Dr. B. R. AMBEDKAR UNIVERSITY DELHI
(AUD)

School of Management (SoM)
(Erstwhile Business, Public Policy and Social Entrepreneurship (SBPPSE))

Two-year (Full-Time) MBA Programme

Syllabus

School of Management (SoM)
Dr. B. R. Ambedkar University Delhi (AUD)

Two Year (Full Time) MBA

The School of Management (erstwhile 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 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 8 Credits	Electives worth 12 Credits
Semester 4 (16 Credits)	
Slot – 1	**Slot – 2**
SBP2MB421: Project Study (4 Credits)	
Electives worth 12 Credits	

<u>Electives</u>

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

<u>Assessment:</u> Students will be assessed in each course both continuously and comprehensively. Assessment is based on the grading system prescribed by the University (see attached grading Scheme).

Continuous assessment will be based on a minimum of two evaluations in each course of 2 credits and three assessments in courses of 4 credits, 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 for 2 credit courses and 40% for 4 credit courses.

The minimum passing grade in each course is P. If a student fails to pass a course s/he will repeat the course in the next academic year.

<u>Promotion</u>: A student is required to successfully obtain a minimum of 34 credits out of the 44 credits (with a minimum of P 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.

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

<u>Attendance</u>: Please refer to the attached attendance policy.

Other Important Information and Guidelines

1. Students are expected to follow the Code of Discipline of the AUD. Please read the document carefully https://aud.delhi.gov.in/sites/default/files/Universal-Content/code-of-discipline-1452020_0.pdf
2. AUD campus is a Smoking Free and Alcohol Free Zone.
3. Students are expected to keep their classroom clean.
4. Students are expected to conduct themselves responsibly within university campus as well as during field visits/industry visits/internship etc.
5. Students should take care of the university property and should never involve in making any damage to the university property.
6. Students are expected to reach their class room 10 minutes before the scheduled time as per time table.
7. All students are expected to be dressed in formal attire during guest lectures, presentations, school's events, industry and field visits.
8. Use of mobile phones, laptops, and other electronic/smart devises is not allowed in the classroom or other meetings unless the faculty instruct to use the same.
9. No student shall enter or leave the classroom without the permission of the instructor during classes.
10. Students are expected to maintain the decorum of the class and the university spaces. Ensure the discipline and maintain the decorum when you are in class as well as in the corridors.
11. All students are expected to attend all student related activities organised in the school.
12. Whenever students face any problem in the transaction of the courses or any other matter, the problem should be reported to the Office of the Dean so that immediate action can be taken.

13. MBA programme is a full time programme and expect full time engagement of the students. Students are expected to not engage in any kind of negotiation with the faculty for rescheduling classes or activates especially on Saturdays. Any special request for rescheduling should be communicated to programme coordinator only for most important

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

Building 'gender-sensitive and healthy' campus spaces is crucial for creating an enabling environment where our students and faculty, as individuals and as groups, can unfold our creative potential. The acts that constitute harassment are often general and diffused in our life. It is, therefore, important to understand what constitutes sexual harassment and how it affects our everyday lives in both public and private spheres, in educational institutions and work environments. Our attempt is to generate a consciousness amongst the university community that treats the experience of sexual harassment as a violation of one's dignity as well as freedom of mobility, speech and expression. We are committed to providing a creative and stimulating academic culture and healthy and safe campus life to our students and staff. We welcome all those who join us in the coming year to become a part of this process of creating a campus environment with a unique and fulfilling experience.

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, 14thedition*, 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, andhow 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, 10thedition*, PHI Learning Pvt. Ltd.
ii. Luthans, F. (2008). *Organizational Behaviour*, *11thedition*, 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*, *2ndedition*, 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, 15thedition*, Pearson
vii. Sinha, J.B.P. (2009). *Culture and Organizational Behaviour*, Sage Publications.

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 PresentingData
Tabulation and graphical representation of data; cross tabulations and scatter plots;using MSExcel

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

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 company's 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.

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. andKaur, 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., Rubenfeld, 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

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 issued 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

Unit4: 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., 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.

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. andDholakia, B. (1979). *Principles of Macroeconomics,* Tata McGraw Hill: New Delhi

---

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.

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.

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.

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. andKrishnaswamy, 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. andMyers 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.andEhrhadt, 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.

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 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*, *3rdedition*, 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.

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.

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

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).

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. 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). 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: FinancialRegulatory 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., andVanhuele, 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. Dewhirst, 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., andOuwersloot, 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.

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.

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), Tata Mcgraw 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.

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

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 Venkatakrishna, 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.

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., & Folinas, 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.

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. *C*orbridge, 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) (IInd 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. Bandophayay, 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.