National Quality Award, Deming prize

Suggested Readings

- i. Besterfield, D.H., Besterfield, C., Besterfield, G.H., Besterfield, M.S., Urdhwareshe, H. and Urdhwareshe, R. (2011). *Total Quality Management*, 3rd Edition, Pearson Education
- ii. Charantimath, P.M. (2011). *Total Quality Management*, Pearson Education
- iii. Evans, J.R., and Lindsay, W.M. (2005). *The Management and Control of Quality*, 6th Edition, South-Western (Thomson Learning)
- iv. Gryna, F.M., Chua, R.C.H., and Defeo, J.A., (2006). *Juran's Quality Planning and Analysis for Enterprise Quality*, Tata McGraw-Hill Education

SBP2MB836: Managing E-business Operations

Objective: The focus is to enable the participants comprehend the underlying economic mechanisms and driving forces of e-business. It shall enable them to appreciate the critical building blocks of e-business operations and different types of prevailing business models employed by leading industrial leaders. It provides the participants, an opportunity to appraise the opportunities and potential to apply and synthesize a variety of e-business operations concepts.

Course Content:

Unit 1: Introduction to e-Business (6 hours)

e-business and its classification; e-Business revenue models

Unit 2: Architectural Framework for e-Businesses (8 hours)

Framework of e-Business; Electronic data interchange; e-business network infrastructure; e-business payment systems

Unit 3: e-Business Information and Risk Management (6 hours)

E-business information distribution and messaging; Information publishing technology; e-business risk management

Unit 4: e-business Operations (12 hours)

E-business operations strategy; Supply chain management and Quality Management in e-business; purchasing and inventory management; Mobile commerce

Suggested Readings

- i. Bhasker, B. (2006). *Electronic Commerce: Framework, Technologies and Applications*, 4th Edition, Tata McGraw Hill
 - ii. Deitel, H.M., Deitel, P., and Steinbuhler, K. (2001). *E-Business and E-Commerce for Managers*, 1st Edition, Prentice Hall
 - iii. Graham, D., Manikas, I., & Folinias, D. (Eds.). (2013). *E-logistics and e-supply chain management: Applications for evolving business*. IGI Global.
 - iv. Norris, M. and Steve, West. (2001). *E-Business Essentials*, 2nd Edition, John Wiley and Sons
 - v. Paul, P. (2011). *E-Business Strategy: Text and Cases*, Tata McGraw Hill.
 - vi. Schniederjans, M. J., Cao, Q., & Triche, J. H. (2013). *E-commerce operations management*. World Scientific Publishing Co Inc.
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ECONOMICS & PUBLIC SYSTEMS ELECTIVES

SBP2MB941: Political Economy of India

Objective: The objective of the course is to gain an understanding of how politics determines economy and vice-versa. It will discuss how institutions, political environment, bureaucracy and state economy function and influence each other. It would look at the interface of policy processes, institutions of governance and public service management along with understanding the challenges and problems related to the political economy of development.

Course Content:

Unit 1: Introduction to Political Economy

Philosophical foundations of Political Economy; The State, Society and Economy in Capitalism, The nature of the Indian State and its Interventions (From Nehruvian to Pre and post Liberalisation Privatization and Globalisation (LPG) Phase)

Unit 2: Constitutional Arrangements, Institutions and Governance

Important debates and main constitutional provisions related to administrative and fiscal relations; Public Policy processes, Federalism and Electoral politics; Institutions of Governance.

Unit 3: Bureaucracy and Public service management

Public Administration in Developing countries: some case studies; Administrative Reforms in India; impact of Law and public opinion, Relationship between Politicians, Bureaucrats, Civil Society, Lobbyists and Media.

Unit 4: Role of Public Sector Companies

Objectives and reforms in Public sector companies; autonomy vs accountability in public enterprises, Privatisation as reform, Disinvestment, public-private partnerships in India: some case studies.

Unit 5: Politics of Economic Growth

State, Markets and Inequalities, Regional disparities, Crony capitalism, Crisis of capitalism, Identity politics and Social Movements; International funding Agencies and International forums of Socio-economic Groups, Geopolitics and Markets.

