

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

**RULES, REGULATIONS
AND
COURSE CONTENTS**



FACULTY OF MANAGEMENT STUDIES
UNIVERSITY OF DELHI
DELHI - 110007
2010

CONTENTS

	Page number
Rules, Regulations and Courses	
Affiliation	3
The Programme Structure	3
-Part –I: First Year	3
-Part –II: Second Year	4
List of Elective Courses	5
Scheme of Examinations	8
Pass Percentage	8
Promotion Criteria	9
Division Criteria	9
Re-Examination	9
Span Period	9
Attendance	10
Course Contents	11
Compulsory Courses	12
Semester - 1 : MBAFT-6101 to MBAFT-6108	12
Semester - 2: MBAFT-6201 to MBAFT-6208	24
Semester - 3: MBAFT-6301 to MBAFT-6303	35
Semester - 4: MBAFT-6401 to MBAFT-6403	40
Elective Courses	
Finance Area : MBAFT-7101 to MBAFT-7113	44
Marketing Area : MBAFT-7201 to MBAFT-7213	64
OB & HRM Area : MBAFT-7301 to MBAFT-7314	79
Production & Operations	
Management Area: MBAFT-7401 to MBAFT-7411	96
Entrepreneurship Area: MBAFT-73501 to MBAFT-7506	111
I T Management Area: MBAFT-7601 to MBAFT-7609	118
Services Management Area: MBAFT-7701 to MBAFT-7709	130
Contemporary Issues Area: MBAFT-7801 to MBAFT-7803	143

RULES, REGULATIONS AND COURSES

AFFILIATION

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

THE PROGRAMME STRUCTURE

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

		Semester - Odd	Semester- Even
Part I	First Year	Semester - 1	Semester - 2
Part II	Second Year	Semester - 3	Semester - 4

PART I: FIRST YEAR

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

Semester - 1

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

Semester- 2

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

Summer Training

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

PART II: SECOND YEAR

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

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

Semester - 3

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

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

In addition a student is required to choose 5 electives

Semester- 4

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

In addition, a student is required to choose 5 electives

LIST OF ELECTIVE COURSES

AREA -1: FINANCE

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

AREA - 2: MARKETING

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

AREA - 3: OB & HRM

MBAFT-7301	Management of Industrial Relations
MBAFT-7302	Human Resource Planning and Development
MBAFT-7303	Manpower Development for Technological Change
MBAFT-7304	Cross Cultural and Global Management
MBAFT-7305	Performance Management
MBAFT-7306	Training and Development
MBAFT-7307	Managing Interpersonal and Group Processes
MBAFT-7308	Managing Diversity
MBAFT-7309	Counselling Skills for Managers
MBAFT-7310	Human Resource Development: Strategies and Systems
MBAFT-7311	Leadership, Power & Politics
MBAFT-7312	Negotiation, Persuasion and Social Influence Skills
MBAFT-7313	Personal Power & Leadership through Asian Values
MBAFT-7314	Compensation Management

AREA - 4: PRODUCTION & OPERATIONS MANAGEMENT

MBAFT-7401	Advanced Operations Management
MBAFT-7402	Operations Strategy
MBAFT-7403	Total Quality Management
MBAFT-7404	Operations Research
MBAFT-7405	Environment and Safety Management
MBAFT-7406	Modelling in Supply Chain Management
MBAFT-7407	Decision Models and Optimization
MBAFT-7408	Quantitative Analysis of Risk and Uncertainty
MBAFT-7409	Production Planning and Control
MBAFT-7410	Supply Chain Management
MBAFT-7411	Technology, Innovation and New Product Management

AREA - 5: ENTREPRENEURSHIP

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

AREA - 6: INFORMATION TECHNOLOGY MANAGEMENT

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

AREA - 7: SERVICES MANAGEMENT

MBAFT-7701	Management of NGOs
MBAFT-7702	Tourism Marketing
MBAFT-7703	Transportation Management
MBAFT-7704	Hospitality Marketing
MBAFT-7705	Hospitality Operations Management
MBAFT-7706	Civil Aviation Management
MBAFT-7707	Airport Management
MBAFT-7708	Service Operations Management
MBAFT-7709	Total Service Quality Management

AREA - 8: CONTEMPORARY ISSUES*

MBAFT-7801

MBAFT-7802

MBAFT-7803

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

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

SCHEME OF EXAMINATIONS

1. English shall be the medium of instruction and examination.
2. Written Examinations shall be conducted at the end of each Semester as per the Academic Calendar notified in advance
3. Each course will carry 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
4. The duration of written examination for each paper shall be three hours.
 - 4.1 The internal assessment marks shall be based on factors such as:
 - Participation in case studies/ discussion, seminars and group activities;
 - Class tests, quizzes and mid-term tests;
 - Submission of written assignments, term papers and viva-voce
 - Class attendance.
 - The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet.
 - 4.2 The scheme of evaluation of paper MBAFT-6401: Project Study shall be as follows:
 - (a) The Project Study shall commence from the third semester and report shall be submitted towards the end of the fourth semester.
 - (b) The written part of the Project Study shall account for 50 marks and the viva-voce to be conducted by a duly constituted examination board for 50 marks.

PASS PERCENTAGE

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

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

PROMOTION CRITERIA

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

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

DIVISION CRITERIA

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

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

RE-EXAMINATION

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

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

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

SPAN PERIOD

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

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

ATTENDANCE

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

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

COURSE CONTENTS

COMPULSORY COURSES

SEMESTER - 1: MBAFT-6101 to MBAFT-6108

MBAFT-6101: ORGANIZATIONAL BEHAVIOUR

Objective

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

Course Contents

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

Suggested Readings

1. Daft, R., I. (2004). *Organization theory and design* (8th ed.). USA: Thomson South-Western.
2. Luthans, F. (2002). *Organizational behaviour* (9th ed.). New Delhi: Tata McGraw-Hill.
3. McShane, L., & Gilnow, M. V. (2003). *Organizational behaviour* (2nd ed.). New Delhi: Tata McGraw-Hill.
4. Pareek, U. (2007). *Understanding organizational behaviour*. New Delhi: Oxford University Press.
5. Robbins, S. P., & Judge, T.A. (2009). *Organizational behaviour* (13th ed.). New Delhi: Prentice- Hall of India.
6. Singh, K. (2009). *Organizational behaviour: Text and cases*. New Delhi: Pearson Education.

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

MBAFT-6102: QUANTITATIVE METHODS

Objective

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

Course Contents

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

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

Suggested Readings

1. Black, K. (2008). *Business statistics for contemporary decision making* (5th ed.). New Delhi: Wiley India.
2. Spiegel, M. R., Schiller, J., & Srinivasan, R. A. (2004) *Probability and statistics* (2nd ed.). New Delhi: Tata McGraw Hill.
3. Levin, R. I., & Rubin, D. S. (1999). *Statistics for management* (7th ed.). New Delhi: Prentice Hall of India.
4. Webster, A. (2006). *Applied statistics for business and economics* (3rd ed.). New Delhi: McGraw Hill.
5. Gupta, S. P., & Gupta, M. P. (2005). *Business statistics*. Delhi: Sultan Chand & Sons.
6. Taha, H. A. (2007). *Operations Research: An Introduction* (8th ed.). Delhi: Pearson Education.

7. Hillier, F. S., & Liebermann, G. J. (2006). *Introduction to operations research* (8th ed.). New Delhi: Tata McGraw Hill.
8. Winston, W. L. (2009). *Operations research: applications and algorithms* (4th ed.). New Delhi: Cengage Learning.
9. Narag, A. S. (2009). *Linear programming and decision making* (4th ed.). New Delhi: Sultan Chand & Sons.
10. Sharma, J. K. (2009). *Operations research: theory and applications* (4th ed.). Delhi: Macmillan.
11. Srinivasan, G. (2007). *Operations research: principles and applications*. New Delhi: Prentice Hall of India.

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

MBAFT- 6103: MANAGERIAL ECONOMICS

Objective

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

Course contents

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

Suggested Readings

1. Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield. E. (2009.). *Managerial economics: theory, applications and cases* (6th ed.). London: W. W. Norton & company.
2. Baumol, W.J. (2006). *Economic theory and operations analysis*. New Delhi: Prentice Hall.
3. Brickley, J. A, Smith, C. W. & Zimmerman, J. L. (2008). *Managerial economics & organizational architecture* (5th ed.). New Delhi: McGraw Hill.
4. Hirschey, M. (2009). *Managerial economics: an integrative approach*. New Delhi: Cengage Learning.
5. Koutsoyiannis, A. (2003). *Modern micro economics* (2nd ed.). New Delhi: Palgrave, McMillan.
6. Mark, H. (2009). *Fundamentals of managerial economics* (9th ed.). U.S.A: Cengage Learning.
7. Petersen, H. C., & Lewis, W. C. (2007). *Managerial economics* (9th ed.). New Delhi: Prentice Hall of India.
8. Salvatore, D. (2007). *Managerial economics* (6th ed.). London: Oxford University press.

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

MBAFT- 6104: FINANCIAL ACCOUNTING

Objective

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

Course Contents

Accounting in Business: Accounting for Decision Making– A Managerial Perspective, Financial Accounting and Management Accounting, Accounting as an information system, Indian Accounting standards, IFRS, Harmonization of Accounting Standards, Analyzing and recording business transactions,

Preparation of financial statements, Corporate Balance sheet.: Key terms, Contents and Format as per Schedule VI Part I of the Companies Act 1956

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

Analysis of Financial statements: Statement of Cash flows: Purpose and Importance, Classification of Cash Flows, Preparing a statement of cash flows, Significance of statement of cash flows.

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

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

Cost Volume Profit and Break even analysis: Importance and assumptions, Contribution margin, Profit planning, Profit volume graph, Limitations
Relevant costing in managerial decisions: Make or buy, accepting a special order, Dropping a product line, Decision to eliminate unprofitable segments

Cost Control and Performance Evaluation: Responsibility accounting and Segmental analysis- Types of Responsibility centres: effectiveness and efficiency, Criteria for divisional performance measurement, Return on investment and residual income

Transfer pricing: Objectives, Transfer pricing methods, Examples
Human Resource accounting and Life cycle accounting

Suggested Readings

1. Anthony, R. N., Hawkins, F. D., & Merchant, K. A. (2006). *Accounting: text and cases* (12th ed.). New Delhi: Tata McGraw Hill.
2. Albrecht, W. S., Stice, D. J., Stice, E. K., Monte, R., & Swain, R .M. (2010). *Accounting: concepts and applications* (11th ed.). U.S.A: South Western.
3. Anthony, R. N. (2006). *Accounting: text & cases* (11th ed.). New Delhi: Tata McGraw Hill.
4. Belverd, E., Needles, Jr., & Powers, M. (2005). *Principles of financial accounting* (9th ed.). New York: Houghton Mifflin.

5. Garrison, R. H., Noreen. E. W. (2007). *Managerial accounting* (12th ed.). New Delhi: Tata McGraw Hill.
6. Hilton, R. W. (2008). *Managerial accounting* (3rd ed.). New Delhi: Tata McGraw Hill.
7. Larson, D. K., & Chiappetta, B. (2004). *Fundamental accounting principles* (17th ed.). New Delhi: McGraw Hill.
8. Michael, C. K. (2003). *Financial accounting: A focus on decision making* (2nd ed.). New Delhi: West Publishing Company.
9. Spiceland, J. D. (2009). *Financial accounting (International edition)*. New Delhi: Tata McGraw Hill.
10. Vij, M. (2009). *Management accounting*. New Delhi: MacMillan India Ltd.

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

MBAFT-6105: MARKETING MANAGEMENT

Objective

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

Course Contents

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

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

Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information.

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

Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling.

Developing Pricing Strategies: Setting Price, Factors influencing Price Determination

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

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

Suggested Readings

1. Etzel, M. J., Bruce, J., W., Stanton, W. J., & Pandit, A. (2010). *Marketing* (14th ed.). New Delhi: Tata McGraw-Hill.
2. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2009). *Marketing management: a south Asian perspective* (13th ed.). New Delhi: Pearson.
3. Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). *Basic Marketing*. New Delhi: Tata McGraw-Hill
4. Ramaswamy, V. S., & Namakumari, S. (2009). *Marketing management: global perspective Indian context* (4th ed.). New Delhi: Macmillan.
5. Saxena, R. (2009). *Marketing management* (4th ed.). New Delhi: Tata McGrawHill.

MBAFT- 6106: HUMAN RESOURCE MANAGEMENT

Objective

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

Course Contents

Fundamentals of HR Management: Concepts and Perspectives. Corporate objectives and challenges of HR in a dynamic environment. Job Analysis: Job

description and job Specification. Human Resource Planning: Demand and Supply; Downsizing and Retention.

Recruitment and Selection. Performance Management: potential assessment and competency development. Training and Development: Training process and methods.

Compensation and Reward Management: Job Evaluation, methods and types of compensation. Employee Relations and Trade Unions. Grievance Redressal, Dispute Resolution and Conflict Management. International Dimensions of HRM. Employee Empowerment.

Suggested Readings

1. Agarwala, T. (2007). *Strategic human resource management*. New Delhi: Oxford University Press.
2. Armstrong, M. (2006). *Armstrong's Handbook of human resource management practices* (10th ed.). London: Kogan page.
3. Cascio, W. (2009). *Managing human resources* (8th ed.). New Delhi: McGraw Hill.
4. DeCenzo, D. A., & Robbins, S. P. (2010). *Fundamentals of human resource management* (9th ed.). New York: John Wiley & Sons.
5. Dessler, G. (2008). *Human resource management* (11th ed.). New Delhi: Pearson Prentice Hall.
6. Greer, C. R. (2005). *Strategic human resource management: A general managerial approach* (2nd ed.). New Delhi: Pearson Education.
7. Martin, J. (2010). *Key concepts in human resource management*: New Delhi: Sage Key Concepts Series.
8. Mello, J. A. (2010). *Strategic Human Resource Management* (3rd ed.). India: Cengage learning.
9. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2004). *Human resource management*. USA: McGraw Hill Companies.
10. Sen, R. (2009). *Industrial relations in India* (2nd ed.). New Delhi: Macmillan India.
11. Som, A. (2008). *Organization redesign and innovative HRM*. New Delhi: Oxford University Press.

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

MBAFT-6107: BUSINESS COMMUNICATION

Objective

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

Course Contents

Conceptual Issues in communication: S-R model of Communication; Barriers and Facilitators in Communication. Aspects of Verbal and non verbal Communication.

Principles of Written Communication: 7 C.s of written communication. Deductive, Inductive & AIDA approach to writing business letters .Writing for: Inquiries, Claims, Invitations, Reservations and Orders .Refusal & Collection Letters. Sales Letters; Inter-office Memos; Resume Writing & Recommendation Letters.

Report Writing: Long & Short Business Reports and Business Proposal. Making Effective Oral Presentations; Conducting Business Meetings& Effective Interviews.

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

Legal Aspects of Business Communication.

Corporate Communication; Global Business Etiquette & Cross Cultural communication

Suggested Readings

1. Dent, F. O., & Brent, M. (2006). *Influencing*. India: Palgrave Macmillan.
2. Hogan, K. (2008). *The secret language of business: how to read anyone a. in 3 seconds or less*. New Jersey: John Wiley & Sons.
3. Kennedy, G. (2007). *Every thing is negotiable*. Michigan: Prentice Hall.

4. Lesikar, R. V., & Petit, J. D. (2007). *Business communication*. London (7th ed.). Homewood: Richard D. Irwin
5. Murphy, H. A., & Hildebrandt, W. (2007). *Effective business communications*. New Delhi: McGraw Hill.
6. Post, P., & Collins, P. P. (2005). *The etiquette advantage in business* (2nd ed.). New York: Harper Resource.
7. Thill, J., & Bovee, C. L. (2010). *Excellence in business communication* (9th ed.). Michigan: Prentice Hall.
8. Weeks, H. (2010). *Failure to communicate*. Boston: Harvard Business Press.

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

MBAFT-6108: INFORMATION TECHNOLOGY MANAGEMENT

Objective

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

Course Contents

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

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

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

Modes of Data Processing: Computer Software Systems; Software Development Process; Data Design & Report Design; Data Files - Types/Organizations; Master & Transaction Files; Relevance of Data Base

Management Systems and Integration of Applications. Application Portfolio Development.

Internet: Intranets and Extranets; Application of Internet technology in organizations. Data Communications. Networking: LAN & WANs. Applications Service Providers and Internet Service Providers.

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

Software/Program Development Cycle; Flow Charting; Input-Process-Output Analysis; Report Generation; Programming Concepts; Use of Data Files in Programming.

Management of Data Processing Systems in Organizations.

Suggested Readings

1. Bill, H., & Jaffe, B. D. (2001). *IT manager's handbook*. New York: Morgan Kauffman.
2. Efraim, T., & Wetherbe, J. (2009). *Information technology for management: transforming organizations in the digital economy introduction to information technology* (2nd ed.). NY: John Wiley & Sons
3. George, K. (2008). *Selected readings on information technology management: Contemporary issues*. New York: Information Science Reference.
4. Hakikur, R. (2009). *Global information technology: Contemporary applications*. New York: Information Science Reference.
5. Joyce, J., & Moon. M. (2008). *Microsoft office system plain & simple: plain & simple series*. Washington: Paw Prints.
6. Norton, P. (2009). *Introduction to computers* (6th ed.). New Delhi: Tata McGraw Hill Education.
7. Thomas, H. (2008). *Handbook & research technologies on digital Information technologies: innovations, methods, and ethical issues*. New York: Information Science Reference.
8. Williams, B. K., Sawyer, S. C. & Hutchinson, S. E. (2005). *Using information technology: A practical introduction to computers &*

communications (6th ed.). New Delhi: Tata McGraw.

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

SEMESTER – 2: MBAFT-6201 to MBAFT-6208

MBAFT –6201: ORGANIZATION EFFECTIVENESS AND CHANGE

Objective

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

Course Contents

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

Suggested Readings

1. Cummings, T. G., & Worley, C. G. (2002). *Organization development and change* (7th ed.). USA: Thomson South-Western.
2. Luthans, F. (2009). *Organizational behaviour* (9th ed.). New Delhi: McGraw- Hill.
3. McShane, L., & Glinow, V. M. (2003). *Organizational behaviour* (2nd ed.). New Delhi: Tata McGraw-Hill.
4. Pareek U. (2007). *Understanding organizational behaviour* (2nd ed.). New Delhi: Oxford University.
5. Robbins, S. P., & Judge, T. A. (2009). *Organizational behaviour* (13th ed.). New Delhi: Prentice-Hall of India.
6. Singh, K. (2009). *Organizational behaviour: Text and Cases*. New Delhi: Pearson education.
7. Sinha, J. B. P. (2008). *Culture and organizational behaviour*. New Delhi: Sage Publications.
8. Singh, K. (2009). *Organization change and development* (2nd ed.). New Delhi: Excel books.

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

MBAFT-6202: MANAGEMENT SCIENCE

Objective

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

Course Contents

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

Suggested Readings:

1. Albright, S. C., & Winston, W. L. (2009). *Management science: modelling with spreadsheets*. Delhi: Cengage Learning.
2. Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2009). An introduction to management science (13th ed.). New Delhi: Cengage Learning.
3. Gupta, M. P., & Khanna, R. B. (2006). *Quantitative techniques for decision making* (2nd ed.). New Delhi: Prentice Hall of India.
4. Hillier, F. S., & Liebermann, G. J. (2009). Introduction to operations research (9th ed.). New Delhi: Tata McGraw Hill.
5. Narag, A. S. (2009). *Linear programming and decision making* (4th ed.). New Delhi: Sultan Chand & Sons.
6. Sharma, J. K. (2009). *Operations research: Theory and applications* (4th ed.). Delhi: Macmillan.
7. Srinivasan, G. (2007). *Operations research: Principles and applications*. New Delhi: Prentice Hall of India.
8. Stevenson, W. J., & Ozgur, C. (2007). *Introduction to management science with spreadsheets*. New Delhi: Tata McGraw Hill.

9. Taha, H. A. (2007). *Operations research: an introduction* (8th ed.). Delhi: Pearson Education.
10. Winston, W. L. (2009). *Operations research: Applications and algorithms* (4th ed.). Delhi: Cengage Learning.

MBAFT-6203: ECONOMIC ENVIRONMENT OF BUSINESS

Objective

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

Course Contents

National income accounting frameworks and its usefulness in understanding economic environment of an economy. Classical, Keynesian micro-economic theories; IS - LM analysis and their policy implication for monetary and fiscal policies. Open economy macro- economics for understanding international linkages. Evolution of planned development in India, and different regulations, which conditions the working of the Indian economy. The process of structural adjustment and economic reforms- industrial policy, sectoral reforms. Disinvestment in public enterprises. Corporate governance in private sector. Foreign direct investment and evaluation of the processes of globalization in India.

Suggested Readings

1. Blanchard, O. (2008). *Macroeconomics* (4th ed.). New Delhi: Prentice Hall
2. Dhar, P. N. (2003). *The evolution of economic policy in India*. New Delhi: Oxford University Press.
3. Dornbush, R., & Fisher, S. (2007). *Macroeconomics*. New Delhi: McGraw Hill Publishing Company.
4. Errol, D. S. (2009). *Macroeconomics* (2nd ed.). New Delhi: Pearson Education.
5. Joshi, V., & Little. I. M. D. (1996). *India's economic reforms 1991-2001*. New Delhi: Oxford University Press Mankiw, N. G. (2007). *Principles of macro economics* (4th ed.). New Delhi: Thompson.

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

MBAFT-6204: FINANCIAL MANAGEMENT

Objective

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

Course Contents

Financial Management: An Overview. Evolution of finance, The Basic Goal: Creating Shareholder Value, Agency Issues, Business Ethics and Social Responsibility, Time value of money concept.

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

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

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

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

Dividend Decisions: Factors determining dividend policy, Theories of dividend - Gordon model, Walter model, MM Hypothesis, Forms of dividend – Cash dividend, Bonus shares, Stock split, Dividend policies in practice, Patterns observed in payout policies worldwide

Working Capital Management: Working capital policies, Risk – Return trade off, Cash management, Receivables management, Inventory management, Credit management, Working capital financing

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

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

Suggested Readings

1. Bhalla, V.K. (2009). *Financial Management*. New Delhi: Anmol Publications
2. Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. (2009). *Principles of corporate finance* (8th ed.). New Delhi: Tata Mc-Graw Hill.
3. Brigham, E F., & Davis, P. (2009). *Intermediate financial management* (10th ed.). USA: South Western.
4. Brigham, E. F., & Houston, J. F. (2007). *Fundamentals of financial Management* (11th ed.). USA: Thomson.
5. Chandra, P. (2008). *Financial management* (7th ed.). New Delhi: Mc-Graw Hill.
6. Hickman, K. A., Hunter, H. O., & Byrd, J. W. (2008). *Foundations of corporate finance* (2nd ed.). USA: South Western.
7. Horne, V. (2008). *Fundamentals of financial Management* (12th ed.). New Delhi: Pearson Education.
8. Keown, A. J., Martin. J. A., & Petty, J. W. (2010). *Foundations of finance* (7th ed.) USA: Pearson Prentice Hall.
9. Laney, M. (2009). *Business finance: Theory and practice* (8th ed.) New Delhi: Pearson Education.
10. Pandey, I M. (2008). *Financial management* (9th ed.). New Delhi: Vikas Publishing House.
11. Ross, S. F. (2007). *Fundamentals of corporate finance* (8th ed.). New Delhi: Tata Mc-Graw Hill.

12. Smart, S. B., Megginson, W. L., Gitman, L. J. (2007). *Corporate finance* (2nd ed.). USA: Thomson.

13. Watson, D., & Head, A. (2009). *Corporate finance: Principles and practice* (5th ed.). New Delhi: Pearson Education.

MBAFT-6205: MANAGEMENT ACCOUNTING

Objective

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

Course Contents

Cost concepts in Accounting: Evolution of Management Accounting & Current Issues, Overview of Management Accounting, Classification of costs, Methods of costing, Reconciliation and Integration between Financial and Cost Accounts; Material Cost and Control, Labour Cost and Control, Overhead Cost and Control, Job Batch and Contract Costing, Process Costing, By Products and Joint Product Cost.

Cost concepts in Decision Making: Cost concepts in decision-making; Relevant cost, Differential cost, Incremental cost and Opportunity cost, Objectives of a Costing System, Marginal Costing, Distinction between Marginal Costing and Absorption Costing, Break-Even Analysis, Cost-Volume-Profit Analysis, Various decision-making problems, Standard Costing and Variance Analysis, Budgetary Control & Performance measurement: Flexible Budgets; Performance Budgets, Zero based Budgets.

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

Suggested readings

1. Atkinson, A. A. (2004). *Management accounting* (4th ed.). New Delhi: Pearson Education.
2. Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. (2007). *Management accounting* (5th ed.). New Jersey: Pearson Prentice Hall.

3. Bhattacharyya, A. K. (2008). *Cost accounting for business managers*. New Delhi: Vikas Publication.
4. Burke, L. & Wilks, C. (2008). *CIMA official learning system management accounting decision management* (4th ed.). USA: CIMA.
5. Horngren, T. C., Datar, S. M., Foster, G., Rajan, M. V., & Ittner, C. (2009). *Cost accounting: A managerial emphasis* (13th ed.). New Delhi: Prentice Hall of India.
6. Horngren, T. C., Sundem, G. L., Stratton, W. O., Schatzberg, J., Burgstahler, D. (2007). *Introduction to management accounting* (14th ed.). New Delhi: Pearson Education.
7. Khan, M. Y., & Jain, P. K. (2009). *Management accounting* (5th ed.). New Delhi: Tata McGraw Hill.
8. Pandey, I. M. (2007). *Management accounting*. (3rd ed.). New Delhi:
9. Vikas Publications. Scarlett, B. (2008). *CIMA management accounting performance evaluation*. USA: Butterworth-Heinemann.
10. Vij, M. (2009). *Management accounting*. New Delhi: MacMillan India.

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

MBAFT- 6206: PRODUCTION AND OPERATIONS MANAGEMENT

Objective

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

Course Contents

Nature, Evolution and scope of Production and Operations management, Operations as a competitive strategy, Product and service design: Factors and issues, Facility location: planning and analysis, Flow strategies and process

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

Suggested Readings

1. Bozarth, C. C., & Handfield, R. B. (2007). *Introduction to operation and supply chain management* (2nd ed.). New Delhi: Pearson Education.
2. Chary, S. N. (2007). *Production and operations management* (3rd ed.). New Delhi: Tata McGraw Hill.
3. Davis, M. M., Aquilano, N. J., & Chase, R. B. (2003). *Fundamentals of operations management* (4th ed.). New York: McGraw- Hill.
4. Gaither, N., & Frazier, G. (2005). *Operations management* (9th ed.). USA: Thomson South –Western.
5. Greasley, A. (2009). *Operations management in business* (2nd ed.). London: Sage.
6. Heizer, J. & Render, B. (2004). *Operations management*. New Jersey: Prentice Hall.
7. Kruger, D., Ramphal, R., & Leipzig, K. V. (2009). *Operations Management* (2nd ed.). USA: Oxford University Press.
8. Meredith, J. R., & Scott M. S. (2007). *Operations management for MBAs* (3rd ed.). UK: John Wiley & Sons.
9. Muhlemann, A., Oakland, J., Lockyer K., Sudhir, B., & Katyayani, J. (2008). *Production and operations management lectures guide* (6th ed.). New Delhi: Pearson Education.
10. Stevenson, W. J. (2008). *Operations management* (10th ed.). New Delhi: Tata McGraw Hill.
11. Schroeder, R. G. (2006). *Operations management: Contemporary concepts and cases* (3rd ed.). New Delhi: McGraw Hill.

12. Wild, R. (2003). *Operations management text and CD-ROM* (6th ed.). UK: Thomson Learning.

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

MBAFT- 6207: MARKETING RESEARCH

Objective

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

Course Contents

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

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

Suggested Readings

1. Aaker, D. (2009). *Marketing Research* (9th ed.). San Francisco: Wiley
2. Bradley, N. (2008). *Marketing research: Tools and techniques* (2nd ed.). Delhi: Oxford University Press.
3. Burns, A. C., & Bush, R. F. (2007). *Marketing research* (6th ed.). New Delhi: Prentice Hall.
4. Churchill, G., Iacobucci, D., & Israel, D. (2009). *Marketing research: A South Asian perspective*. Delhi: Cengage Learning India.

5. Malhotra, N. (2006). *Marketing research: An applied orientation* (6th ed.). New Delhi: Pearson Education.
6. Marcus, J. S., Hollensen, S. (2007). *Marketing research: An international approach*. New Delhi: Pearson Education.
7. Tull, D. S., & Hawkins, D. I. (1993.). *Marketing research: measurement and method* (6th ed.). New York: Collier MacMillan.
8. Zikmund, W. G., & Babin, B. J. (2009). *Exploring marketing research* (10th ed.). USA: Cengage South-Western.

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

MBAFT-6208: MANAGEMENT OF INFORMATION SYSTEMS

Objective

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

Course Contents

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

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

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

Planning and Building IT Architecture; Information Infrastructure; Legal Issues and National Information Infrastructure.

Structured Systems Analysis; System Development; System Development Life Cycle. Cases on strategic use of IT in different industries. Discussion on ERP, CRM and SCM.

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

Suggested Readings

1. Effy, OZ. (2009). *Management information systems* (6th ed.). USA: Cengage Learning.
2. Kelly, J. R., & Potter, R. E., & Turban, E. (2006). *Introduction to information systems*. New York: John Wiley & Sons.
3. Kelley, G. (2008). *Selected readings on information technology management: contemporary issues*. New York: Information Science Reference.
4. Haag, S., Baltzan, P., & Phillips, A. (2009). *Business driven technology* (3rd ed.). New Delhi: McGraw-Hill/Irwin.
5. Laudon, K. C., & Laudon, J. P. (2006). *Management information systems: managing the Digital Firm* (10th ed.). New Delhi: Pearson Education.
6. Miller, M. L. (2008). *MIS cases: Decision making with application software* (4th ed.). New Delhi: Pearson Education.
7. O'Brien, J. A., & Marakas, G. (2010). *Management information systems* (10th ed.). New Delhi: Tata McGraw Hill Higher Education.
8. Turban, E., & Mclean, E. (2007). *Information technology for management: transforming organizations in the digital economy introduction to information technology*. New Delhi: John Wiley & Sons.

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

SEMESTER-3: MBAFT-6301 TO MBAFT-6303

MBAFT-6301: BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Objective

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

Course Contents

Conceptual Framework: Ethical considerations in everyday business. Business ethics as corporate governance tool, the costs of being unethical. Nature of business-purpose and goals: profit maximization versus corporate social responsibility. Global business environment, capitalism and free economy, changing work values from modernism to post-modernism. Philosophical frameworks for ethical decisions: Normative theories of ethics-Utilitarianism & Kant's ethos, Distributive Justice and Economic wealth, Islam and Business ethics, Asian spiritual philosophies of Vedanta, Taoism & Buddhism and the notion of dharma. Workplace issues: personnel policies and procedures for hiring, promotions, discipline & discharge, of remuneration. Standard deviations & performance related pay and perks, reorganization, rationalization & redundancy. Union tactics, Organizational influence on private lives, obtaining information and informed consent.

Financial issues: mergers & acquisitions, insider trading, financial statement. Job discrimination: gender & caste issues, sexual harassment. Ethical choices facing employees: obligation & loyalty to the firm, abuse of official position – insider trading & proprietary data, bribes & kickbacks, gifts & entertainment, whistle blowing. Issues before consumers: product safety, price packaging labelling, deception and unfit advertising. Environmental issues: pollution control, animal protection, value & protection of the eco system.

Institutionalizing ethics in organization: ethical decision making, ethical eco system. ethical accountability, ethical systems & structures, corporate wrongdoing. Ethical audit, codes of conduct. Ethical training. Corporate governance: theories, guidelines and practices. Corporate disclosure practices. SEC & SEBI codes, ICRA ratings etc. Ethics issues in Multinational organizations. Corporate Social responsibility and triple bottom line.

Suggested Readings

1. AIMA. (2007). *Corporate governance & business ethics*. New Delhi: Excel.
2. Blair, M. M. (1995). *Ownership and control: rethinking corporate governance for the 21st century*. Washington: Brookings Institution.
3. Carrol, S. J., & Gannon, J. J. (1997). *Ethical dimensions of international management*. New Delhi: Sage.
4. Chakraborty, S. K. (2001). *The Management and ethics omnibus*. New Delhi: Oxford University Press.
5. Coomaraswamy, A. K. (1993). *Spiritual authority and temporal power in the Indian theory of government*. New Delhi: Indira Gandhi National Centre for the Arts.
6. Flynn, G. (2008). *Leadership and business ethics*. U K: Springer.
7. Holden, I. P. (2000). *Ethics for managers*. Hampshire: Gower.
8. Johnson, C. E. (2008). *Meeting the ethical challenges of leadership: casting light or shadow* (3rd ed.). New Delhi: Sage.
9. MacLagan, I. P. (1998). *Management and morality: A developmental Perspective*. New Delhi: Sage.
10. Malachowski, A. (2001). *Business ethics: Critical perspective on business and management*. London: Routledge.
11. Malden, M. (2002). *The blackwell guide to business ethics*. New York: Blackwell.
12. Murray, D. (2001). *Ethics in organization*. India: Kogan Page.
13. Petrick, J. A., & Quinn, J. F. (1997). *Management ethics: Integrity at work*. New Delhi: Response Books.
14. Robert, A. (2009). *Business ethics and ethical business*. USA: Oxford University Press.
15. Sekhar, R. C. (2002). *Ethical choices in business* (2nd ed.). New Delhi: Response.

16. Shiva, R. S. (2001). *Corporate crisis management*. New Delhi: Response.
17. Valasquez, M. G. (2006). *Business ethics: Concepts and cases* (6th ed.). USA: Prentice Hall.
18. Williams, O. F. (Ed.). (2003). *Business religion and spirituality: A new synthesis*. USA: Notre Dame Press.

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

MBAFT-6302: STRATEGIC ANALYSIS

Objective

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

Course Contents

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

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

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

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

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

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

Static versus Dynamic Competitive Advantage

Suggested Readings

1. Bartlett, C. A., Ghoshal, S., & Beamish, P. W. (2009). *Transnational management: Text, cases & readings in cross-border management* (6th ed.). London: McGraw-Hill
2. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2009). *Economics of strategy* (5th ed.). India: Wiley.
3. Grant, R. M. (2010). *Cases to accompany contemporary strategy analysis* (7th ed.). New York: John Wiley.
4. Grant, R. M. (2010). *Contemporary strategy analysis*. London: Blackwell.
5. Johnson, G., Scholes, K., & Whittington, R. (2008). *Exploring corporate strategy*. New Delhi: Pearson Education.
6. Porter, M. E. (1998). *Competitive advantage of nations*. London: Macmillan Press.
7. Porter, M. E. (2004). *Competitive strategy*. (2004). New York: Simon & Schuster
8. Prahalad, C. K., & Krishnan, M. S. (2008). *The new age of innovation: Driving cocreated value through global networks*. New York: McGraw Hill.

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

MBAFT- 6303: LEGAL ENVIRONMENT OF BUSINESS

Objective

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

Course Contents

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

The Indian Contract Act, 1872; The Sale of Goods Act, 1930; The Consumer Protection Act, 1986; The Negotiable Instruments Act, 1881; The Patents Act,

1970; The Competition Act, 2002; The Arbitration and Conciliation Act, 1996; The Partnership Act, 1932; The Companies Act, 1956

Suggested Readings

1. Aggarawal, R. (2007). *Mercantile and commercial laws*. New Delhi: Taxmaan Allied Services.
2. Gulshan, S. S. (2009). *Business law*. New Delhi: Excel books.
3. Kapoor, N. D. (2009). *Elements of mercantile law*. New Delhi: Sultan Chand & Sons.
4. Kapoor, N. D. (2009). *Elements of company law*. New Delhi: Sultan Chand & Sons.
5. Kuchchal, M. C. (2009). *Business law*. New Delhi: Vikas Publishing.
6. Kumar, R. (2009). *Legal aspects of business*. New Delhi: Cengage Learning.
7. Tuteja, S. K. (1998). *Business law for managers*. New Delhi: Sultan Chand & Sons.
8. Wadhera, B. L. (2007). *Law relating to intellectual property*. New Delhi: Universal Law Publishing.

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

SEMESTER- 4: MBAFT- 6401 TO MBAFT- 6403

MBAFT- 6401: PROJECT STUDY

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

MBAFT-6402: STRATEGIC MANAGEMENT

Objective

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

Course Contents

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

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

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

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

Strategic Management in an International Firm

Suggested Readings

1. Bartlett, C. A., Ghoshal, S., & Beamish, P. W. (2009). *Transnational management: Text, cases & readings in cross-border management* (6th ed.). London: McGraw-Hill
2. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2009). *Economics of strategy* (5th ed.). London: Wiley.

3. Grant, R. M. (2010). *Cases to accompany contemporary strategy analysis* (7th ed.). London: John Wiley.
4. Grant, R. M. (2010). *Contemporary strategy analysis*. London: Blackwell.
5. Johnson, G., Scholes, K., & Whittington, R. (2008). *Exploring corporate strategy*. New Delhi: Pearson Education.
6. Porter, M. E. (1998). *Competitive advantage of nations*. London: Macmillan Press.
7. Porter, M. E. (2004). *Competitive strategy*. (2004). New York: Simon & Schuster
8. Prahalad, C. K., & Krishnan, M. S. (2008). *The New Age of innovation: Driving co created value through global networks*. New York: McGraw Hill.

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

MBAFT- 6403: INTERNATIONAL BUSINESS ENVIRONMENT

Objective

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

Course Contents

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

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

International Production: An Interdisciplinary Approach; Global Trends in International Production; Trade in Services: Opportunities and Constraints;

Internationalization of Service Firms; Operation Management in International Companies.

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

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

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

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

Suggesting Readings

1. Bhalla, V. K. (2009). *International financial management*. New Delhi: Anmol Publishers.
2. Bhalla, V. K., & Ramu, S. S. (2009). *International business environment*. New Delhi: Anmol Publishers.
3. Hill, C. W. L., & Jain, A. K. (2007). *International business competing in global market place*. New Delhi: McGraw Hill.
4. Mead, R. (2004). *International management: cross cultural dimensions* (3rd ed.). New York: Wiley.
5. Salvator, D. (2009). *International economics* (10th ed.). Singapore: John Wiley.
6. Seth, V. K. (2006). *Economics of services: A story of transformation of Cinderella with the queen of heart*. New Delhi: Ane Books.
7. Yarbraugh, B. V., & Yarbraugh, R. M. (2005). *The world economy: Trade and finance* (7th ed.). USA: Thomson South-Western.