Suggested Readings

- i. Basile, E., & Harriss-White, B. (2010). India's informal capitalism and its regulation. *International Review of Sociology*, 20(3), 457-471.
- ii. Bardhan, P. (1998). *The Political Economy of Development in India: Expanded edition with an epilogue on the political economy of reform in India*. OUP India.
- iii. Caporaso, J. A., & Levine, D. P. (1992). *Theories of political economy*. Cambridge University Press.
- iv. Corbridge, S., Harriss, J., & Jeffrey, C. (2013). *India Today: Economy, Politics and society*. John Wiley & Sons.
- v. Frankel, F.R. (2009). *India's Political Economy: The Gradual Revolution (1947-2004) (11th Ed)*. Oxford University Press.
- vi. Kohli, A. (2006). Politics of economic growth in India, 1980-2005: Part I: The 1980s. *Economic and Political Weekly*, 1251-1259
- vii. Kohli, A. (2006) Politics of economic growth in India, 1980-2005: Part II: The 1990s and beyond. *Economic and Political Weekly*, 1361-1370.
- viii. Mukherji, Rahul, (ed) (2007). *India's Economic Transition: The Politics of Reforms*. Oxford
- ix. Singh, A. (Ed.). (2005). *Administrative reforms: Towards Sustainable practices*. SAGE Publications India.

SBP2MB942: Global Business Environment

Objective: The course familiarises the participant to the structure of the MNE, which continuously strives towards economic and operational efficiency. The emphasis is on the political, geographical, managerial and ethical challenges that confront it especially in the face of emerging and developing markets.

Course Content:

Unit 1: Globalization and its Critiques

What is globalization?; Drivers of globalization; Critiques of globalization

Unit 2: Fundamentals of international business

The International Business (IB) environment; Different organizational forms; Theories of internationalization; Market entry modes

Unit 3: Institutional Environment for IB/ International Political Economy

Institutional context for doing business; Political economy of international trade; National differences in political economy; Sovereignty at bay; GVCs and developing countries/ EMs; Debates on North – South Trade; Ethics in IB

Unit 4: IB Negotiations and Culture

Key negotiation skills; Importance of culture in business; Differences in culture

Unit 5: IB Strategy

Developing competitive strategy; Theory of the firm; Resource based view of the firm

Knowledge based view of the firm; Global integration, local adaptation, HQ- subsidiary relations

Unit 6: International institutions/ agencies and agreements

Issues of global governance; International organizations; International agreements; Regional economic integration

Suggested Readings

- i. Stiglitz, J. E. (2002). *Globalization and its discontents*. New York: W.W. Norton.
 - ii. Friedman, T. L. (2005). *The world is flat: A brief history of the twenty-first century*. New York: Farrar, Straus and Giroux.
 - iii. Hill, C. W. L. (2005). *International business: Competing in the global marketplace*. Boston: McGraw-Hill/Irwin.
 - iv. Porter, M. E. (1986). *Competition in global industries*. Boston, Mass: Harvard Business School Press.
 - v. Ghauri, P. N., & Usunier, J. C. (2003). *International business negotiations*. Emerald Group Publishing.
 - vi. O'brien, R. (2000). *Contesting global governance: Multilateral economic institutions and global social movements* (Vol. 71). Cambridge University Press.
 - vii. Paul, Justin. (2013). *International Business*. PHI Learning Pvt. Ltd.
 - viii. Naomi, K. (2000). *No logo: Taking aim at the brand bullies*. New York: Picador.
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SBP2MB944: Rural and Urban Land Systems

Objective: The main objective of this course is to provide an in-depth analysis of a Public Policy framework on Rural and urban land systems mostly in Indian context. Focussing on land systems the learning objective is to understand land rights, inequalities, acquisition mechanisms, constitution rights and the politics of dispossession.

Course Content:

Unit 1: Introduction to Rural and Urban land Systems

Caste and Jajmani systems; Types of Land Tenure, Common land and customary Law, Historical roots of emergence of land as Private Property, land reforms in India; Urban Land Use and Resources: Land cover change, Urban agriculture.

Unit 2: Historical perspectives on Land acquisition Policies

History of land acquisition in India; International experiences in land acquisition; some case studies, Eminent Domain, 1894 act of Land Acquisition Act, Land Acquisition, Rehabilitation and Resettlement Act (LARR) 2013.

Unit 3: Land Rights and Public Policies in Indian Context

Constitutional Rights for protection of Scheduled Tribes, Forest Right's Act (2006), PESA, Samatha Judgement, Environment Protection Act, National Highway's Act, Coal Bearing Act, Land Pooling, Transit Oriented Development, Various regulations of Real Estate sector; Smart Cities and land.

Unit 4: Inequalities and Land

Land and Displacement; Resistance and movements against land acquisition; Industrial corridors; land and marginalities, Special Economic Zones; Dispossession of land and agrarian distress; Legal, civil society and governance issues related to land.