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

ELECTIVE COURSES

AREA – 1: FINANCE: MBAFT- 7101 TO MBAFT- 7113

MBAFT-7101: QUANTITATIVE ANALYSIS OF FINANCIAL DECISIONS

Objective

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

Course Contents

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

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

Financial Decisions: Risk and return: CAPM and APT, Allocation of Asset in risky and non risky assets. Capital rationing, Goal programming. Capital investment decisions under risk, Capital structure, EBIT-EPS analysis, Corporate Debt Capacity Management Decisions, Cost-volume-profit analysis under conditions of uncertainty. Estimation and Projection of working capital Decisions, Replacement decisions, leasing Vs borrowing Decisions. Business Failure and Reorganization- Application of Multiple Discriminant Analysis; Decision Tree Analysis, Forecasting Business Failure, Mergers and Acquisitions, Valuing stocks and bonds, Project Valuation using Real Options.

Application Software: EViews or Stata

Suggested Readings

1. Bhalla, V. K. (2008). *Investment management*. New Delhi: Sultan Chand & Sons.

2. Brooks, C. (2008). *Introductory econometrics for finance* (2nd ed.). Cambridge: Cambridge University Press.
3. Clark, J. J., Hindelang, T. J., & Pritchard, R. E. (1989). *Capital budgeting: planning and control of capital expenditures* (3rd ed.). New York: Prentice Hall.
4. Fabozzi, F. J., Focardi, S. M., & Kolm, P. N. (2006). *Financial modelling of the equity market*. New Jersey: John Wiley.
5. Gujrati, D. (2009). *Basic econometrics* (5th ed.). New York: Tata McGraw-Hill.
6. Hampton, J. J. (1989). *Financial decision making* (4th ed.). USA: Prentice Hall.
7. Lee, A. C., Lee, J. C., & Lee, C. F. (2009). *Financial analysis, planning & forecasting: Theory and application* (2nd ed.). New Jersey: World Scientific.
8. Levy, H., & Sarnat, M. (1994). *Capital investment and financial decisions* (5th ed.). USA: Prentice Hall.
9. Pindyck, R. S., & Rubinfeld, D. L. (1997). *Econometric models and econometric forecasts* (4th ed.). New York: McGraw-Hill.
10. Thomas, Ho. S. Y., & Lee, S. B. (2004). *The oxford guide to financial modelling*. Canada: Oxford University press.
11. Wooldridge, J. M. (2007). *Introductory econometrics: A modern approach*. USA: Thomson South-Western.

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

MBAFT-7102: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Objective

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

Course Contents

Introduction to Investment theory; Investment objectives, constraints and policies, Investment alternatives; Attributes of an Investible instrument; Markets

for various Investment alternatives and recent developments; Valuation principles and Practices; Stock Market Analysis – Fundamental Approach, Technical Approach, Efficient Market Theory and Behavioural Theory; Equity Investment; Fixed Income Securities; Derivative securities; Other investment avenues; Investment Strategies and wisdom.

Suggested Readings

1. Bodie, Z. A., Kane, A., & Marcus, A. J. (2007). *Essentials of investments* (7th ed.). UK: McGraw Hill.
2. Chandra, P. (2008). *Investment analysis and portfolio management*. New Delhi: Tata McGraw Hill.
3. Fischer, D. E., & Jordan, R. J. (1995). *Security analysis and portfolio management* (6th ed.). India: Prentice Hall.
4. Kevin, S. (2006). *Security analysis and portfolio management*. New Delhi: Prentice Hall.
5. Ranganathan, M., & Madhumathi, R. (2006). *Investment analysis and portfolio management*. New Delhi: Pearson Education.
6. Reilly, F. K., & Brown, K. C. (2008). *Investment analysis and portfolio management* (9th ed.). UK: South Western College.
7. Vishwanath, S. R., & Krishnamurti, C. (2009). *Investment management: A modern guide to security analysis and stock selection*. New York: Springer.

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

MBAFT-7103: PORTFOLIO MANAGEMENT

Objective

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

Course Contents

Introduction to Portfolio theory; Investor's objectives, constraints and policies; Return – Risk analysis; Markowitzian Portfolio Theory; Leveraged and Unleveraged Portfolios; Multiple security portfolios; Capital Asset Pricing Model; Arbitrage Pricing Theory and Multifactor models; Optimum risky portfolio using

Single Index Model; Active Portfolio Revision; Portfolio risk management; Portfolio Performance Evaluation; Managed Portfolios in India;

Suggested Readings

1. Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P. (2009). *Investment* (6th ed.). New Delhi: Tata McGraw Hill.
2. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2009). *Modern portfolio theory and investment analysis* (8th ed.). New York: Wiley.
3. Fabozzi, F. J., & Markowitz, H. M. (Eds.). (2002). *The theory and practice of investment management*. New Jersey: John Wiley.
4. Grinold, R. C., & Kahn, R. N. (2007). *Active portfolio management: A quantitative approach for providing superior returns and controlling risk* (2nd ed.). New Delhi: McGraw Hill.
5. Kevin, S. (2006). *Portfolio management* (2nd ed.). New Delhi: PHI Learning.
6. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. (1998). *Investments* (6th ed.). New Delhi: Prentice Hall.
7. Travers, F. J. (2004). *Investment manager analysis: A comprehensive guide to portfolio selection, monitoring and optimization*. New Jersey: John Wiley.

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

MBAFT-7104: INTERNATIONAL FINANCIAL MANAGEMENT

Objective

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

Course Contents

International Financial management- an overview, Agency problem, Objectives of the firm and risk management, International Financial management and domestic financial management, motivations for international finance.

International Monetary system - The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, The European Monetary System, Euro and its implications for Indian banking, International Financial Institutions, Balance of Payments - Debits and Credits entries.

The Foreign Exchange markets – Functions of the Foreign Exchange Market, The Foreign Exchange rates –direct and indirect quotations, Spot market and forward market – forward premiums and discounts, Bid - ask spread, Interest Arbitrage - Covered Interest Arbitrage and Interest Parity theory, Practical examples,

Theories of Foreign Exchange rate movement and International Parity Conditions - Purchasing Power Parity, International Fisher Effect

Management of Foreign Exchange Risk - Translation exposure - Functional Versus Reporting Currency, FASB 8 and FASB 52, Comparison of Four Translation Methods, Transaction exposure – Measurement and Management of Transaction exposure, Currency Correlation and Variability as Hedging Tools, Economic Exposure - Transaction Exposure Versus Economic Exposure.

Financial Management of the Multinational Firm - Cost of Capital and Capital Structure of the Multinational Firm – determining capital structure components, Cost of Capital for MNCs vs Domestic Firms, Capital Structure for the multinational firm, International experiences on Cost of Capital, Multinational Capital Budgeting – Problems and issues in foreign investment analysis, Techniques of capital budgeting – NPV, IRR, APV.

Multinational Cash management – Centralized perspective of cash flow analysis, Techniques to optimize cash flow – leading and lagging, netting, matching, Country risk analysis - Nature of Country Risk Assessment, Techniques to Assess Country Risk, Raters of Country Risk.

Managing Foreign Operations – Eurocurrency markets - Eurocurrency Interest Rates, Domestic Issues Vs Euro Issues, International Bonds Markets, External Commercial Borrowings, Advantages of Euro Issues, Performance of Indian Euro Issues, GDRs and ADRs Interest rate and currency swaps - The Conceptual View of Swaps, Problems with parallel and Back-to-Back loans, Interest Rate Swaps -Rationale for Interest Rate Swaps, Currency swaps

Suggested Readings

1. Bhalla, V.K. (2009). *International financial management: Text and cases*. New Delhi: Anmol Publication.
2. Brigham, E. F., & Daves, P. R. (2009). *Intermediate financial management* (10th ed.). USA: Thomson Learning.

3. Buckley, A. (2004). *Multinational finance* (5th ed.). New Delhi: Pearson Education.
4. Butler, K. C. (2008). *Multinational finance* (4th ed.). New York: John Wiley.
5. Eun, C. S., & Resnick, B. G. (2008). *International financial management* (4th ed.). New Delhi: McGraw Hill.
6. Kim, S. H., & Kim, S. H. (2006). *Global corporate finance: Text & cases* (6th ed.). USA: Blackwell Publications.
7. Levi, M. D. (2005). *International finance* (4th ed.). New York: Routledge Publications.
8. Madura, J. (2009). *International financial management* (10th ed.). New Delhi: Cengage Learning.
9. Shapiro, A. C. (2006). *Multinational financial management* (8th ed.). New Jersey: John Wiley and Sons.
10. Vij, M. (2009). *International financial management* (3rd ed.). New Delhi: Excel Books.

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

MBAFT-7105: MANAGEMENT OF FINANCIAL SERVICES

Objectives

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

Course Contents

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

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

Asset Liability Management – Significance, ALM process, Techniques – Gap, Duration, Simulation, Value at Risk, Book value of equity and market value of equity perspective,.

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

Financial Services - Mutual Funds and Pension Funds, Insurance Services, Banc assurance, Reinsurances, Venture Capital –Private Equity –strategic secrets of private equity, Investment strategies, Hedge funds, E banking, Securitization – Indian Banking and the Financial crisis, Asset Reconstruction Companies, Depositories, Credit Cards. Micro/ Macro finance, Financial Inclusion, Behavioural Finance.

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

Suggested Readings

1. Bhalla, V. K. (2009). *Management of financial services*. New Delhi: Anmol Publications.
2. Harrington, S. E. (2004). *Risk management and insurance: Instructor manual* (2nd ed.). New York: McGraw-Hill Publishing Company.
3. Madura, J. (2009). *Financial markets and institutions* (9th ed.). USA: South Western College.
4. McDonald, S. S., & Koch, T. W. (2009). *Management of banking* (7th ed.). USA: Cengage Learning.
5. Mishkin, F. S., & Eakins, F. S. (2009). *Financial markets and institutions*. (6th ed.). New Delhi: Pearson Education.
6. Rose, P. S. (2008). *Bank management and financial services* (8th ed.). USA: McGraw-Hill Higher Education.
7. Saunders, A., & Cornett, M. M. (2007). *Financial institutions management: A risk management approach* (6th ed.). New Delhi: McGraw-Hill.

8. Saunders, A. (2007). Management of financial markets and institutions (6th ed.). Tata McGraw Hill.
9. Vij, M. (2008). Management of financial services. New Delhi: Excel Books.
10. Whyte, I., Croft, L., & Norton, A. (2004). *Management in the financial services industry*. UK: Financial World Publishing.

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

MBAFT- 7106: MANAGEMENT CONTROL SYSTEM

Objective

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

Course Contents

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

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

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

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

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

Suggested readings

1. Allen, B. R., Brownlee, E. R. II, Haskins, M. E., & Lynch, L. J. (2005). *Cases in management accounting and control system* (4th ed.). New Delhi: Pearson Education.
2. Anthony, R. N., & Govindrajana, V. (2007). *Management control systems* (12th ed.). New Delhi: Tata McGraw-Hill.
3. Cooper, R., & Kaplan, R. S. (2004). *Design of cost management systems* (2nd ed.). New Jersey: Prentice Hall.
4. Kaplan, R. S., & Anderson, S. R. (2007). *Time-driven activity-based costing: A simpler and more powerful path to higher profits*. USA: Harvard Business School Press.
5. Kaplan, R. S., & Cooper, R. (2009). *Cost & effect: Using integrated cost systems to drive profitability and performance*. USA: Harvard College.
6. Kaplan, R. S., & Norton, D. P. (2008). *Execution premium: Linking strategy to operations for competitive advantage*. USA: Harvard Business School Press.
7. Shank, J. K. (2006). *Cases in cost management: A strategic emphasis* (3rd ed.). USA: Cengage Learning.
8. Shank, J. K., & Govindarajana, V. (2008). *Strategic cost management: The new tool for competitive advantage*. New York: Free Press.

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

MBAFT-7107: CORPORATE TAXATION

Objective

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

Course Contents

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

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

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

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

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

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

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

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

Suggested Readings

1. Ahuja, G., & Gupta, R. (2009). *Corporate tax planning and management*. Delhi: Bharat Law House.
2. Goyal, S. P. (2009). *Direct tax planning*. Agra: Sahitya Bhawan.
3. Iyengar, A. C. S. (1990). *Law of income tax*. Allahabad: State Mutual Book & Periodical Service.
4. Kanga, P., & Vyas, D. (2004). *The Law and practice of income tax* (9th ed.). Lexis Nexis.
5. Mittal, D. P. (2009). *Law of transfer pricing* (3rd ed.). New Delhi: Taxmann.
6. Musgrave, R., & Musgrave, P. (1989). *Public finance in theory and practice* (5th ed.). New York: McGraw Hill.
7. Pagare, D. (2009). *Direct tax planning and management*. New Delhi: Sultan Chand & Sons.
8. Singhania, V. K. (2009). *Direct taxes: Law and practice*. Delhi: Taxmann.
9. Singhania, V. K., & Singhania, M. (2009). *Direct taxes planning and management*. Delhi: Taxmann Publications.
10. Srinivas, E. A. (1989). *Handbook on corporate tax planning* (2nd ed.). New Delhi: Tata McGraw Hill.

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

MBAFT-7108: FINANCIAL DERIVATIVES

Objective

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

Course Contents

Introduction to financial markets: forwards, futures, options, bonds, swaps and other derivative instruments. *Determination of forward and future prices: Pricing*

of futures and forwards on investment assets, commodities, currencies and interest rate.

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

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

Asset price random walks: Stochastic Finance, diffusion processes, Ito's lemma, lognormal distribution, modelling option prices.

Valuation of derivatives in Continuous Time: The Black and Scholes model, volatility estimation in BS model, Extensions of Black and Scholes formula, options on stock indices, currency and futures. Sensitivity analysis (the "Greeks") and hedging of options, Delta, gamma and vega hedging using options and futures.

Financial Engineering: Construction of option strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase.

Exotic options: Compound, binary, barrier and Asian options, options involving several assets. Swaps Transactions: Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps. Value at risk: Normal linear VaR, Historical simulation, value at risk for option portfolios.

Suggested Readings

1. Avellaneda, M., & Laurence, P. (2000). *Quantitative models of derivative securities*. USA: International standard books.
2. Bhalla, V. K. (2008). *Investment management*. New Delhi: Sultan Chand.
3. Chance, D. M. & Brooks, R. (2009). *Derivatives and risk management* (8th ed.). USA: Cengage Learning.
4. Hull, J. C. (2009). *Options futures and other derivatives* (7th ed.). New Delhi: Prentice Hall of India.
5. Jarrow, R., & Stuart, T. (2000). *Derivative securities* (2nd ed.). Cincinnati: South-Western.
6. Neftci, S. N. (2000). *An introduction to the mathematics of financial Derivatives* (2nd ed.). USA: Academic Press.

7. Piliska, S. (2004). *Introduction to mathematical finance*. UK: Blackwell Publishing.
8. Wimott, P. (2009). *Quantitative finance* (2nd ed.).UK: John Wiley& Sons.

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

MBAFT –7109: PROJECT PLANNING, ANALYSIS AND MANAGEMENT

Objective

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

Course Contents

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

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

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

project management; Multiple projects and constraints Project Appraisal for financial institution; Preparation of project report.

Project Financing and Implementation: Judgmental, Behavioural, Strategic and Organisational Considerations; Financing of Project: Raising finance in domestic market and international market; Infrastructure financing; Tax planning while financing for projects; Implementation. Project Management: Network Techniques for Project Management; Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in non profit sector; mergers and acquisitions; Project management principles by project management institute USA; Project management software.

Suggested Readings

1. Bhalla, V. K. (2008). *Financial management and policy*. New Delhi: Anmol Publications.
2. Bhalla, V. K. (2008). *Modern working capital management: Text and cases* (7th ed.). New Delhi: Anmol Publications.
3. Bhavesh, M. P. (2000). *Project management: Strategic financial planning, evolutions and control*. India: Sangam Books.
4. Chandra, P. (2009). *Projects: Planning analysis, selection, financing, implementation and review* (7th ed.). New Delhi: Tata McGraw Hill.
5. Clifford, F. G., & Larson, E. W. (2007). *Project management the managerial process*. New Delhi: McGraw-Hill.
6. Clifford, G. (2005). *Project management*. New Delhi: Tata-McGraw-Hill.
7. Dhankar, R. S. (1995). *Financial management of public sector undertakings*. New Delhi: Westvill.
8. Gopalakrishnan, P. (2007). *Project management*. New Delhi: Tata McGraw Hill.
9. Machiraju, H. R. (2003). *Introduction to project finance: An analytical perspective*. New Delhi: Vikas publication.
10. Mantel, S. J., Meredith, J. R., Shafer, S. M., & Sutton, M. M. (2007). *Project management* (3rd ed.). India: Wiley.

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

MBAFT- 7110: RISK MANAGEMENT

Objective

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

Course Contents

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

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

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

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

Suggested Readings

1. Bessis, J. (2002). *Risk management in banking*. (2nd ed.). New York: John Wiley & Sons.

2. Bhalla, V. K. (2001). *Financial derivatives: Risk management*. New Delhi: S. Chand & Company.
3. Chance, D. M. (2003). *An Introduction to derivatives and risk management* (6th ed.). USA: Thomson, South Western.
4. Chorafas, D. N. (2000) *Credit derivatives & the management of risk*. USA: Prentice Hall.
5. Cuthbertson, K., & Nitzsche, D. (2001). *Financial engineering: Derivatives and risk management*. New Delhi: John Wiley & Sons.
6. Madura, J. (2008). *Financial markets and institutions*. USA: South West Publishing.
7. Saunders, A., & Cornett, M. M. (2007). *Financial markets and institutions: an Introduction to the risk management approach* (3rd ed.). New Delhi: Tata McGraw Hill.
8. Stiltz, R. M. (2003). *Risk management and derivatives*. Thomson, South Western.
9. Vij, M. (2009). *Multinational financial management*. New Delhi: Excel.

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

MBAFT-7111: FIXED INCOME SECURITIES

Objective

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

Course Contents

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

Suggested Readings

1. Choudhry, M. (2005). *Fixed income securities and derivatives handbook: Analysis and valuation*. New Jersey: Bloomberg.
2. Fabozzi, F. J. (2007). *Fixed income analysis*. New York: John Wiley.
3. Fabozzi, F. J. (2008). *Bond markets, analysis and strategies*. New Delhi: Pearson Education.
4. Fabozzi, F. J., & Mann, S. V. (2005). *The handbook of fixed income securities* (7th ed.). New Delhi: McGraw Hill.
5. Hull, J. C. (2009). *Options, futures and other derivatives*. New Delhi: Prentice Hall.
6. NSE. (2008). FIMMDA: NSE Debt market (Basic) module. National Stock Exchange.
7. Tuckman, B. (2002). *Fixed income securities: Tools for today's markets*. John Wiley.

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

MBAFT-7112: CORPORATE GOVERNANCE

Objective

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

Course Contents

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

Suggested Readings:

1. Fernando, A. C. (2006). *Corporate governance*. New Delhi: Pearson Education.
2. Kevin, K. (2005). *Corporate governance*. England: John Wiley & Sons.
3. Prasad, K. (2006). *Corporate governance*. New Delhi: Prentice Hall of India.
4. Monks, R. A. G., & Minnow, N. (2006). *Corporate governance*. UK: Blackwell.
5. Reed, D., & Mukherjee, S. (Ed.). (2006). *Corporate governance, economic reforms, and development: the India experience*. New Delhi: Oxford University Press.
6. Tricker, Bob. (2009). *Corporate governance*. New York: Oxford University Press.
7. Vallabhaneni, S. R. (2008). *Corporate management, governance and ethics best practices*. New Jersey: John Wiley & Sons.
8. Wearing, R. (2005). *Cases in corporate governance*. New Delhi: Sage.

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

MBAFT-7113: FINANCIAL REPORTING

Objective

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

Course Contents

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

Corporate Financial Reporting – Issues and problems with special reference to published financial statements.

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

Consolidation procedures – Minority interests, Goodwill, Treatment of pre-acquisition and post-acquisition profit. Consolidation with two or more subsidiaries, consolidation with foreign subsidiaries. Consolidated profit and loss account, balance sheet and cash flow statement. Treatment of investment in associates in consolidated financial statements. Treatment of investments in joint ventures in consolidated financial statements.

Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers, Stock and commodity market intermediaries. Developments in Financial Reporting - Value Added Statement, Economic Value Added, Market Value Added, Shareholders' Value Added, Human Resource Reporting, Hedge accounting and Inflation Accounting.

Suggested Readings

1. Bodie, Z., Kane, A., & Marcus, A. J. (2008). *Investments* (8th ed.). New Delhi: McGraw-Hill/Irwin.
2. Damodaran, A. (2006). *Damodaran on valuation: Security analysis for investment and corporate finance* (2nd ed.). New York: Wiley and Sons.
3. Frederick D. S. Choi & Gary K. Meek. (2005). *International accounting*. New Delhi: Pearson Education.
4. Palepu, K. G., Healy, P. M., & Bernard, V. L. (2007). *Business analysis and valuation using financial statements* (10th ed.). USA: South Western Publishing.
5. Radebaugh, L. H. & Gray, S. J. (2002). *International accounting and multinational enterprises*. John Wiley & Sons.
6. Rappaport, A., & Mauboussin, M. J. (2001). *Expectations investing*. HBS Press.
7. Revsine, L., Collins, D. W., & Johnson, W. B. (2009). *Financial reporting and analysis* (4th ed.). New Delhi: McGraw-Hill.

8. Ross, S. A., Westerfield, R., & Jaffe, J. (2006). *Corporate finance* (8th ed.). New Delhi: McGraw-Hill.
9. Stickney, C. P., Brown, P. R., & Wahlen, J. M. (2006). *Financial reporting, financial statement analysis, and valuation: A strategic perspective* (6th ed.). USA: South-Western Publishing.
10. Subramanyam, K. R., Wild, J. J., & Halsey, R. F. (2007). *Financial statement analysis*. New Delhi: Tata McGraw-Hill.

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

AREA – 2: MARKETING: MBAFT-7201 TO MBAFT-7213

MBAFT-7201: CONSUMER BEHAVIOUR

Objective

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

Course Contents

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

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

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

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

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

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

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

Organizational consumer behaviour: differences, models and strategies

Suggested Readings

1. Assael, H. (2009). *Consumer behaviour and marketing action*. New Delhi: Cengage Learning.
2. Blackwell, R. D., Miniard, P. D., & Engle, J. F. (2009). *Consumer behaviour*. USA: Thomson-South Western.
3. Evans, M., Jamal, A., & Foxall, G. (2006). *Consumer behaviour*. New Jersey: John Wiley & Sons.
4. Hawkins, Del. I., Best, R. J., Coney, K. A., & Mookerjee, A. (2006). *Consumer behaviour: building marketing strategy*. New Delhi: McGraw Hill.
5. Lindquist, J. D., & Sirgy, J. M. (2009). *Consumer behaviour*. New Delhi: Cengage Learning.
6. Paul, P., & Olson, J. C. (2005). *Consumer behaviour and marketing strategy*. New Delhi: McGraw Hill.
7. Schiffman, L. G., & Kanuk, L. L. (2007). *Consumer behaviour*. New Delhi: Prentice Hall.
8. Sheth, J. N., & Mittal, B. (2003). *Consumer behaviour: A managerial perspective*. Singapore: Thomson Asia.

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

MBAFT-7202: ADVERTISING MANAGEMENT

Objective

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

Course Contents

The communication model: communication process, stages and challenges. Advertising industry: advertisers, agencies, media companies and other organizations. Demand creation: role of advertising in primary and secondary demand. How advertising works? Hierarchy of effects model, advertising objectives, routes to persuasion. Economic, social, ethical and regulatory

aspects of advertising. Customer behaviour and advertising: segmentation, motivation analyses, and value proposition. Advertising Objectives: goals and objectives, DAGMAR

Advertising message: message objectives, recall, attitude, emotions and feelings
Message tactics: creative approaches, copy writing. Creative aspects of advertising: copying writing, advertising artwork, copy in conventional media and cyberspace. Media strategy: budgeting, approaches and allocation. Media planning: types, class, vehicle, scheduling and new media forms. Advertising effectiveness; pre and post launch research. Advertising in the evolving marketing environment

Suggested Readings

1. Arens, W. F. (2008). *Contemporary advertising*. New Delhi: Prentice Hall.
2. Batra, R., Myers, J. G., & Aaker, D. A. (2006). *Advertising management*. New Delhi: Pearson Education.
3. Guinn O', T. C., Allen, C. T., & Semenik, R. J. (2009). *Advertising management with integrated brand promotion*. New Delhi: Cengage Learning.
4. Moriarty, S., Mitchell, N., & Wells, W. (2008). *Advertising principles and practice* (8th ed.). New Delhi: Pearson Education.
5. Sandage, C. H., Fryburger, V., & Rotzoll, K. B. (1983). *Advertising theory and practice*. Homewood: Richard D Irvin.
6. Shimp, T. A. (2007). *Advertising and promotion: An IMC approach*. New Delhi: Cengage Learning.

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

MBAFT-7203: COMPETITIVE MARKETING

Objective

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

Course Contents

Introduction to the competitive marketing strategies: Understanding the competitor, Outwitting, outmanoeuvring and outsmarting the competition; Competitor learning; Competitor analysis: Marketplace strategy – Scope, posture

and goals; Competitive strategic analysis: Activity/value chain, Alliances, Networks, Capabilities and competencies, Assets and Assumptions.

Growth Strategies: Competitive market strategies for emerging industries, strategies for mature and declining brands and fragmented industries; projecting the Competitor's Future Marketplace strategies; Marketing warfare strategies: Market leader strategies, market challenger strategies, market niches strategies
Portfolio Analysis – PLC, Portfolio Matrix, Porter's Strategies Framework.

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

Suggested Readings

1. Aaker, D. A. (2008). *Strategic market management* (7th ed.). India: Wiley.
2. Craven, D. W., & Nigel, F. P. (2008). *Strategic marketing* (9th ed.). McGraw-Hill Higher Education.
3. Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). *Marketing* (14th ed.). New Delhi: Tata McGraw Hill.
4. Fahey, L. (1999). *Outwitting, outmanoeuvring and outperforming competitors*. New York: John Wiley & Sons.
5. Kotler, P., Keller, K., Koshy, A., & Jha, M. (2009). *Marketing management: A South Asian perspective* (13th ed.). New Delhi: Pearson Education.
6. Rao, V. R., & Steckel, J. H. (1998). *Analysis for strategic marketing*. New Delhi: Pearson Education.

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

MBAFT-7204: BUSINESS MARKETING

Objective

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

Course Contents

Introduction to Business Marketing: Nature and scope of Business Marketing (B2B), Differences between B2B and B2C marketing, Nature of Demand in Business Markets

Organizational Buying Behaviour: Understanding B2B customers and markets, Types of B2B markets, Vendor selection and development, Organizational buying behaviour, Buy-Grid Framework

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

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

Business Marketing Strategies: Strategic Planning in Business Markets, Business Market Strategies for Global Markets, Managing Products and Services for Business Markets, Innovations and New Product development, Channel Design and selection, E-channels, Pricing Strategies, Business Marketing Communications

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

Suggested Readings

1. Anderson, J. C., & Narus, J. A. (2008). *Business market management: understanding creating and delivering value* (3rd ed.). New Delhi: Pearson Education.
2. Daniel, M., Naude, P., Salle, R., & Jean-Paul, V. (2003). *Business to business marketing: strategies and implementation* (3rd ed.). New York: Palgrave Macmillan.
3. Dwyer, R. F., & Tanner, J. F. (2008). *Business marketing: connecting strategy, relationships and learning* (4th ed.). New Delhi: Tata McGraw Hill.
4. Hutt, M. D., & Speh, W. T. (2009). *Business marketing: B2B* (10th ed.). New Delhi: Cengage Learning.

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

MBAFT-7205: SALES FORCE MANAGEMENT

Objective

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

Course Contents

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

Suggested Readings

1. Anderson, R. (1991). *Professional personal selling*. New Jersey: Prentice Hall.
2. Dalrymple, D. J. (1995). *Sales management: concepts and cases*. New York: John Wiley.
3. Gupta, V. D. (2004). *Sales management in Indian perspective* (7th ed.). New Delhi: Prentice Hall.
4. Ingram, T. N. (2009). *Sales management: Analysis and decision making*. New Delhi: Cengage Learning.
5. Jhonston, M. W., & Marshall, G. W. (2008). *Sales force management* (9th ed.). New Delhi: McGraw-Hill.
6. Jobber, D. (2008). *Selling and sales management* (7th ed.). New Delhi: Pearson.
7. Kapoor, (2004). *Fundamentals of sales management*. New Delhi: Macmillan.
8. Russel, F. A., Beach, F. H., & Buskirk, R. H. (1978). *Text book of salesmanship* (10th ed.). New York: McGraw-Hill.
9. Smith, R. (1987). *Sales management: A practitioner's guide*. New Jersey: Prentice Hall.

10. Spiro, R. L. (2008). *Management of sales force*. New Delhi: Tata McGraw-Hill
11. Stanton, W. J. (1995). *Management of sales force*. New Delhi: McGraw-Hill/Irwin
12. Still, R. R., Cundiff, E. W., & Govoni, F. (2007). *Sales management* (5th ed.). New Delhi: Pearson.
13. Vanugopal, P. (2006). *Managing your sales force*. New Delhi: Sage.

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

MBAFT-7206: SERVICES MARKETING

Objective

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

Course Contents

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

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

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

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

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

Service quality models and measurement

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

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

Suggested Readings

1. Fisk, R. P., Grove, S. J., & John, J. (2008). *Interactive services marketing*. New York: Houghton Mifflin.
2. Glynn, W. J., & Barnes, J. G. (2006). *Understanding services management: Integrating marketing, organizational behaviour, operations and human resources management*. New Delhi: Prentice Hall.
3. Gronroos, C. (2004). *Service management and marketing: A customer relationship management approach*. New York: John Wiley.
4. Hoffman, K. D., & John, E. G. B. (2006). *Marketing of services: Concepts strategies and cases*. New Delhi: Thomson-South Western.
5. Lovelock, C., & Chatterjee, J. (2006). *Service marketing: people technology and strategy*. New Delhi: Pearson Education.
6. Mudie, P., & Pirrie, A. (2006). *Services marketing management*. New Delhi: Butterworth Heinemann.
7. Shanker, R. (2002). *Services marketing: The Indian perspective*. New Delhi: Excel Books
8. Verma, H. V. (2007). *Services marketing: text and cases*. New Delhi: Pearson Education.
9. Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2009). *Services marketing: integrating customer focus across the firm*. New Delhi: McGraw Hill.

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

MBAFT-7207: SALES PROMOTION MANAGEMENT

Objective

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

Course Contents

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

Suggested Readings

1. Assael, H. (1998). *Consumer behaviour and marketing action*. Boston: Kant.
2. Blattberg, R. C., & Scott, A. N. (2002). *Sales promotion: concept, methods and analysis*. New Delhi: Prentice Hall.
3. Charas, D. A. (1984). *Promotion: A guide to effective promotional planning, strategies and executions*. New York: John Wiley.
4. Cliffs, E. (1990). *Strategies*. New Jersey: Prentice-Hall.
5. Schaltz, D. E., & William, A. R. (1982). *Sales promotion management*. Chicago: Crain Books.
6. Shah, K., & D'souza, A. (2009). *Advertising and promotion: An IMC perspective* (5th ed.). New Delhi: McGraw-Hill.
7. Shimp, T. (2006). *Advertising and promotion: An IMC approach*. New Delhi: Cengage.
8. Strang, R. A. (1980). *The Promotional planning process*. New York: Praegar.
9. Totten, J. C., & Block, M. P. (1987) *Analysing sales promotion: text and cases*. Chicago: Commerce Communication.
10. Ulanoff, S. M. (1985). *Handbook of sales promotion*. New York: McGraw Hill.

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

MBAFT-7208: BRAND MANAGEMENT

Objective

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

Course Contents

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

Leverage: concept of stretch, line and brand extensions; type of extensions Branding strategies; portfolio decisions, optimal portfolio, portfolio structure Brand naming decisions: names and meaning, semiotic analysis, semantic name creation Brand concept management: functional, symbolic and experiential brands Managing brand overtime: revitalization decisions Brand valuation: valuation process and methods Branding across categories: commodity, industrial, service and consumer products. Branding across markets: geographies and cultures. Branding in special areas: sports, political, social cause, digital, entertainment.

Suggested Readings

1. Aaker, D. A. (1996). *Building strong brands*. New York: Free Press.
2. Aaker, D. A. (2004). *Brand portfolio strategy*. New York: Free Press. Education.
3. Caperer, J. N. (2001). *Reinventing the brand*. London: Kogan page.

4. Kapferer, J. N. (2003). *Strategic brand management*. London: Oxford.
5. Keller, K. L. (2008). *Best practice cases in branding*. New Delhi: Pearson.
6. Keller, K. L. (2008). *Strategic brand management: building measuring & managing brand equity* (3rd ed.). New Delhi: Pearson Education.
7. Ries, Al., & Ries, L. (2004). *The origins of brands*. New York: Collins.
8. Tybout, A., & Calkins, T. (2006). *Kellogg on brand management*. New Delhi: Wiley
9. Verma, H. V. (2010). *Branding demystified: from plans to payoffs*. New Delhi: Response Books sage.
10. Verma, H. V. (2007). *Brand management: text and cases*. New Delhi: Excel Books.

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

MBAFT-7209: INTERNET MARKETING

Objective

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

Course Contents

Introduction to Internet Marketing: Nature and scope. Evolution of WWW and the Digital World: Digital Marketing Process. Marketing with Networks: Internet and Intranet, Global Matrix. Web Business Models in the world of Marketing: E-Commerce, E-marketing Channels, Suppliers and Intermediaries. Online Marketing: Blogs, RSS, Podcasting, Online Communities and Social Networks, their influence on Consumers, Personalization, Online Consumer behaviour, Customer Support and Online Service Quality. Internet Marketing Strategy: Macro Environmental Analysis and strategy formulation, Internet Marketing Plans Internet and the Marketing Mix Channels: E-tailing, B2B e-marketing. Online Relationship Marketing: E-CRM. Permission Marketing: Models and applications New Product development and the Net: Innovations and rapid New Product development Traffic and Brand Building: Battle for Web Traffic, Internet Marketing Communications - Publicity and Viral Marketing

Suggested Readings

1. Bayne, M. (1997). *Internet marketing plan* (2nd ed.). New York: John Wiley & Sons.
2. Dave, C., Mayer, R., & Kevin, J. (2009). *Internet marketing strategy: implementation and practice* (4th ed.). New Delhi: Pearson education.
3. Hanson, W., & Kalyalam, K. (2007). *Internet marketing and e-commerce* (2nd ed.). New Delhi: Cengage.
4. Roberts, L. M. (2007). *Internet marketing-integrating online and offline strategies* (2nd ed.). USA: Atomic Dog Publishing.
5. Siegel, C. F. (2006). *Internet marketing: foundations and applications*. Boston: Houghton.

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

MBAFT-7210: RETAILING MANAGEMENT

Objective

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

Course Contents

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

The Retail Strategy: Retail Market Strategy, Financial Strategy, Retail Locations, Human Resource Management, Information Systems and Supply Chain Management, Customer Relationship Management

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

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

Suggested Readings

1. Berman, B., & Evans, Jr. (2006). *Retail management* (10th ed.). New Delhi: Prentice Hall India.
2. Michael, L. M., Weitz, B. W., & Pandit, A. (2008). *Retailing management* (6th ed.). New Delhi: Tata McGraw Hill.
3. Newman, A. J., & Cullen, P. (2002). *Retailing environment & operations*. London: Cengage Learning.

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

MBAFT-7211: MARKETING CHANNEL

Objective

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

Marketing Channel: Structure and Function. Design of marketing channel. Selecting the marketing channel. Behavioural process in marketing channel. Motivating the channel member. Product issues in Channel management. Pricing Issues in Channel management. Promotion through Channel management. Logistics and Channel management. Evaluating Channel member performance. Marketing Channel for service. International Channel perspective. Strategic Alliances in marketing channel. Legal constraints on marketing channel polices

Suggested Readings

1. Christopher, M., & Peck, H. (2002). *Marketing logistics: Customer service and supply chain strategy* (2nd ed.). London: Oxford: Butterworth-Heinemann.
2. Coughlon, A. T., Stern, L. W., & El-Ansary, A. I. (2008). *Marketing channel* (7th ed.). New Delhi: PHI Learning Pvt Limited.
3. Rodnicki, K. (1998). *Marketing channel of distribution*. New York: AMACOM.

4. Rosenbloom, B. (2004). *Marketing channel: A management view* (7th ed.) New Delhi: Thomson learning.
5. Venugopal, P. (2001). *Marketing channel management: A customer centric approach*. New Delhi: Response.

MBAFT-7212: ANALYTICAL MARKETING

Objective

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

Course Contents

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

Suggested Readings

1. Blattberg, R. C., Do- Kim, B., & Neslin, S. A. (2008) *Database marketing: analyzing and managing customers*. USA: Springer.
2. Leeflang, P. S. H., Whittink, D. R., Wedel, M., & Naert, P. A. (2000) *Building models for marketing decisions*. USA: Kluwer Academic.
3. Lilien, G. L., & Rangaswamy, A. (2004) *Marketing engineering* (2nd ed.). USA: Trafford Publishing.

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

MBAFT-7213: ADVANCED RESEARCH TECHNIQUES IN MARKETING

Objective

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

Course Contents

Introduction to Advanced Research Techniques in marketing; Multiple Regression Analysis; Multiple Analysis of variance; Conjoint Analysis; Canonical

Correlation Analysis; Cluster Analysis; Multi Dimensional Scaling; Structure Equation Modelling; Discriminate Analysis; Logit choice model

Suggested Readings

1. Cooper, H. (2006). Research synthesis and Meta analysis (4th ed.). New Delhi: Sage.
2. Craig, C. S., & Douglas, S. P. (2005). International marketing research (3rd ed.). New York: John Wiley.
3. Hair, J. F., Anderson, R. E., Black, W. C., & Babin, B. J. (2009). Multivariate data analysis (5th ed.). New Delhi: Prentice Hall of India.
4. Lattin, J. M., Carroll, J. D., & Green, P. E. (2003). Analyzing multivariate data. India: Thomson Learning.
5. Malhotra, N. K. (2006). Marketing research: An applied orientation (6th ed.). New Delhi: Prentice Hall.
6. Manly, B. F. J. (2005). Multivariate statistical method: A primer (3rd ed.). Florida: Chapman & Hall/ CRC.
7. Raykov, T., & Marcoulides, G. A. (2006). A first course in structure equation modelling (2nd ed.). New Jersey: Lawrence Erlbaum Associate.
8. Velde, M. V. D., Jansen, P., & Anderson, N. (2009). Management research methods. Wiley

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

AREA – 3: OB & HRM: MBAFT- 7301 TO MBAFT-7314

MBAFT-7301: MANAGEMENT OF INDUSTRIAL RELATIONS

Objective

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

Course Contents

Industrial Relations: Concept & Scope; Industrial Relations Perspectives: Conflict model Vs. Collaboration model. Globalisation and the emerging socio-economic scenario and their impact on Industrial Relations. I.R and the State: Role of state, Legal Framework of Industrial Relations. Trade Unions: philosophy and perspectives; history and structure of Trade Unions; Impact of Globalisation, Technology and economic reforms on Trade Unions; Emerging changes in Trade Unions. Discipline and Disputes: Negotiation, Mediation, Arbitration - Works Committee, Conciliation, Board of Conciliation, Court of enquiry.