Suggested Readings

- i. Balagopal, K. (2007). Land Unrest in Andhra Pradesh-I: Ceiling Surpluses and Public Lands. *Economic and Political Weekly*, Issue No. 38. 3829-3833.
- ii. Bandopphayay, S. (2015), *From Plassey to Partition: A History of Modern India*: Orient Blackswan
- iii. Bernstein H. (2008). 'Agrarian questions from transition to globalization'. In A. H. AkramLodbi and C. Kay (eds.) *Peasants and Globalization: Political economy, rural transformation and the agrarian question*. London: Routledge, 239-261.
- iv. Bhattacharya, N. (2007) *The Great Agrarian Conquest: the Making of a Colonial Rural Order*: Permanent Black
- v. E. Preteceille (1976), 'Urban Planning: The Contradictions of Capitalist Urbanization', *Antipode*. 8(1)
- vi. Guha, A. (2007). *Peasant resistance in West Bengal a decade before Singur and Nandigram*. *Economic and Political Weekly*, Issue No. 38, 3706-3711.
- vii. Guha, R., (1996). *A Rule of Property for Bengal: An Essay on the Idea of Permanent Settlement*, Duke University Press.
- viii. Li, T. (2009). Exit from Agriculture: A Step Forward or a Step Backward for the Rural Poor? *Journal of Peasant Studies*. 36(3): 629-636
- ix. Mukherjee, N. and R.E. Frykenberg, "The Ryotwari System and social organization in Madras presidency" in R.E.Frykenberg (ed.) *Land Control and Social Structure in Indian History*, pp.217- 226.
- x. Nirmal, M., Sarkar, R., & Pandey, A. (2009). *India Infrastructure Report 2009: Land—A Critical Resource for Infrastructure*.

SBP2MB946: International Economics

Objective: This course gives an overview of the determinants of trade between nations, and helps the participants to understand the mechanism behind real and financial flows between nations. Participants will be familiarised to the workings of key international institutions and trading blocs.

Course Content:

Unit 1: An Introduction to International Economics

Basic theories of international economics; New trade theory; Politics of international trade; North- South trade- dependency theory

Unit 2: Introduction to International Financial System

History of the international financial system; Origins of the eurocurrency market; Global financial markets

Unit 3: Foreign Exchange Determination and Markets and Parity Conditions

Introduction to the determination of exchange rates; Spot currency market; Currency derivatives; Currency forecasting; Parity conditions In international finance; Balance of payments

Unit 4: Measurement and Management of Foreign Exchange Exposure and International Capital Budgeting

Operating exposure; Accounting vs economic exposure; Translation exposure; Transaction exposure; Risk management: new approaches; International diversification; International capital budgeting

Unit 5: International Bond Market and International taxation

International bond market; International taxation and transfer pricing; Swap financing techniques and integrated financing decisions

Suggested Readings

- i. Salvatore, D. (2009). *International Economics* (10th Edition). John Wiley and Sons.
 - ii. Sodersten, B.O and Reed G. (1999). *International Economics*, McMillan, London.
 - iii. Krugman, Paul R., Obstfeld, M. and Melitz, M. (2014). *International Economics: Theory and Policy* (10th Edition). Pearson Education.
 - iv. Shapiro, A.C. (2012). *Multinational Financial Management* (9th Edition). WileyIndia Private Limited.
 - v. Levich, R.M. (1998). *International Financial Markets: Prices and Policies* (2nd Edition). McGraw-Hill Education.
 - vi. Desai, M.A. (2006). Globalizing the Cost of Capital and Capital Budgeting at AES. Harvard Business School Publishing. *Harvard Business Review*. 204109.
 - vii. Moolani, K.A. (2008). Pixonix. Inc.- Addressing Currency Exposure. Ivey Publishing. *Harvard Business Review*. 908N13.
 - viii. Yuan, P., and Crum, G. (2010). Pepsico Changchun Joint Venture: Capital Expenditure Analysis. Ivey Publishing. *Harvard Business Review*. 900N16.
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COURSES ON CONTEMPORARY ISSUES

SBP2MB901: Internship with NGO

Objective: The objective of the internship is to sensitize students with the emerging socioeconomic concerns, develop in them people sensitivity, and make them more aware of social issues. The course aims to facilitate the interaction of the participants with NGOs to understand the NGO process and functions.

Course Content:

The course will begin with a one day orientation visit to the selected NGO. Subsequently, the participants will uptake the work assigned by the NGO and write a reflective report.

Suggested Readings

- i. Dabhi, Jimmy C. (2008). *Organizational Culture of NGOs: does it matter?* Indian Social Institute, New Delhi.
 - ii. Drucker, Peter (1990). *Managing the Non profit organization: practices and principles*. Harper Collins Publications, New York.
 - iii. Awasthy, R. and Sharma, N. (2016). Understanding the growth needs and challenges of an NGO. *Indian Journal of Social Work [TISS]*, Volume 77, Issue 1, pp. 67-90.
 - iv. Awasthy, R. and Sahai, N. (2015) Gender Sensitivity among employees in NGO Sector: A case study. *Parikalpana-KIIT Journal of Management*, Vol. 11 (II), pp. 107 – 126.
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