Labour Court, Industrial Tribunal, National Tribunal; Role of Judiciary & its impact on industrial relation. Disciplinary procedures and Grievance Management machineries; Industrial Disputes Act, Negotiation and Collective Settlements. Productivity Bargaining and Gain Sharing. Employee Empowerment, worker participation in Management and their impact on Quality of Work Life and Industrial Relations.

Suggested Readings

1. Dundon, T., & Derek, R. (2004). *Employment relations in non-union firms*. New York: Routledge.
2. Joseph, J. (2004). *Industrial relations towards a theory of negotiated connectedness*. New Delhi: Response Books.
3. Kaufman, B. (Ed.). (2004). *The global evolution of industrial relations: events idea and the IIRA*. Geneva: International Labour Office.
4. Kelly, E. J. (2004). *Industrial relations: Critical perspectives on business and management*, vols 1-5. London: Routledge.
5. Sen, R. (2009). *Industrial relations: text and cases* (2nd ed.). New Delhi: Macmillan Publishers.

6. Venkata Ratnam, C. S. (2006). *Industrial relations*. New Delhi: Oxford University Press.
7. Webb, S., & Webb, B. (1897). *Industrial democracy*. London: Longman.

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

MBAFT-7302: HUMAN RESOURCE PLANNING AND DEVELOPMENT

Objective

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

Course Contents

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

Suggested Readings

1. Bechet, T. P. (2009). *Strategic staffing: A comprehensive system for effective workforce planning* (2nd ed.). New York: AMACOM.
2. Greenhaus, J. H., Callahan, G. A., & Godshalk, V. M. (2009). *Career management* (4th ed.). New Delhi: Sage.
3. Meuse., K., Paul, D., & Marks, M. L. (2003). *Resizing the organisation managing layoffs, divestitures and closings: maximising gain while minimising pain*. USA: Jossey-Bass.
4. Phillips, J. J., & Connell, A. O. (2002). *Managing employee retention: impact, analysis, solutions and ROI*. Butterworth-Heinemann.
5. Rothwell, W. J., & Kazanas, H. C. (2005). *Planning and managing human resources* . New Delhi: Jaico Pub. House.

6. Schweyer, A. (2004). *Talent management systems: best practices in technology solutions for recruitment, retention and workforce planning*. Canada: John Wiley.
7. Sullivan, J. (2003). *HR Metrics: The world class way*. New Hampshire: Kennedy Information.
8. Venkat Raman, A. (2005). *Pfeffer HRD Manual*, structural and behavioural model of human resource planning (pp193-207). USA: Jossey- Bass.

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

MBAFT-7303: MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Objective

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

Course Contents

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

Suggested Readings

1. Brennan, L. L., & Jhonson, V. E. (2004). *Social, ethical and policy implications of information technology*. USA: Information Science Publishers.
2. Griffeth, R. (2006). *IT workers human capital issues in a knowledge based environment*. USA: Information Age Publishing.
3. Ihlenfeld, J. (2007). *The impact of knowledge sharing on corporate culture: An outlook on small and medium-sized enterprises*. Germany: VDM Verlag.

4. Mamkoottam, K. (2004). *Labour and Change*. New Delhi: Response Books (Sage Publications).
5. Mangaraj, S. (2008). *Globalisation and human resource management*. New Delhi: Excel Books.
6. Rowley, C., & Warner, M. (2007). *Globalizing international human resource management*. New York: Routledge.
7. Zeytinoglu, I. U. (2009). *Effects flexibility in workplace on workers: Work environment and the unions*. Geneva: International Labour Office.

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

MBAFT- 7304: CROSS CULTURAL AND GLOBAL MANAGEMENT

Objective

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

Course Contents

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

Suggested Readings

1. Adler, N. J., & Gundersen, A. (2008). *International Dimensions of Organisational Behaviour (5th ed.)*. USA: Thomson Learning.
2. Browaey, M. J., & Price, R. (2008). *Understanding cross-cultural management*. New Delhi: Prentice Hall.

3. Dowling, P. J., Festing, M., & Engle, Sr. A. D. (2008). *International human resource management* (5th ed.) London: Thompson Learning.
4. Gannon, M. J., & Newman, K. L. (2002). *The blackwell handbook of cross cultural management*. UK: Blackwell Pub.
5. Hofstede, G. (2001). *Cultures consequences: comparing values, behaviour, institutions and organisations across nations* (2nd ed.). New Delhi: Sage.
6. Mendenhall, M. E., Punnett, B. J., & Ricks, D .A. (1995). *Global management*. UK: Blackwell.
7. Schuler, R. S., Briscoe, D. R., & Claus, L. (2008). *International human resource management* (3rd ed.). New York: Routledge
8. Thomas, D. C. (2008). *Cross cultural management: Essential concepts* (2nd ed.). New Delhi: Sage.

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

MBAFT- 7305: PERFORMANCE MANAGEMENT

Objective

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

Course Contents

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

Suggested Readings

1. Aguinis, H. (2008). *Performance management* (2nd ed.). USA: John Wiley.
2. Armstrong, M. (2007). *Performance management: key strategies and practical guidelines* (3rd ed.). London: Kogan Page.
3. Axson, D. A. J. (2007). *Best practices in planning and performance management from data to decisions*. New Jersey: Wiley.
4. Cokins, G. (2009). *Performance management: integrating strategy execution, methodologies, risk and analytics*. New Jersey: John Wiley.
5. Niven, P. R. (2008). *Balanced scorecard step-by-step: maximizing performance and maintaining results* (2nd ed.). New Jersey: John Wiley.
6. Rao, T. V. (2004). *Performance management and appraisal systems*. New Delhi: Response.
7. Richard, L., & Brian, J. H. (2006). *Harvard business essentials: performance management: measure and improve the effectiveness of your employees* (2nd ed.). Boston: HBS Press.
8. Sanghi, S. (2008). *The handbook of competency mapping* (2nd ed.). New Delhi: Response-Sage.

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

MBAFT-7306: TRAINING AND DEVELOPMENT

Objective

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

Course Contents

Training Process: An Overview; Role of Training and Development in HRD and Organisational Effectiveness; Stakeholders in Training: Roles and Expectations; Management of Training function; Training Needs Analysis (TNA); Designing

Training Modules; Instructional Objectives and Lesson Planning; Learning Principles, Learning styles and Training Climate; Methods and techniques in Training and Development; Facilities planning, Training Aids and management of training sessions; Training Effectiveness and Evaluation- ROI approach; Action Research, OD and Training Interventions

Suggested Readings

1. Kozlowski, S. W. J. & Slas, E. (Ed.). (2009). *Learning, training, and development in organisations*. New York : Routledge.
2. Lawson, K. (2009). *The trainer's handbook* (2nd ed.). New Jersey: Pfeiffer-Wiley.
3. Lynton, R., & Pareek, U. (2000). *Training for organisational transformation* (3rd ed.).(3 Vols.). New Delhi: Sage.
4. Moskowitz, M. (2008). *A Practical guide to training and development: assess, design, deliver, and evaluate*. New York: John Wiley.
5. Noe, R. A. (2009). *Employee training & development* (4th ed.). USA: McGraw-Hill College.
6. Phillips, J. J., & Stone, R. (2002). *How to measure training results: A practical guide to tracking the six key indicators*. USA: McGraw Hill.
7. Phillips, P., Phillips, J. J., Stone, R., & Burkett, H. (2007). *The ROI field book: strategies for implementing: ROI in HR and training*. USA: Elsevier.
8. Piskurich, G. P., Beckschi, G. P., & Hall, B. (2000). *The ASTD handbook of training. design and delivery*. USA :McGraw Hill.

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

MBAFT- 7307: MANAGING INTERPERSONAL AND GROUP PROCESSES

Objective

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

Course Contents

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

Suggested Readings

1. Corey, M. S., & Corey, G. (2006). *Groups: process and practice* (7th ed.). Belmont: Thompson Books.
2. Donelson, R. F. (2009). *Group dynamics* (5th ed.). New York: Cengage Learning.
3. Goleman, D. (2006). *Social intelligence: The new science of human relationships*. New York: Bantam Books.
4. Levi, D. (2007). *Group dynamics for teams*. London: Sage.
5. Seligman, M. E. P. (1998). *Learned optimism: how to change your mind and your life*. New York: Free Press.
6. Thatchenkery, T., & Metzker, C. (2006). *Appreciative intelligence: Seeking the mighty oak in the Acorn*. San Francisco: Berrett-Koehler.

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

MBAFT- 7308: MANAGING DIVERSITY

Objective

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

Course Contents

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

& Dimensions of Diversity in India; Evaluating Effective Diversity Strategies & Programmes.

Suggested Readings

1. Barak, M. E. M. (2005). *Managing diversity: Toward a globally inclusive workplace* USA: Sage Publications.
2. Clements, P., & Jones, J. (2002). *The diversity training*. London : Kogan Page.
3. Clutterback, D., & Raggins, B. R. (2002). *Mentoring and diversity: An international perspective*. USA :Butterworth- Heinemann.
4. Kirton. G., & Greene, A. M. (2005). *Dynamics of managing diversity: A critical approach*. USA: Butterworth-Heinemann.
5. Kossek, E. E., & Lobel, S. A. (1997). *Managing diversity*. New York: Oxford/Blackwell Publishers.
6. Ruffino, N. C. (1999). *Diversity success strategies*. USA: Butterworth.

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

MBAFT- 7309: COUNSELLING SKILLS FOR MANAGERS

Objective

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

Course Content

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

Suggested Readings

1. Carroll, M. (1996). *Workplace counselling*. New Delhi: Sage.
2. Kottler, J. A., & Shepard, D. S. (2008). *Introduction to counselling: voices from the field*. USA: Cengage Learning.
3. Moursund, J. (2002). *The Process of counselling and therapy*. (4th ed.). New Jersey: Prentice Hall.
4. Patterson, L. E., & Welfel, E. R. (2004). *The counselling process: A multitheoretical integrative approach* (6th ed.). New York: Brooks Cole.
5. Rogers, C. R. (1965). *Client centred therapy: Its current practice, implications, and theory*. Boston: Houghton-Mifflin.
6. Rogers, C. R. (1995). *On becoming a person: A therapist view of Psychotherapy*. New York : Houghton-Mifflin.
7. Singh, K. (2009). *Counselling skills for managers*. New Delhi: Prentice Hall of India.

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

MBAFT-7310: HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Objective

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

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

Course Contents

HRD Concepts: Definition, Evolution, HRM & HRD, Challenges & Goals of HRD. HRD Function: HRD department structure, functions, and staffing HRD Professionals: Roles and Competencies. Developing HR Strategies: HRD System Design Principles, Systems Approach to HRD. Design & Administration of Select HRD Systems: Career Management and Development, Mentoring at Workplace, Work-Life Integration, Performance Management System.

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

Suggested Readings

1. Agarwala, T. (2007). *Strategic human resource management*. Oxford University Press: New Delhi
2. Dayal, I. (1993). *Designing HRD systems*. New Delhi: Concept.
3. Dowling, P. J., & Welch, D. E. (2009). *International human resource management: managing people in a multinational context* (4th ed.). New Delhi: Cengage Learning.
4. Harvey, C. P., & Allard, M. J. (2009). *Understanding and managing diversity: readings cases and exercises* (4th ed.). New Delhi: Prentice Hall of India.
5. Maheshwari, B. L., & Sinha, D. P. (1991). *Management of change through HRD*. New Delhi: Tata McGraw Hill.
6. Mankin, D. (2009). *Human resource development*. India: Oxford University Press.
7. McCall, Jr. M. W., & Hollenbeck, G. P. (2002). *Developing global executives: The lessons of international experience*. Boston: Harvard Business School press.
8. Mello, J. A. (2009). *Strategic human resource management* (4th ed.). New Delhi: Cengage Learning.

9. Pareek, U. (1992). *Managing transitions: The HRD response*. New Delhi: Tata McGraw Hill.
10. Rao, T. V. (1988). *Alternative approaches & strategies of human resource development*. Rawat: Jaipur.
11. Rao, T. V. (1999). *HRD audit*. New Delhi: Response Books.
12. Som, A. (2008). *Organization redesign and innovative HRM*. New Delhi: Oxford University Press.
13. Venkataratnam, C. S. (2006). *Industrial relations*. Oxford University Press: New Delhi.
14. Werner, J. M., & DeSimone, R. L. (2010). *Human resource development: Foundation: framework & application* (5th ed.). New Delhi: Cengage Learning.

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

MBAFT-7311: LEADERSHIP, POWER AND POLITICS

Objective:

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

Course Contents

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

Suggested Readings:

1. Asimakou, T. (2008). *Innovation, Knowledge and Power in Organizations*. London: Rutledge

2. Boulding, E. & Kahn, R.L. (1964). *Power and Conflict in Organizations*. New Delhi: Basic Books.
3. Clegg, S.R., Courpasson, D., & Phillips, N. (2006). *Power and Organizations*. London: Sage.
4. Pfeffer, J. (1994). *Managing with Power, Politics and Influence*. Boston: Harvard Business School Press.
5. Sinha, J B P (2001). *Cultural Context of Leadership and Power*. New Delhi: Sage
6. Zaleznick . A. (2006). *Learning Leadership: The Abuse of Power in Organizations*. London: Sage

MBAFT-7312: NEGOTIATION, PERSUASION AND SOCIAL INFLUENCE SKILLS

Objective

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

Course Contents

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

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

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

Suggested Readings

1. Bocankova, M. (2006). *Intercultural communication: typical features of the Czech, British, American, Japanese, Chinese and Arab cultures*. Praha: Oeconomica.
2. Brett, J. M. (2001) *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*. San Francisco: Jossey Bass.
3. Cialdini, R. (1993) *Influence: The psychology of persuasion*. New York: Morrow.
4. Cialdini, R. B. (2008). *Influence: Science and practice*. New York: Allyn and Bacon.
5. Fisher, R., Ury, W., & Patton, B. (1991). *Getting to yes: Negotiating agreement without giving In*. New York: Penguin Books.
6. Kolb, D., & Williams, J. (2000) *The Shadow Negotiation*. UK: Simon & Schuster.
7. Korobkin, R. (2009). *Negotiation theory and strategy*. Aspen Publisher.
8. Lewicki, R. (2005). *Essentials of negotiation*. Alexandria V. A.: Society of HRM.
9. Raiffa, H. (1982). *The art & science of negotiation*. US: Harvard College.
10. Simons, H. W. (2001). *Persuasion in society*. New Delhi: Sage.
11. Thompson, L. L. (2009). *The mind and heart of the negotiator* (4th ed.). New Delhi: Prentice Hall.
12. Winkler, K. (2006). *Negotiations with asymmetrical distribution of power*. Springer.
13. Young, M. (2007). *Sharks, saints and samurai: The power of ethics in negotiations*.
14. Watkins, M. (2006). *Shaping the game: The new leader's guide to effective negotiating*. USA: HBS Press.
15. Ury, W. (1991). *Getting past no: Negotiating with difficult people*. New York: Bantam Books.

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

MBAFT-7313: PERSONAL POWER & LEADERSHIP THROUGH ASIAN VALUES

Objective:

The objective of the course is to develop a holistic perspective towards managerial actions, unleash personal power and foster organizational excellence. It also aims to nurture value based leadership that supports diversity and manages change effectively. The course contents are based on principles embodied in the Asian psycho-spiritual philosophies, wisdom traditions, epic literature and folklore.

Contents:

Ontology of Human and Organizational Existence; Model of Personality & Holistic Growth: *Panch Kosh*; Excellence in Actions: *Guna theory*; Dynamics of Human Motivation: *Purushartha*. Constructive and Destructive Emotions: *Rasa theory*. Strategic & Value based Leadership: *Dharma-Danda*. Leveraging on competencies: *Svabhava Sanskar & Svadharma* model. Change Management: *Ekkatoparaya*; Unleashing Creativity & Personal power: Techniques from *Ashtanga Yoga, Zen- Buddhism and Taoism*; Work values & relationship management through Confucian *values*.

Suggested Readings

1. Eva Wong. (2000). *The Shambala guide to Taoism*. Boston: Shambala, South Asia Editions.
2. Gardner, D. K. (2007). *The Basic Teachings of the Later Confucian Tradition*, Hackett Publishing Company.
3. Goldman, R.P. & Tokunaga, M. (2009). *Epic Undertaking*. Delhi: Motilal Banarsidas Publishers Pvt. Ltd. Delhi.
4. Gerardo, N. J. (2008). *Myth and Meaning in Early Daoism: The themes of chaos*. Hundun: First Three Pines Press Edition.
5. Iyengar, B. K. S. (2005). *Light on Life*. London: Rodale.
6. Jue, R., & Wedemeyer, R. (2002). *The Inner Edge: Achieving Spiritual Fulfilment in Life and Work*. New Delhi: Tata McGraw Hill.
7. Kao, H. S. R. & Sinha D., (1997) *Asian Perspectives on Psychology*. New Delhi: Sage.
8. Karve, I., (1991). *Yuganata*. Hyderabad: Orient Longman Ltd.

9. Lau, D. C. (1979). *Confucius: The Analects*. London: Penguin
10. Roy, R., *Beyond Egos Domain*. New Delhi: Shipra Publications, 1999.
11. Ross, N.W., (1960). *The World of Zen*. New York: Random House.
12. Sharma, A. (Ed.) (2007). *Essays on Mahabharata*. Delhi: Motilal Banarsidas Publishers Pvt. Ltd.
13. Shri Aurobindo (1993). *Essays on Gita*. Pondicherry: Shri Aurobindo Ashram.
14. Shri Aurobindo (1993). *The Upanishads: Texts Translations & Commentary* Pondicherry: Sri Aurobindo Ashram.
15. Thich Nhat Hanh (2006). *Understanding the Mind*. London: Harper Collins Publishers.
16. Tiwari, K. (2007). *Classical Indian Ethical Thought*. Delhi: Motilal Banarsidas Publishers Pvt. Ltd.
17. Visnu Sarma (1993). *The Panch Tantra* .New Delhi: Penguin.
18. Watts, A.W., (1957). *The Way of Zen*. London: Penguin.

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

MBAFT-7314: COMPENSATION MANAGEMENT

Objective

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

Courses Contents

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

components of compensation. Legal Framework governing different components of compensation systems. Functioning of wage Boards and Pay Commissions.

Suggested Readings

1. Armstrong, M. & Murlis, H. (2005). *Reward Management: A Handbook of Salary administration*, London: Kegan Paul
2. Flash, C. (1995). *Executive Compensation*. San Francisco: American Management Association.
3. Henderson, R.I. (2003). *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education
4. Lawler, E. E III (2000). *Rewarding Excellence: Pay Strategies for New Economy*. California: Jossey-Bass
5. Milkovich, G & Newman, J.M. (2006). *Compensations*. New Delhi: McGraw Hill Publishing Company
6. Ryries, S. L (2000). *Compensation in Organization Current Research and Practices*. California: Jossey-Bass
7. Seth, V. & Agarwal, S.C. (2004). *Economics of Labour Market*. New Delhi: Ane Books.

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

AREA – 4: PRODUCTION & OPERATIONS MANAGEMENT: MBAFT- 7401 TO MBAFT-7411

MBAFT- 7401: ADVANCED OPERATIONS MANAGEMENT

Objective

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

Course Contents

Operations Strategy and competitive priorities, Operations strategy in manufacturing and services, Operations design choice and infrastructure decisions, Value Chain and Supply Chain, Outsourcing and Vertical Integration, Value Chains in a Global Business Environment, Total Capacity Management, Capacity planning process, Strategies for capacity planning, Developing and evaluating capacity alternatives, Agile Manufacturing, Distinction between flexibility and agility, Model for implementing agile manufacturing, Evolution of Total Quality Management (TQM), Implementation of TQM, Concepts and evolution of Total Productive Maintenance (TPM), Overall Equipment Effectiveness (OEE), Steps for TPM implementation, Just-in-Time (JIT) and Lean Operations, Critical elements of JIT, Framework for implementation of JIT, Concepts of Business Process Re-engineering (BPR), TQM and JIT: Commonalities and distinctions, BPR implementation model, Computer Integrated Manufacturing Systems (CIMS), A framework for computer-integrated enterprise issues involved in CIMS, Enterprise Resource Planning (ERP), Evaluation and justification of ERP for Operations Management.

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

Suggested Readings

1. Chase, R. B., Jacobs, F. R., Aquilano, N. J., & Agarwal, N. (2006). *Operations management for competitive advantage* (11th ed.). New Delhi: Tata McGraw Hill.
2. Evans, J. R., & Collier, D. A. (2007). *Operations management: An integrated goods and services approach*. New Delhi: Cengage Learning.

3. Heizer, J., & Render, B. (2007). *Operations management* (8th ed.). New Delhi: Pearson Education.
4. Krajewski, L. J., Ritzman, L. P. & Malhotra, M. K. (2007). *Operations management* (8th ed.). Prentice Hall of India.
5. Martinich, J. S. (2008). *Production and operations management*. India: Wiley.
6. Mohanty, S. G., & Deshmukh, S. G. (2003). *Advanced operations management*. New Delhi: Pearson Education.
7. Russell. R. S., & Taylor III, B. W. (2003). *Operations management* (4th ed.). New Delhi: Pearson Education.
8. Stevenson, W. J. (2009). *Operations management* (9th ed.). New Delhi: McGraw Hill.
9. Waller, D. L. (2003). *Operations management: A supply chain perspective*. USA: Thomson Learning.
10. Wild, Ray. (2007). *Essentials of production and operations management*. Singapore: Cengage Learning.
11. Womack, J. P., & Jones D. T. (2003). *Lean thinking: Banish waste and creating wealth in your organization*. UK: Simon & Schuster.

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

MBAFT-7402: OPERATIONS STRATEGY

Objective

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

Course Contents

Need for Operations Strategy, need for flexibility and agility, Impact of globalization on Operations Management, The Marketing link in the Operations Strategy -Role in competitive advantage, time based competitiveness and

market share. Process of designing, analysing and implementing operations' strategies. Operations as a core competence, strategic outsourcing decisions, Strategic management of transformation processes and flow strategies, Managing innovations and new product and process development, Strategic purchasing and supply management, Strategic choices in layout and capacity planning, World Class Manufacturing Strategies, Humanistic aspects of operations strategies, Strategic quality management: TQM, Quality policy, goals, objectives and audit, Total Productivity Management, Strategic aspects of Environment Management System (EMS) and Social Accountability (SA) Standards, Leveraging IT for strategic management of Operations.

Suggested Readings

1. Abele, E., Meyer, T., Naher, U., Strube, G., & Sykes, R. (Eds.) (2008). *Global production: A handbook for strategy and implementation*. Berlin: Springer Verlag.
2. Brown, S., Lamming, R., Bessant, J., & Jones, P. (2001). *Strategic operations management*. New Delhi: Butterworth Heinemann.
3. Christensen, C. M., & Rayner, M. E. (2003). *The innovator's solution*. Boston: Harvard Business School Press.
4. Finch, Byron. (2007). *Operations now*. (special ed.). New Delhi: McGraw Hill.
5. Hill, T. (1998). *Manufacturing strategy* (2nd ed.). London: Palgrave MacMillan.
6. Lawson, R. H. (2002). *Strategic operations management*. London: Routledge.
7. Meredith, J. R. (1987, Spring). The Strategic Advantage of its Factory of the Future, *California Management Review*. XXIX (3).
8. Porter, E. (2008). *On competition*. The five competitive forces that shape strategy (pp. 78-93). USA: Harvard Business Review.
9. Schonberger, R. J. (1986). *World class manufacture*. New York: The Free Press.
10. Skinner, W. (1985). *Manufacturing: The formidable complete weapon*. New York: John Wiley & Sons.
11. Slack, N., & Lewis, M. (2002). *Operations strategy*. New Delhi: Prentice Hall.

12. Waters, D. D. (2006). *Operations Strategy*. USA: Thomson.
13. Wheelwright, S. C. & Hayes, R. H. (1985). *Restoring our competitive edge: Competing through manufacturing*. US: John Wiley & Sons.
14. Womack, J. P., & Jones, D. T. (2003). *Lean thinking: Banish waste and creating wealth in your organization*. UK: Simon & Schuster.

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

MBAFT- 7403: TOTAL QUALITY MANAGEMENT

Objective

The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes' assurance to service assurance. Additional objective is to give focus on Quality Management Systems (QMS) like 1SO-9001. The course would also aim to closely link management of quality with that of reliability and maintainability for total product assurance. The dimensions of quality in services in the contemporary environment are also to be emphasized.

Course Contents

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

Suggested Readings

1. Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield-Sacre, M. (2006). *Total quality management* (3rd ed.). New Delhi: Pearson Education.
2. Dale, B. G. (2003). *Managing quality*. UK: Blackwell Publishing.

3. De Feo, J. A., & Barnard, W. W. (2005). *Juran's institute: six sigma breakthrough and beyond: Quality performance breakthrough methods*. New Delhi: Tata McGraw Hill.
4. IS/ISO 9001:2000. (2000). New Delhi: Bureau of Indian Standards.
5. Narayan, V., Wardhaugh, J. W., & Das, M. C. (2008). *100 years in maintenance and reliability*. New York: Industrial Press.
6. Oakland, J. S. (2003). *Total quality management: Text with cases*. Burlington: Butterworth-Heinemann.
7. Raghavachari, M., & Ramani, K. V. (Eds.). (2000). *Delivering service quality*. New Delhi: Macmillan.
8. Rath, Strong. (2003). *Six sigma leadership handbook*. New Jersey: John Wiley & Sons.
9. Sharma, S. I. (2008). *Total engineering quality management*. New Delhi: Macmillan.
10. Willmott, P., & McCarthy, D. (2001). *TPM: A route to world class performance*. UK: Butterworth-Heinemann.
11. Woodside, G., & Aurrichio, P. (2000). *ISO 14001 auditing manual*. New York: McGraw Hill.

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

MBAFT-7404: OPERATIONS RESEARCH

Objective

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

Course Contents

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

Suggested Readings

1. Albright, S. C., & Winston, W. L. (2009). *Management science: Modelling with spreadsheets*. Delhi: Cengage Learning.
2. Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2008). *An introduction to management science* (11th ed.). Delhi: Cengage Learning.
3. Hillier, F. S., & Liebermann, G. J. (2006). *Introduction to operations research* (8th ed.). New Delhi: Tata McGraw Hill.
4. Powel, S. G., & Baker, K. R. (2007). *Management science: The art of modelling with spreadsheets* (2nd ed.). US: Wiley.
5. Render, B., Stair, R. M., Hanna, M. E., & Badri, T. N. (2009). *Quantitative analysis for management* (10th ed.). Delhi: Pearson Education.
6. Sharma, J. K. (2009). *Operations research: Theory and applications* (4th ed.). New Delhi: Macmillan.
7. Srinivasan, G. (2007). *Operations research: Principles and applications*. New Delhi: Prentice Hall of India.
8. Stevenson, W. J., & Ozgur, C. (2007). *Introduction to management science with spreadsheets*. New Delhi: Tata McGraw Hill.
9. Taha, H. A. (2007). *Operations research: An introduction* (8th ed.). Delhi: Pearson Education.
10. Winston, W. L. (2009). *Operations research: Applications and algorithms* (4th ed.). Delhi: Cengage Learning.

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

MBAFT- 7405: ENVIRONMENT AND SAFETY MANAGEMENT

Objective

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

Course Contents

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

Suggested Readings

1. American Society for Quality. (2002). *The Quality auditor's HACCP handbook*. USA: ASQ Press.
2. Barrow, C. J. (1999). *Environmental management: Principles and practice*. London: Routledge.
3. Bhat, V. N. (1996). *The green corporation. The next competitive advantage*. Quorum Books: Connecticut.
4. Confederation of Indian Industry. (2003). *Jishu Hozen Manual*. Bangalore.
5. Farmer, A. (1997). *Managing environmental pollution*. Routledge. London.
6. Global Environment Management Initiative. (1995). *Environmental health and safety training: A Primer*. GEMI: Washington.
7. Leflar, J. A. (2001). *Practical TPM: Successful equipment management at agile technologies*. Oregon: Productivity Press.
8. North, K. (1997). *Environmental business management*. Geneva: International Labour Office.
9. Stranks, J. A. (1994). *Manager's guide to health and safety at work*. London: Kogan Page.
10. Willing, J. T. (1994). *Environmental TQM* (2nd ed.). McGraw Hill.
11. Willmott, P., & McCarthy, D. (2001). *TPM: A route to world class performance*. London: Butterworth Heinemann.

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

MBAFT- 7406: MODELLING IN SUPPLY CHAIN MANAGEMENT

Objective

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

Course Contents

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

Suggested Readings

1. Ayers, J. B. (2001). *Handbook of supply chain management*. APICS.
2. Chopra, S., Meindl, P., & Kalra, D. (2007). *Supply chain management: strategy, planning and operation* (3rd ed.). New Delhi: Pearson Education.
3. Cooper, W. W., Seiford, L. M., & Tone, K. (2004). *Data envelopment analysis*. USA: Kluwer Academic Publishers.
4. Kok, A.G. De & Graves, S. C. (2003). *Supply chain management: design, coordination and operation*, Vol. 11, Handbooks in operations research and management science (Ed.). UK: Elsevier.
5. Shapiro, J. F. (2007). *Modelling the supply chain* (2nd ed.). New Delhi: Cengage Learning.

6. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). *Designing and managing the supply chain* (3rd ed.). New Delhi: Tata McGraw Hill.
7. Tayur, S., Ganeshan, R., & Magazine, M. (2003). *Quantitative models for supply chain management*. USA: Kluwer Academic Publishers.
8. Webster, S. (2008). *Principles & tools for supply chain management*. New Delhi: McGraw Hill.

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

MBAFT- 7407: DECISION MODELS AND OPTIMIZATION

Objective

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

Course Contents

Large scale linear programming, discrete optimization models, Network models and Optimization, Non-Linear Programming, Analytical Hierarchy Process, Yield Management and Revenue Optimization.

(The detailed course plan, text books and supplements, list of cases and details on grading would be announced at the start of the semester)

Suggested Readings

1. Bertsimas, D., & Freund, R. M. (2004). *Data models and decisions: The fundamentals of management science* (2nd ed.). Dynamic Ideas.
2. Bertsimas, D., & Tsitsiklis, J. N. (1997). *Linear optimization*. Athena Scientific.
3. Powel, S. G., & Baker, K. R. (2007). *Management Science: The art of modelling with spreadsheets* (2nd ed.). US: Wiley.
4. Williams, H. P. (1999). *Model building in Mathematical Programming* (4th ed.). US: Wiley.

5. Winston, W. L. (2004). *Operations research: Applications and algorithms* (4th ed.) New Delhi: Cengage Learning.

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

MBAFT- 7408: QUANTITATIVE ANALYSIS OF RISK AND UNCERTAINTY

Objective

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

Course Contents

Simulation, Methods for risk analysis, Risk analysis models, Risk analysis in Project Management, Supply Chain Management, Marketing Management, Reliability theory and Maintenance decisions.

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

Suggested Readings

1. Bertsimas, D., & Freund, R. (2004). *Data models and decisions: The fundamentals of management science*. Dynamic Ideas.
2. Hillier, F., & Lieberman, G. (2005). *Introduction to operations research: concepts and cases*. New Delhi: Tata McGraw Hill.
3. Nisbet, R., Elder, J., & Miner, G. (2009). *Handbook of statistical analysis and data mining techniques*. New Delhi: Academic Press.
4. Powel, S. G., & Baker, K. R. (2007). *Management Science: The art of modelling with spreadsheets* (2nd ed.). US: Wiley.
5. Ross, S. M. (2009). *Introduction to probability models*. UK: Elsevier.
6. Shmueli, G., Patel, N. R., & Bruce, P.C. (2006). *Data mining for business intelligence*. US: Wiley.
7. Vose, D. (2008). *Risk analysis: A quantitative guide* (3rd ed.). US: Wiley.

8. Winston, W. L. (2004). *Operations research: Applications and algorithms* (4th ed.). New Delhi: Cengage Learning.

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

MBAFT-7409: PRODUCTION PLANNING AND CONTROL

Objective

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

Course Contents

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

Suggested Readings

1. Chapman, S. N. (2008). *The fundamentals of production planning and control*. New Delhi: Pearson Education.
2. Chase, R. B., Jacobs, F. R., Aquilano, N. J., & Agarwal, N. (2007). *Operations management for competitive advantage* (11th ed.). New Delhi: Tata McGraw Hill.
3. Evans, J. R., & Collier, D. A. (2007). *Operations management: An integrated goods and services approach*. New Delhi: Cengage Learning.
4. Heizer, J., & Render, B. (2007). *Operations management* (8th ed.). New Delhi: Pearson Education.

5. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2007). *Operations management* (8th ed.). New Delhi: Prentice Hall of India.
6. Martinich, J. S. (2008). *Production and operations management*. India: Wiley.
7. Russell, R. S., & Taylor III, B. W. (2003). *Operations management* (4th ed.) New Delhi: Pearson Education.
8. Stevenson, W. J. (2009). *Operations management* (9th ed.). New Delhi: Tata McGraw Hill.
9. Vollmann, T. E. (2008). *Manufacturing planning and control for supply chain management*. New Delhi: Tata McGraw Hill.
10. Wild, R. (2007). *Essentials of production and operations management*. Singapore: Cengage Learning.

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

MBAFT- 7410: SUPPLY CHAIN MANAGEMENT

Objective

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

Course Contents

Concepts and importance of a Supply Chain (SC), Evolution of Supply Chain Management (SCM), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit, Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Network design and Operations in the Supply Chain, Demand Forecasting in a Supply Chain, The value of information, Bullwhip effect, its Causes and remedial measures, Managing inventory in SC environment: Basic and Advanced inventory models, Multi-echelon inventory models, Transportation in SC environment: Design options for a transportation network, Strategic Outsourcing

and Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management, SC performance model: SCOR model.

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

Suggested Readings

1. Ayers, J. B. (2006). *Handbook of supply chain management* (2nd ed.). Florida: Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008). *Business logistics/ supply chain management* (5th ed.). New Delhi: Pearson Education.
3. Chopra, S., & Meindl, P. (2007). *Supply chain management: Strategy, planning and operation* (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). *The management of business logistics* (7th ed.). USA: South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). *global operations management and logistics: Text and Cases*. New York: John Wiley & Sons.
6. Mentzer, J. T. (2001). *Supply chain management*. New Delhi: Sage Publications.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Petterson, J. L. (2009). *Purchasing and supply chain management* (4th ed.). USA: Cengage Learning.
8. Raghuram, G., & Rangaraj, N. (2000). *Logistics and supply chain management: cases and concepts*. New Delhi: Macmillan.
9. Shah, J. (2009). *Supply chain management: Text and cases*. New Delhi: Pearson Education.
10. Shapiro, J. F. (2007). *Modelling the supply chain* (2nd ed.). New Delhi: Cengage Learning.
11. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). *Designing and managing the supply chain* (3rd ed.). New Delhi: Tata McGraw Hill.

12. Tayur, S., Ganeshan, R., & Magazine, M. (Eds.). (1999). *Quantitative models for supply chain management*. USA: Kluwer Academic Publishers
13. Waller, D. L. (2003). *Operations management: A supply chain perspective*. UK: Thomson Learning.
14. Webster, S. T. (2008). *Principles & tools for supply chain management*. New Delhi: McGraw Hill.

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

MBAFT-7411: TECHNOLOGY, INNOVATION AND NEW PRODUCT MANAGEMENT

Objective

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

Course Contents

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

Suggested Readings

1. Avdonitis, G., & Papastathopoulou, P. (2006). *Product and services management*. New Delhi: Sage.
2. Barclay, I., Dann, Z., & Holroyd, P. (2001). *New product development: A Practical Handbook for Improving Performance*. Butterworth Heinemann.
3. Bowonder. B., & Miyake, T. M. (1992). *Technology forecasting in Japan: recent trends*. New Delhi: TIFAC Report.
4. Brown, J. (2002). *Research that re-invents the corporation*. Boston: H BR.
5. Godar, S. H., & Ferris, S. P. *Virtual and collaborative teams: Processes, technologies and practiced*. USA: Idea Group Publishing.
6. Hayes, R. H., & Pisano, G. (2004). *Operations, strategy and technology: pursuing the competitive edge*. USA: John Wiley & Sons.
7. Kahn, K. B. (2001). *New product planning*. New Delhi: Response Books.
8. Khalil, T. A. (Ed.). (2009). *Technology management: Key to competitiveness and wealth creation*. New Delhi: Tata Mc Graw Hill.
9. Kouzelis, G., & Paurnari, M. (2005). *Knowledge in the new technologies*. Germany: Peter Lang.
10. Moody, P. E., & Morley, R. E. (1999). *The technology machine: how manufacturing will work in the year 2020*. New York: Free Press.
11. O'Sullivan, D., & Dooley, L. (2008). *Applying Innovation*. New Delhi: Sage.
12. Rastogi, P. N. (2009). *Management of technology and innovation: Competing through technological excellence*. New Delhi: Response Books.

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

MBAFT-7501: ENTREPRENEURIAL MANAGEMENT

Objective

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

Course Contents

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

Suggested Readings

1. Bhide, A. (1999). *The origin and evolution of new businesses*. USA: Oxford University Press.
2. Bhide, A. (2008). *The venturesome economy: How innovation sustains in a more connected world*. New Jersey: Princeton University press.
3. Bossidy, L., Ram Charan, & Charles, B. (2002). *Execution: The discipline of getting things done*. New York: Crown Business.
4. Hisrich R. D., Peters, M. P., & Shepherd, D. A. (2005). *Entrepreneurship* (6th ed.). New York: McGraw-Hill / Irwin.
5. Kaplan, J. (2004). *Patterns of entrepreneurship*. India: Wiley.
6. Khanna, T. (2008). *Billions of entrepreneurs: How China and India are reshaping their futures and yours*. Harvard Business School Press.
7. Kuratko, D. F., & Hodgetts, R. M. (2003). *Entrepreneurship: A contemporary approach* (6th ed.) USA: South-Western.
8. Kuratko, D. F., & Hodgetts, R. M. (2007). *Entrepreneurship* (7th ed.). USA: Thompson-South Western.
9. Kuratko, D. F., & Hodgetts, R. M. (2007). *Entrepreneurship: Theory, process, practice*. USA: South Western/ Thomson Learning.
10. Morris, M. H., & Kuratko, D. (2002). *Corporate entrepreneurship*. TX: Harcourt.

11. Mullins, J. W. (2006). *The new business road test: What entrepreneurs and executives should do before writing a business plan* (2nd ed.). Harlow: Prentice Hall Financial Times.
12. Mullins, J. W., & Komisar, R. (2009). *Getting to plan B breaking through to a better business model*. Boston: Harvard Business Press.
13. Roy, R. (2008). *Entrepreneurship*. New Delhi: Oxford University Press.
14. Stevenson, H. (2007). *Perspective on entrepreneurship*. Boston : Harvard Business Press.
15. Stevenson, H. H., Roberts, M. J., Bhide, A., Shalman, W. A. (Eds.). (2008). *The Entrepreneurial venture*. (The Practice of Management Series). New Jersey: Harvard Business Press

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

MBAFT-7502: ENTREPRENEURSHIP, CREATIVITY AND INNOVATION

Objective

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

Course Contents

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

Suggested Readings

1. Burns, P. (2001). *Entrepreneurship and small business*. New York: Palgrave .
2. Chesbrough, H. (2005). *Open innovation*. Boston: Harvard Business School Press.
3. Chesbrough, H. (2006). *Open business model: How to thrive in the new innovation landscape*. Harvard Business School Press.

4. Drucker, P. F. (2006). *Innovation and entrepreneurship: Practice and principles*. USA: Elsevier.
5. Fagerberg, J., Mowery, D. C., & Nelson, R. R. (Ed.). (2006). *The Oxford Handbook of innovation*. New Delhi: Oxford University Press.
6. Hamel, G., & Breen, B. (2007). *The future of management*. Boston: Harvard Business School Press.
7. Hisrich, R., & Peters, M., & Shepherd, D. A. (2005). *Entrepreneurship*. New Delhi: Tata McGraw Hill.
8. Kaplan, J. M. (2006). *Patterns of entrepreneurship*. John Wiley & Sons.
9. Kaufman, J. C., & Sternberg, R. J. (Ed.). (2005). *The International handbook of creativity*. New York: Cambridge University Press.
10. Kelley, T. (2002). *The Art Of innovation*. Profile Business.
11. Khandwalla, P. (2003). *Corporate creativity*. New Delhi: Tata Mc.Graw Hill.
12. Mullins, W. J. (2004). *New business road test*. New Delhi: Prentice Hall.
13. Roy, R. (2008) *Entrepreneurship*. New Delhi: Oxford University Press.
14. Stevenson, H. (2007). *Perspective on entrepreneurship*. Boston: Harvard Business Press.

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

MBAFT-7503: SOCIAL ENTREPRENEURSHIP

Objective

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

Course Contents

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

Suggested Readings

1. Austin, J. E., Leonard, H., Stevenson, H., & Jane Wei-HYPERLINK "http://www.allbookstores.com/author/Jane_Wei-Skillern.html"skillern ,*Entrepreneurship in the Social Sector* ,Sage Pub.2007.
2. Bornstein, D. (2004). *How to change the world: Social entrepreneurs and the power of new ideas*. Oxford University Press.
3. Dees, G., Emerson, J., & Economy, P. (2001). *Enterprising non profits*. Wiley.
4. LaPiana, D. (2005). *Play to win: The Non-profit guide to competitive strategy*. Jossey-Bass.
5. Mullins, J. W., & Komisar, R. (2009). *Getting to plan B breaking through to a better business model*. Boston: Boston: Harvard Business Press.
6. Mullins, J. W. (2006). *The new business road test: What entrepreneurs and executives should do before writing a business plan* (2nd ed.). Harlow: Prentice Hall Financial Times.
7. Nicholls, A. (Ed.). (2006). *Social entrepreneurship new models of sustainable social change*. Oxford University Press.
8. Prahalad, C. K. (2006). *Fortune at the bottom of the pyramid ,eradicating poverty through profits*. Wharton school Publishing.
9. Roy, R. (2008). *Entrepreneurship*. Oxford University Press.

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

MBAFT-7504: FAMILY BUSINESS AND ENTREPRENEURSHIP

Objective

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

Course Contents

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

Suggested Readings

1. Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). *Generation to generation: Life cycles of the family business*. Boston: Harvard Business School Press.
2. Ibrahim, A., & Ellis, W. (2004). *Family business management: Concepts and practice*. Dubuque: Kendall/Hunt Publishing Company.
3. Jaffe, D. T. (1990). *Working with the ones you love: Conflict resolution and problem solving strategies for a successful family business*. Berkeley, CA: Conari Press.
4. Lansberg, I. (1999). *Succeeding generations: Realizing the dream of families in business*. Boston: Harvard Business School Press.
5. Mullins, J. W., & Komisar, R. (2009). *Getting to plan B breaking through to a better business model*. Boston: Harvard Business Press.
6. Poza, E. J. (1997). *Smart growth: Critical choices for family business continuity*. Cleveland: University Publishers.
7. Poza, E. J. (2007). *Family business* (2nd ed.). Mason: Thompson South-Western.
8. Timmons, J. A., & Spinelli. (2003). *New venture creation: Entrepreneurship for the 21st century* (6th ed.). New York: McGraw-Hill Higher Education.

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

MBAFT-7505: FINANCING THE ENTREPRENEURIAL BUSINESS

Objective

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

Course Contents

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

Suggested Readings

1. Burns, P. (2001). *Entrepreneurship and small business*. New Jersey: Palgrave.
2. Hisrich, R., & Peters, M. (2006). *Entrepreneurship*. New Delhi: Tata McGraw Hill.
3. Holt, D. H. (2004). *Entrepreneurship new venture creation*. New Delhi: Prentice Hall of India.
4. Kaplan, J. (2004). *Patterns of entrepreneurship*. Wiley.
5. Mullins, J. W. (2006). *New business road test*. New Delhi: Prentice Hall.
6. Stevenson, H. (Ed.). (2007). *Perspective on entrepreneurship*. Boston: Harvard Business Press.

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

MBAFT-7506: MANAGING THE GROWING BUSINESS

Objective

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

Course Contents

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

Suggested Readings

1. Hisrich, R., & Peters, M. (2002). *Entrepreneurship*. New Delhi: Tata McGraw Hill.
2. Burns, P. (2001). *Entrepreneurship and small business*. New Jersey: Palgrave.
3. Kaplan, J. (2004). *Patterns of entrepreneurship*. Wiley.
4. Mullins, J. (2004). *New business road test*. New Delhi: Prentice Hall.
5. Stevenson, H. (Ed.). (2007). *Perspective on entrepreneurship*. Boston: Harvard Business Press.

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

AREA – 6: INFORMATION TECHNOLOGY MANAGEMENT: MBAFT-7601 TO MBAFT-7609

MBAFT-7601: MANAGING E-BUSINESS

Objective

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

Course Contents

Managing businesses electronically. E-Business and E-Commerce. Role of transactions on the electronic media. Growth of E-Business in an organization.

Impact of E-Business on industries; Components of E-Business technology; Role of websites and Internet in E-Business. Emerging technologies for E-Business solutions.

Introduction to e-Commerce. Role of EDI in e-Commerce. Different types of e-Commerce. Emerging paradigms of e-commerce – M-Commerce, T-Commerce, and WAP. Knowledge management in the e-Commerce Era.

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

Electronic Payment Systems. Paying via the Net. Payment Protocols; Payment Gateways; Payment and Content Management; Role of ASPs in Payment via the Net. Security and Privacy Issues related to E-Commerce. On-line, Pre-paid and post-paid Electronic Payment Systems. Architectural Framework for E-Business.

Implementing B-2-B E-Commerce. Supply-Chain Integration; Enterprise Application Integration. E-Commerce Value Chain. Internet Business Models; Internet Business Strategy; Implementation Strategies. Search Engines and Internet Advertising. Building Virtual Communities.

Building e-Alliances; Business Exchanges and Intermediaries. E-Business Strategies and Economies of E-Business.

Suggested Readings

1. Amor, D. (2000). *The E-Business revolution: Living and working in an interconnected world*. New Jersey: Prentice Hall Inc.

2. Bhaskar, B. (2009). *Electronic commerce: Framework, technologies and applications* (3rd ed.). New Delhi: Tata McGraw Hill Education.
3. Chaffey, D. (2007). *E-Business and e-commerce management* (3rd ed.). Pearson Education.
4. Jospeh, P. T. (2005). *E-Commerce: An Indian perspective* (2nd ed.). New Delhi: Prentice-Hall of India.
5. Kalakota, R., & Whinston, A. B. (2009). *Electronic commerce: A manager's guide*. New Delhi: Pearson Education.
6. Leon, A., & Leon, M. (2001). *The E-Biz primer: How to design profitable websites and web portals*. New Delhi: Tata McGraw Hill Education.
7. Stephen, C. (2004). *Strategic management of e-business*. New York: John Wiley & Sons.
8. Vince, C., & Cripe, B. (2008). *Reshaping your business with web 2.0*. New Delhi: McGraw Hill Computing.

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

MBAFT-7602: BUSINESS PROCESS RE-ENGINEERING

Objective

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

Course Contents

Business Process Re-engineering – Definitions and Concepts. Process Improvement and Process Redesign. BPR Experiences in Indian Industry. Process Identification and Process Mapping Tools; Role/Activity Diagrams. Best Practices and Benchmarking. Scope of BPR in Service and Manufacturing Organizations. Organizational Transformation thru BPR.

Business Process Improvement. Business Process Redesign. Man Management for BPR Implementation. Re-organizing People and Managing Change. Evolving technologies to support BPR initiatives. BPR in Public Systems.

BPR Methodology. Models of BPR; Business Process Management and BPR, Critical Success Factors for successful implementation of BPR. Successes and Failures of BPR-Indian Cases.

Suggested Readings

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

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

MBAFT-7603: SYSTEM ANALYSIS AND DESIGN

Objective

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

Course Contents

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

Systems Planning; Preliminary Investigations; System Requirement Specification and Analysis; Evaluating Alternative Strategies of System Requirement Analysis, Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections. Decision Analysis; Decision Trees and Tables; Expansion and Explosion. Design of databases and Normalization. Rapid Application Development. Flow Charting, Data and Process Modelling Tools; Use Case; Systems Design, Object Oriented Design; Output Design, Input Design; File and Database Design, Normalization. System Implementation - Installation and Evaluation.

Managing Software Projects. Project Communication, tracking and reporting; Software Project Planning. Software Risk Management; System Control and Quality Assurance. Documentation Tools. Software Testing Techniques. Performance and Acceptance testing criteria. Capability Maturity Model. Project management techniques for managing software projects. System Controls and System Audit. System Administration and Training. Conversion and Operations Plan.

Suggested Readings

1. Bennett, S., Mcrobb, S., & Farmer, R. (2006). *Object-Oriented systems analysis and design using UML* (3rd ed.). Boston: McGraw Hill.
2. Hoffer, J. A., & George, J. F. (2006). *Modern system analysis and design*. (4th ed.). New Delhi: Pearson Education.
3. Hughes, Bob. (2006). *Software project management*. 4th ed.). New Delhi: Tata McGraw Hill Education.
4. Kendall, K. E., & Kendall, J. E. (2009). *Systems analysis and design* (8th ed.). New Delhi: Prentice-Hall.
5. Pressman, Roger S. (2009). *Software engineering: A practitioner's approach* (7th ed.). Boston: McGraw Hill.
6. Shelly, G. B., Cashman, T. J., & Rosenblatt, H. J. (2009). *Systems analysis and design* (8th ed.). Singapore: Thomson Learning.
7. Whitten, J. L. & Bentley, L. D. (2009). *Systems analysis & design methods* (7th ed.). New Delhi: Tata McGraw Hill.

8. Yourdon, E. L. (1979). *Constantine: Structured design*. New Delhi: Prentice-Hall.

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

MBAFT-7604: STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Objective

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

Course Contents

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

Suggested Readings

1. Chew, Eng K., & Gottschalk, P. (2009). *Information technology strategy and management: Best practices*. New York: Information Science Reference.
2. HBS. (1999). *Business value of IT*. Boston: Harvard Business School Press.
3. Kelley, George. (2009). *Selected readings on information technology management: Contemporary issues*. New York: Information Science Reference.
4. Khosrow-Pour, Mehdi. (2003). *Annuals of cases on information technology*. London: Idea Group Publishing.

5. Meyers, L. S., Glenn, G., & Guarino, A. J. (2009). *Data analysis using SAS enterprise guide*. New York: Cambridge University Press.
6. Parker, M. M. (1996). *Strategic transformation and information technology: paradigms for performing while transforming*. New Jersey: Prentice Hall.
7. Rahman, H. (2009). *Selected readings on global information technology: contemporary applications*. New York: Information Science Reference.
1. Sarv, D., & Kohli, R. (2002). *The IT payoff: Measuring the business value of information technology investments*. New York: Prentice Hall.

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

MBAFT-7605: DATABASE MANAGEMENT SYSTEMS

Objective

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

Course Contents

Introduction to database and database management software system. Various generations of DBMS. Data Files and Business Applications. Data Processing Concepts; Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Data Base Management Models. Functions of a Database Management System. Relational Data Base Model. Designing Tables and Queries. Database Design – DFD, E-R Diagrams, Access Queries.

Normalization. Need for Normalization. Queries, Forms, and Reports. Advanced Queries. Code behind forms. Building database applications – Plan Formulation, Documentation. Database Administration.

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

Suggested Readings

1. Esakkirajan, S., & Sumathi, S. (2007). *Fundamentals of relational database management systems*. New York: Springer.
2. Hoffer, Jeffrey A. (2007). *Modern database management* (8th ed.). New Delhi: Pearson Education.
3. Lightstone, S. S., & Teorey, T. J. (2007). *Physical database design: The database professional's guide to exploiting indexes, views, storage, and more*. San Francisco: Elsevier.
4. Mullins, J., & Craig, S. (2002). *Database administration: The complete guide to practices and procedures*. Boston: Pearson Education.
5. Post, Gerald V. (1999). *Database management systems: Designing and building business applications*. Boston: Irwin McGraw-Hill.
6. Pratt, P., & Adamski, J. (2000). *Concepts of database management* (3rd ed.). Boston: Pearson Education.
7. Ramakrishnan, R., & Johannes, Gehrke. (2003). *Database management systems* (3rd ed.). Boston: McGraw Hill.
8. Shasha, D. E., & Bonnet, P. (2003). *Database tuning: principles, experiments, and troubleshooting techniques*. San Francisco: Elsevier.

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

MBAFT-7606: KNOWLEDGE MANAGEMENT

Objective

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

Course Contents

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

Approaches and Principles of Knowledge Management. Developing a Knowledge Management Capability. Intellectual Capital Strategy. Knowledge Networks. Learning Organizations and Knowledge Management. Designing and implementing Knowledge Management Program. Support technology for Knowledge Management. Case studies of learning organizations.

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

Suggested Readings

1. Batra, S., & Francisco, J. C. (2009). *Knowledge management and intellectual capital: Emerging perspectives*. New Delhi: Allied Publishers.
2. Belason, A. T. (2000). *Leading the learning organization*. State University of New York Press.
3. Boyett, J. H., & Boyett, J. T. (2006). *The Guru guide to knowledge management*. Capstone Publishing.
4. Collison, Chris., Geoff Parcell., & Wiley, J. (2005). *Learning To fly: Practical lessons from one of the world's leading knowledge companies*. Capstone.
5. Frappaolo, C. (2001). *Knowledge management: Learning from knowledge engineering*. CRC Press.
6. Nonaka, I. (2008). *The knowledge-creating company*. Boston: Harvard University Press.
7. Pfeffer, J., & Sutton, R. I. (2000). *The knowing doing gap*. Boston: Harvard Business School Press.
8. Stewart, T. A. (2001). *The wealth of knowledge: Intellectual capital and the twenty-first century organization*. London: Nicholas Brealey Publishing.

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

MBAFT-7607: MANAGING IT-ENABLED SERVICES

Objective

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

Contents

IT enabled services – The range, characteristics, success parameters, and technology drivers. Growth and acceptance of ITEs; E-Enablement as a concept. Spectrum of IT enabled services - Call Centre Management; Medical Transcription Management; Back Office Operations; Outsourcing customer care and service. Business Process Outsourcing and Knowledge Process Outsourcing as strategic business alternatives. Customer Contact Centre Management. Cash Management System. Customer Relationship Management and Customer Experience Management. Electronic Document Management Systems. Facilities Management. Applications Service Providers. Strategic choices for providers and aspirant companies. Innovation in ITEs; Role of ITEs as an economic growth vehicle for developing nations; Emerging models for ITEs. World and India in ITEs Space.

Suggested Readings

1. Bajgoric, N. (2009). *Continuous computing technologies for enhancing business continuity*. New York: Information Science Reference.
2. Chen, Stephen. (2001). *Strategic management of e-business*. New York: John Wiley & Sons.
3. Cunningham, M. J. (2001). *B-2-B: How to build a profitable e-commerce strategy*. Massachusetts: Perseus Publishing.
4. Earle, N., & Keen, P. (2000). *From .com to .profit: Inventing business models that deliver value and profit*. San-Francisco: Jossey-Bass.
5. Hagel, John-III & Armstrong, A. G. (1997). *Net gain: Expanding markets through virtual communities*. Boston: Harvard Business School Press.
6. Hansson, T. (2009). *Handbook of research on digital information technologies: Innovations, methods, and ethical Issues*. New York: Information Science Reference.

7. Hu, Wen-Chen. (2009). *Selected readings on electronic commerce technologies: contemporary applications*. New York: Information Science Reference.
8. Turner, Colin. (2000). *The information e-economy: Business strategies for competing in the digital age*. London: Kogan Page.

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

MBAFT-7608: NETWORK OPERATIONS, MANAGEMENT & SECURITY

Objective

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

Course Contents

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

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

Suggested Readings

1. Albert, S., Flournoy, D. M., & LeBrasseur, R. (2009). *Networked communities: strategies for digital collaboration*. New York: Information Science Reference.
2. Azari, R. (2003). *Current security management & ethical issues of information technology*. London: IRM Press.
3. Fugini, Mariagrazia., & Carlo, Bellettini. (2004). *Information security: Policies and actions in modern integrated systems*. London: Idea Group Publishing.

4. Douglas, J. (2009). *Introduction to network security*. London: CRC Press.
5. Khosrow-Pour, M. (2006). *Cases on telecommunications and networking*. London: Idea Group Publishing.
6. McMillan, T. (2007). *Change your career: Computer network security as your new profession*. Kaplan Publishing.
7. Obaidat, M. S., & Boudriga, N. (2007). *Security of e-systems and computer networks*. Cambridge: Cambridge University Press.
8. Paiano, Roberto. Anna Lisa Guido, & Andrea Pandurino. (2008). *Designing complex web information systems: Integrating evolutionary process engineering*. New York: Information Science Reference.

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

MBAFT-7609: BUSINESS INTELLIGENCE

Objective

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

Course Contents

Business Intelligence and Information technology. Evolution of Business Intelligence in businesses. Tools and Techniques of Business intelligence. Role of Statistics in Business Intelligence. Real-time Systems and business intelligence. Business intelligence management issues. Decision Support Systems and Business Intelligence.

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

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

Suggested Readings

1. Bajgoric, N. (2009). *Continuous computing technologies for enhancing business continuity*. New York: Information Science Reference.
2. Becker, S. (2002). *Data warehousing & web engineering*. London: IRM Press.
3. Giovinazzo, W. A. (2003). *Internet-enabled business intelligence*. New Jersey: Pearson Education.
4. Lawrence, K. D., Stephan K., & Klimberg, R. K. (2008). *Data mining methods and applications*. New York: Auerbach Publications.
5. Moss, L. T., & Atre, A. S. (2003). *Business intelligence roadmap: the complete project lifecycle for decision-support lifecycle*. Boston: Pearson Education.
6. Ponniah, P. (2003). *Data warehousing fundamentals*. New York: John Wiley.
7. Rahman, Hr. (2009). *Global information technology: Contemporary applications*. New York: Information Science Reference.
8. Turban, E., & Aronson, J. E. (2008). *Decision support and business intelligence systems* (8th ed.). New Delhi: Pearson Education.

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

MBAFT-7701: MANAGEMENT OF NGOS

Objective

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

Course Contents

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

Suggested Readings

1. Blakely, E., & Bradshaw, T. K. (2002). *Planning local development: Theory and practice* (3rd ed.). New Delhi: Sage.
2. CAPART. (1999-20002). *Prayas case studies of NGO success in rural development*. New Delhi: CAPART.
3. Chandra, P. (2005). *NGOs in India: Role, guidelines & performance appraisal*. New Delhi: Akansha Publishing house.
4. De Neufville, R., & Desousa, L. (2009). *Government NGOs and anti corruption vices and virtues*. London: Routledge.
5. Drucker, P. F. (1992). *Managing the non-profit organizations: Principles and practices*. New York: Harper Business.

6. Ebrahim, A. (2005). *NGOs and organizational change: Discourse, reporting and learning*. London: Cambridge University Press.
7. Edwards, M., & Flower, A. (Eds.). (2002). *The Earthscan reader on NGO management*. London: Earth Scan.
8. Goyal, V. P. (2005). *Schemes for NGO's in development*. Jaipur: Mangal Deep Publications.
9. Mahajan, S. (2008). *NGO management*. New Delhi: Pearl Books.
10. Pruthi. R. (2006). *NGO's in the new millennium*. New Delhi: Sage Publications.
11. Ovadasi, J. M. (2005). *Management of NGOs : Towards developed civil society* . New Delhi: Macmillan.
12. Riley, J. M. (2002). *Stakeholders in rural development : Critical collaboration in State-NGO relationship*. New Delhi: Sage.
13. Salamon, L., & Anheier, H. K. (2001). *Defining the non-profit sector: A cross-national analysis*. New York: John Hopkins.
14. Tandon, R. (2003). *Invisible yet widespread: The non-profit sector in India*. New Delhi: PRIA.
15. Wolf, W., & Carter, B. (1999). *Managing a non-profit organization in the 21st century*. London: Free Press.

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

MBAFT-7702: TOURISM MARKETING

Objective

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

Course Contents

Development of Tourism in India: Characteristics of Modern Tourism and Tourist Behaviour; Economics of Leisure and Tourism; Tourism Impact Assessment; Sustainable Tourism Activities; Tourism Products: Natural Attractions & Eco Tourism Cultural Attractions, Conventions, Incentives, Sports & Adventure , Life Style Tourism, Ethnic Roots Tourism, Theme Parks; Tourist Product Life Cycle;

Tourism Agencies (Civil Aviation, Railways, Surface Transportation, External Affairs, Forest and Archaeological Survey of India, etc.), National Trade Organization (TAAI, IATO, FHRAI etc.), and International Organizations (WTO, PATA, ASTA, UFTAA, ICAO, IATA, etc.).

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

Suggested Readings

1. Batra, G. S., & Dangwal, R. C. (2000). *Tourism promotion and development: New advances*, New Delhi: Deep & Deep.
2. Fyall, A., & Garrod, B. (2005). *Tourism marketing: A collaborative approach*. Chanel View Publication.
3. Gee, C.Y., Makens, J. C., & Dexter, J. L. C. (1997). *Travel industry* (3rd ed.). Singapore: John Wiley.
4. Gill, P.S. (1999). *Dynamics of tourism*. 4 vols. New Delhi: Anmol.
5. Goeldner, C. R., & Ritchie, R. B. (2002). *Tourism: Principles, practices, philosophies* (9th ed.). Singapore: John Wiley.
6. Gupta, S., & Bansal, S. P. (1998). *Tourism towards 21st Century*. New Delhi: Deep & Deep
7. Khan, N. A. (2001). *Development of tourism in India*. New Delhi: Anmol.
8. Kotler, P., Hamlin, M. A., Rein, I., & Haider, D. (2001). *Marketing Asian places: attracting investment, industry and tourism to cities, states and nations*. Singapore: John Wiley.
9. Kozak, M. & Andreu, L. (Eds.) (2006). *Progress in tourism marketing*. Netherland: Elsevier.
10. Malhotra, R. K. (1998). *Tourism marketing*. New Delhi: Anmol.
11. Mazanec, J. A. (ed.). (1997). *International city tourism*. London: Pinter.
12. Middleton, V. T. (2001). *Marketing in travel and tourism* (3rd ed.). Oxford: Butterworth Heinemann.

13. Morgan, N., & Tritchard, A. (2001). *Advertising in tourism and leisure*. England: Butterworth-Heinemann.
14. Shackley, M. (2001). *Visitor management*. New Delhi: Butterworth-Viva.
15. Sinha, P. C.(1999). *International encyclopaedia of tourism management*, 12 Vols. New Delhi: Anmol.
16. Tribe, J. (2001). *The economics of leisure and tourism* (2nd ed.). New Delhi: Butterworth-Viva.
17. Victor, T. C., & Middleton, J. C. (2002). *Marketing in travel and tourism*. Woburn :Butterworth – Heinemann.

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

MBAFT-7703: TRANSPORTATION MANAGEMENT

Objective

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

Course Contents

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

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

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

Global Trends and Best Practices in Different Types of Transportation systems. Role of I T and Transportation Management.

Suggested Readings

1. Asopa, V. N., Bhatnagar, D., Dixit, M. R., Raghuram, G., Ramani, K. V., Sinha, S., & Rao, V. V. (1999). *Shipping management: Cases and concepts*. New Delhi. Macmillan.
2. Banister, D. (2001). *Transport planning* (2nd ed.). London: Taylor & Francis.
3. Coyle, J. J., Novack, R. A., & Bardi, E. J. (2005). *Transportation: With Info Trac*. New Delhi: Cengage Learning.
4. Dervaes, C. (1996). *The travel training work book*. Florida: Solitaire Publishing.
5. Dickey, J. L.W. (1980). *Metropolitan transportation planning*. New Delhi: Tata McGraw Hill.
6. Doherty, T., & Horne, T. (2001). *Managing public services: Implementing changes*. London: Routledge.
7. Jaya Krishna, S. (2007). *Transport management imperatives and best practices*. Hyderabad: ICFAI University Press.
8. Kickert, W., Klijn, E. H., & Koppenjan, J. (1997). *Managing complex network strategies for the public sector*. New Delhi: Sage.
9. Mahajan, V. S. (1991). *Transport planning, policy and develop*
10. Otimar, Gau. (2008). *Transportation management with SAPLES*. Galileo Press.
11. Ovasdi, J. M. (1990). *Railway administration & management*. New Delhi: Deep & Deep.
12. Ray, S. K. (Ed.). (2000). *Transport planning for developing countries*. New Delhi: Prentice Hall of India.
13. Wensveen, J. G. (2007). *Air Transportation : A management perspective* . England: Ashgate Publishing.
14. White, P. (2001). *Public transport* (4th ed.). London: Taylor & Francis.

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

MBAFT- 7704: HOSPITALITY MARKETING

Objective

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

Course Contents

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

Suggested Readings

1. Bowie, D. (2002). *Hospitality marketing: An Introduction*. Oxford: Butterworth-Heinemann.
2. Dittmer, P. R. (2001). *Dimensions of the hospitality industry* (3rd ed.). New York: John Wiley.
3. Hsu, C. H. C., & Powers, T. (2001). *Marketing hospitality* (3rd ed.). New York: John Wiley.
4. Lewis, R. C., & Chambers, R. E. (2001). *Marketing leadership in hospitality: foundations and practices*, (3rd ed.). New York: John Wiley.
5. Powers, T., & Barrows, C. W. (2002). *Introduction to management in the hospitality industry* (7th ed.). New York: John Wiley.
6. Prideause, B., Moscardo, G., & Law, E. (2007). *Managing tourism and hospitality services: Theory and international applications*. London: CABI.
7. Reich, A. Z. (2001). *Marketing management for the hospitality industry: A strategic approach*. New York: John Wiley.
8. Reid, R. D., & Bojanic, D. C. (2002). *Hospitality marketing management* (3rd ed.). New York: John Wiley.
9. Rotter, P, Bowen, J., & Makens, J. (2009). *Marketing for hospitality and tourism* . New Delhi: Pearson Education.

10. Shanker, R. (2002). *Services marketing: Text and readings from the Indian perspective*. New Delhi: Excel Books.
11. Shaw, M., & Morris, S. V. (1999). *Hospitality sales: A marketing approach*. New York: John Wiley.
12. Sudan, A. S. (2002). *Encyclopaedia of hotel, tourism and hospitality management in 21st Century*. 6 Vols. New Delhi: Anmol.

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

MBAFT-7705: HOSPITALITY OPERATIONS MANAGEMENT

Objective

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

Course Contents

Hospitality unit Location: Layout of Facilities: Access, Security, Ergonomic and Safety Considerations: Workplace Design and Improvements: Work Measurement and Operation Standard: Operation Planning and Scheduling: Maintenance Management and Energy Conservation: Yield Management and Improvement Techniques; Quality Design, Planning and Control; Outsourcing: Vendor Selection, Rating and Development: Purchasing of Capital Equipment and Perishable Inventories; Selective Inventory Control; Managing the Supply Chain; Techniques of Productivity and Performance Improvement in Operating Systems.

Suggested Readings

1. Blake, D. W., & Anderson, A. (1994). *Hotel workplace reform*. Sydney: Tourism Task Force.
2. Brotherton, B., & Burgees, J. A. (1997). *Comparative study of academic research interests in US and UK hotel and restaurant companies: Proceedings of 6th Annual Hospitality Research Conference*. Oxford.
3. Collier, D. (1987). *Service management: operations decisions*. New Jersey: Prentice Hall.

4. Johns, N. (Ed.). (1996). *Productivity management in hospitality and tourism*. London: Cassell.
5. Jones, P. (Ed.). (2008). *Handbook of hospitality operations and IT*. London: Butterworth-Heinemann.
6. Jones, P., Ball, S., Lockwood, A., & Kirk, D. (2003). *Hospitality operations: A systems approach*. Continuum.
7. Kleinwort, B. (1994). *Quoted hotel companies*. London: Keimwort Benson.
8. Lockwood, A., Baker, M., & Ghillyer, A. (1996). *Quality in hospitality: Best practice in action*. London: Cassell.
9. Merricks, P., & Jones, P. (Eds.). (1994). *The management of food service operations*. London: Cassell.
10. Raghavchari, M., & Ramani, V. (Ed.). (1994). *Delivering service quality: Managerial challenged for 21st century*. New Delhi: Macmillan.
11. Stuart, T. K., Hill, & Parker, J. (2008). *Introduction to revenue management for hospitality industry*. New Delhi: Pearson Education.

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

MBAFT-7706: CIVIL AVIATION MANAGEMENT

Objective

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

Course Contents

Special Characteristics of Civil Aviation; Application of Economy Modules and Regression Analysis in Lair Passenger Demand Forecasting; Relationship between Air

Traffic and International Air Traffic; Demand for Airline Service : Demand Characteristics, Methods of Estimating Demand. The Costs of Airline Service: Analysis of Costs, Aircraft Selection as Determinant of Costs, Impact of Technological Advances on Coasts; Passenger Options, Travel Agencies and

Computer Reservation Systems; Airline Rates: Basic Rate Making Factors, the Changing Structure of Air Passenger Fares, Rate Regulation, International Rates and Dealing with Foreign Governments; Air Cargo : the Cargo Mix, Cargo vs. Passenger Characteristics, Terminal Facilities, Pick-up and Delivery Service, Competition with other Modes. The Airport-Airline Relationship. The Environment Impact of Airlines.

Suggested Readings

1. Doganis, R. (2002). *Flying off course : The economics of international airlines*. London: Routledge.
2. Flouris, T. G., Oswald, S. L. (2006). *Designing and executing strategy in aviation management*. New York: Ashgate Publishing.
3. Hawkins, F. H., & Orady, H. W. (1993). *Human factor in flight*. New York : Ashgate Publishing.
4. Kaps, R. W. (2000). *Fiscal aspects of aviation management*. USA: Southern Illinois University Press.
5. O'Conner, W. E. (2000). *An Introduction to airline economics*. New York : Greenwood Publishing.
6. Shaw, S. (1999). *Aviation marketing and management*. New York : Ashgate.
7. Sheehan, J. J. (2003). *Business and corporate aviation management: On demand companies air travel*. New Delhi: McGraw Hill.
8. Singh, R. (2008). *Aviation management global and national perspectives*. Kanishkha Publishers .
9. Smith, J. R., & Golden, P. A. (2001). *Airline: A strategic management simulation* (4th ed.). New Delhi: Prentice Hall.

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

MBAFT-7707: AIRPORT MANAGEMENT

Objective

The objective of this course is to acquaint the participants with the commercial aspects of airport management, marketing of airports, the role of facilitation, the

need to generate airport revenue, and to prepare a business plan. Participants will also be acquainted with issues related to design and planning of airports.

Course Contents

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

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

Suggested Readings

1. Ashford, N., Stanton, H. P. M., & Moore, C. A. (1996). *Airport operations* (2nd ed.). New York: McGraw Hill.
2. De Neufville, R., & Odoni, A. R. (2002). *Airport system: Planning design and management*. New Delhi: McGraw Hill.
3. Doganis, R. (2002). *Flying Off course: The economics of international airlines* (3rd ed.). New York: Routledge.
4. Doganis, R. (2006). *Airline Business* . New York: Routledge.
5. Graham, A. (2001). *Managing airports: An International perspective*. London, Butterworth-Heinemann.
6. Shackley, M. L. (2001). *Visitor management*. London: Butterworth-Heinemann.
7. Well, A. T., & Seth, B. Y. (2004). *Airport planning and management*. New Delhi: Mc Graw Hills.

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

MBAFT-7708: SERVICE OPERATIONS MANAGEMENT

Objective

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

Course Contents

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

Suggested Readings

1. Berman, E. M. (1998). *Productivity in public and non-profit organization: strategies and techniques*. New Delhi: Sage.
2. Bhote, K. R. (2008). *The ultimate six sigma: Beyond quality excellence to total business excellence*. New Delhi: PHI Learning.
3. Bowen, D. E., Chase, R. B., & Cummings, T. G. (Eds.). (1990). *Services management effectiveness* (2nd ed.). San Francisco: Jossey Bass.
4. Fitzsimmons, J. A., & Fitzsimmons, M. J. (2004). *Service management* (4th ed.). New Delhi: McGraw Hill.
5. Haksever, C., Render, B., Russell, R. S., & Murdick, R. G. (2003). *Service management and operations*, (2nd ed.). New Jersey: Prentice Hall.
6. Heskett, J. L., Sasser, W. E. & Hart, C.W.L. (1990). *Service breakthroughs: changing the rules of the game*. New York: Free Press.

7. Martin, C. (1998). *Logistics and SCM: Strategies for reducing cost and Improving service*. New Delhi: Pearson Education.
8. Metters, R. D., King-Metters, K. H., Pullman, M., & Walton, S. W. (2006). *Successful service operations management*. New Delhi: Cengage Learning.
9. Murdick, R. G. (1990). *Service operations management*. Boston: Allyn and Bacon.
10. Raghavachari, M., & Ramani, K. V. (Eds.). (2000). *Delivering service quality: managerial challenges for the 21st Century*. New Delhi: Macmillan.
11. Sehmener, R. W. (1995). *Service operations management*. New Jersey: Prentice Hall.
12. Voss, C. (1995). *Operations management in service industries and the public sector*. New York: Wiley.

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

MBAFT-7709: TOTAL SERVICE QUALITY MANAGEMENT

Objective:

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

Contents:

Concept of Total Quality (TQ) in Services; Determinants of Service Quality; Components of TQ Loop; Elements of a TQM System; Developing Service Quality Culture and Ethics: Trust, Values, Integrity and Responsibility; Quality Policy and Organisation; Service Quality Costs, Design for Quality, Failsafing, Service Quality Deployment, Benchmarking, Q-7 and new Q-7 Tools; Assessment of Customer feedback and Satisfaction , Walk-Through Audit, Use of scales like SERVQUAL and LODGESERVE; Service Quality Gaps Analysis; Customer Value Analysis; Human aspects of Service Quality ;Total Employee Involvement and Empowerment; Suggestion System; Benchmarking; Implementing Service Quality: Complaints Handling and Service Recovery;

Unconditional Service Guarantee and Refunds, Integrating Service Quality with Environment, Safety and Supply Chain; Total Service Quality Management Systems; Assessment, Accreditation and Audits. Exemplary case studies in implementation of Service Quality in Indian context with global benchmarks e.g. in health care, hospitality and education sectors.

Suggested Readings:

1. Antony J., (2002). *Understanding, managing and implementing quality*. London: Routledge.
2. All India Institute of Medical Sciences (2000). *Proceedings of national convention on quality criteria for Indian hospitals, New Delhi*:
3. Dale, B. G. & Plunkett, J. J. (1999). *Quality costing*, (3rd ed.) Hampshire: Gower.
4. Fitzsimmons, J. A. & Fitzsimmons, M. J.(Eds.). (2000). *New service development*. Thousand Oaks, California: Sage Publications.
5. International Standards Organisation (2000). *ISO 9000 Standards*, Geneva: ISO
6. Oakland, J. S. (2000). *Total quality management: Text and cases* (2nd Ed.). London: Butterworth.
7. Ramani,V. (Ed) (1999). *Delivering Service Quality: Managerial Challenges for 21st Century, Proceedings of IIM Ahmedabad Conference, New Delhi*: Macmillan.
8. Ross, J. E. (1996). *Total Quality Management: Text Cases and Readings*. New Delhi: Deep & Deep
9. Rust, R.T. and Oliver, R.L.(Eds.) (1994). *Service Quality: New Dimensions in Theory and Practice*. New Delhi: Sage.
10. Stamatis, D.H. (1997). *Total Quality Service: Principles, Practices & Implementation*. Delhi: Deep & Deep.
11. Schmidt B. (2003). *Customer Experience Management*. New Jersey: John Wiley and Sons.
12. Zeithaml, V. A., Parasuraman, A., & Berry, L.L. (1990). *Delivering Quality Service: Balancing Customer Perceptions and Expectations*. New York: The Free Press.

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

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

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

MBAFT-3801:

MBAFT-3802:

MBAFT-3803: