

Elective Courses Offered in PGPX

1	Course	International Economic and Political Economy (IEPE)
	Instructor	Prof. Sebastian Morris
	Credits	1.0

Course Objectives:

The course seeks to introduce the student to the international economy, trade and investment theories and to the institutional arrangements governing international investment and trade. The focus is on conceptual perspectives that could help managers understand the international economy. The course is meant for practical managers who desires deeper perspectives on the international political and economic environment. The course covers perspectives from economics, strategy, and international relations.

2	Course	Management Control Systems (MCOS)
	Instructor	Prof. Shailesh Gandhi & Rajendra Patel
	Credits	0.75

Course Objectives

This course is designed to provide knowledge, insights and analytical skills related to how an organisation's managers design and implement ongoing formal systems to plan and control the organisation's performance. The key ideas underlying the course are that (a) strategic intentions have no value if they do not get converted into reality (b) different organisations typically have different strategies, and (c) different control systems are needed to effectively implement different strategies.

The course builds on the Building Block course "Strategic Cost Management" offered in the first term and has linkages with PTM course "Tracking Organisation Performance".

3	Course	Carbon Finance (CaF)
	Instructor	Prof. Amit Garg & PR Shukla
	Credits	0.75



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Course Objective:

Carbon Dioxide emissions are the largest contributors to 'greenhouse effect' that causes 'Global Warming' and results in 'Climate Change'. The term 'Carbon Finance' is used, in practice as well as in the course title, as a surrogate for 'Climate Change Finance' to cover wide ranging financial responses to mitigate and adapt to climate change. The course is aimed to provide conceptual and practical understanding of the anthropogenic forcing causing the climate change, the global frameworks and mechanisms to deal with it, challenges to and responses by the business community internationally, and the dynamics underlying the 'Carbon Finance'.

Scientifically, 'Climate Change' refers to any change in climate over time, whether due to natural variability or as a result of human activity. However, from the regulatory perspective, as defined by the United Nations Framework Convention on Climate Change (UNFCCC), 'climate change' refers to: "A change of climate which is attributed directly or indirectly to human activity that alters the composition of global atmosphere and which is in addition to natural climatic variability observed over comparable periods".

The climate change is an extreme case of externality: its origin is in global human activities for production as well as for consumption; and its implications are global and long-term. Responding to climate change is therefore a global venture; governed by international legal, regulatory and institutional framework; and includes business response through fast emerging carbon markets globally. The markets can be used for efficient economic response to climate change. Like all environmental markets, the global 'Carbon Market' is a creation of regulations. The dynamics of the global carbon market results from institutions, policies, instruments and the specific measures agreed periodically by the nations which are party to the UNFCCC.

The course will introduce the evolution of the global carbon market, the current state of the international negotiations on climate change and the carbon market developments following the Kyoto Protocol. The three formal carbon finance instruments in the Kyoto Protocol, namely the Joint implementation (JI – Article 4), Clean Development Mechanism (CDM – Article 12) and Emissions Trading (ET – Article 17) will be introduced. Other carbon finance instruments and initiatives such as those being implemented by the World Bank shall also be discussed. The course has global focus with significant India-centric component. The course discussions will use conceptual materials on climate change economics and finance and practical case studies. Besides the financial instruments for carbon mitigation, the course also includes discussion on financial services to deal with adverse impacts of climate change, such as climate change insurance and emergent adaptation funds.

4	Course	Competitive Advantage Through Design (CATD)
	Instructor	Prof. Krishnesh Mehta (Visiting Faculty)
	Credits	0.75

How would it be like if you called yourself to be in the business of Money Spa rather than Banking? What about being a Business Aesthetician/Physician rather than a Business Consultant. Will it change the way you do business? Will it make you think of strategies and processes that otherwise is never ideated?

Welcome to the world of Design Thinking. Competitive Advantage requires making the future present. This requires access to new thinking paradigms not easily accessible to all. Design Thinking is one such area which most businesses find difficult to understand and hence unleash its power. It is with the knowledge of this possibility that HARVARD and STANFORD business schools have introduced Design and Design thinking in their business curriculum.

All strategic thinking is about designing the present like no one else. It is about creating worth that most businesses just dream of but do not know how to achieve. Most businesses forget that they are selling to humans and hence they should think like humans and provide what humans need. Understanding the basic human sensibilities and their aesthetic aspirations is the basis on which Design thinking has achieved such success as show cased by Apple, The Body Shop, Gillette, etc.

The rate of change in the marketplace of the globalized economy is so great that design now becomes a continuous value addition process that needs commitment and involvement at all levels of market activity – beginning with the product creation to product development to product delivery and up to consumer satisfaction... Or even beyond that, to consumer delight! Design has become a strategic tool for business. Design can create markets where none existed... Design can breathe new life into a product/service lifecycle...Design can create packaging that leads to greater sales...Design that saves hard cash by marrying aesthetics, to consumer habit, culture and buying psychology to state -of -the -art materials and contemporary engineering. Design is the greatest differentiator in the marketplace crammed with indistinguishably similar products...Design can increase production levels and thereby, profits...Design today is truly integral to success.

The proposed elective intends to expose the participants to what humans consider as aesthetic or what appeals to human senses and sensibilities, be it for product, service, ad, etc. The elective also imparts the role of design and design thinking and its contribution in translating innovative technology / ideas/ concepts into competitive advantage. The major objective of the course is to enable understanding of the design

process and design thinking so as to be able to utilize it as a strategic business tool, to be able to generate business strategies that can bring radical returns.

5	Course	Consulting in E-Governance : From Vision to Implementation (E-Gov)
	Instructor	Prof. S C Bhatnagar (Adjunct Faculty)
	Credits	0.5

Introduction

In recent years, Information and Communication Technology (ICT) has been used by Government agencies for delivering services and sharing information with a wide variety of stakeholders. Independent assessment of these projects have reported significant improvements in lowering the cost of access for clients, reduced corruption and enhanced transparency. E-Government is being seen as one of the important tools for Governance reform. India has launched a National E-Governance Program (NeGP) with a large outlay for expanding e-services for citizens and businesses. NeGP is being implemented in a public –private-partnership mode. The course is intended to provide an understanding of the entire life cycle of an E-Governance project so as to prepare the participants to provide consultancy services for strategy and implementation of an e-Governance program.

Course Objectives:

1. To highlight the potential role of information and communication technologies in improving the process of delivering government services and quality of governance in the public sector.
2. To provide an overview of tasks involved in conceptualizing designing and implementing e-Governance applications
3. To provide an understanding of the critical success factors in implementing e-Governance applications at a project and country level.
4. To understand the role of the private sector in managing and execution of e-Governance projects and country wide program.

6	Course	Co-Opetition Strategy (COS)
	Instructor	Prof. S. Malathesh (Visiting Faculty)
	Credits	0.5

Course Objective:

Mindless competition becomes counterproductive. The art of collaboration has become central to competitive strategy in many industries. Businesses and



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governments have to rethink how they conduct business and formulate economic policy. The resultant concept of “Co-opetition” is applicable to both external and internal environment of an organisation.

The course is concerned with the understanding and analysis of Co-opetition strategy. Various dimensions of Co-opetition like the nature, benefits, typology, stakeholder concept, key drivers, challenges, critical success factors and issues will be discussed. Among the topics covered are:

1. Value net concept
2. Game theory
3. Co-opetition with global rivals
4. Co-opetition with in an organization
5. Applications of Co-opetition in business

Case studies and conceptual readings will be used to develop a framework for understanding and managing Co-opetition strategy.

7	Course	Effective Management of Financial Function (EMFF)
	Instructor	Prof. Hari Mundra (Visiting Faculty)
	Credits	0.5

The rationale for the Course:-

This Course is all about learning the soft and special skills required for effectively managing the finance function in any business entity. It is aimed at filling up an important gap in the repertoire of a successful CEO or a CFO, who has all the financial tools at his disposal but who finds it difficult to deliver their benefits to the organization due to the inter-personal issues of expectations and perceptions about the finance function. In short, it is a Practitioner’s guide to becoming a high performance CFO and under him, to developing an effective finance function where CFO and the CEO would, as business partners, lead the organization to meet its strategic intent and goals.

Today, CFOs need much more than just academic and technical skills to succeed and excel as finance leaders. They need to go beneath and beyond their role and understand how it can be aligned with the overall organization and its strategy and objectives. This Course seeks to help the future business heads and finance heads to fulfill this crucial requirement of today’s business dynamics by focusing on ‘How to Manage’ the finance function as well as on ‘How to Tackle’ a few “Make or Break” financial issues of any organization.



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Course objectives

1. To train middle tier executives and MBA students, both from general management and finance areas, in effectively managing finance function for maximum value enhancement in the organization.
2. To develop these executives into leadership positions by equipping them with a repertoire of skills for managing the finance and accounts function, along with the ability to handle a few critical financial issues of real life.
3. To instill a new paradigm of partnership between the CEO and the CFO for performing the finance role in fulfilling the strategic objectives of the business.

8	Course	Ethics in Business Management (EBM)
	Instructor	Prof. Achal Raghavan (Visiting Faculty)
	Credits	0.5

Course description and objectives:

The course will address and analyze various aspects of Ethics as applicable to today's business organizations. This will be done primarily by examining real-life ethical dilemmas and challenges in business, through case studies. No attempt will be made to "preach" what is right and wrong.

At the end of this course, the student should be able to understand, and take managerial action on the following aspects of modern business:

1. The increasingly stringent expectations of society and stakeholders regarding business performance, corporate social responsibility and ethics
2. The role of the corporation and the individual manager in fulfilling these expectations
3. The systems and processes that can be set up in a company to help employees manage ethical issues in a consistent manner

9	Course	Exploring the Consumer's Mind and Heart (ECMH)
	Instructor	Prof. Deenaz Damania (Visiting Faculty)
	Credits	0.5

“Not everything that can be counted counts, and not everything that counts can be counted!” Einstein.

The quote given above forms the central theme of this elective.

Increasingly, left brain dominance is giving way to right brain thinkers in the business world and it is believed that the future will belong to creators, empathizers, pattern recognizers and meaning makers (Dan Pink, A Whole New Mind), who effectively use both halves of the brain in their personal and professional lives.

The elective provides a hands-on opportunity to learn about the Qualitative Approach and Methodology and Qualitative Marketing Research, a non-linear, critical management activity that assists managers in making more effective business decisions. The purpose of this course is to introduce the learner to Qualitative Inquiry and Methodology, an often neglected discipline, and to thinking ‘Qualitatively’, to go beyond numbers and experience the power of non-numerical data. The elective has a consumer behavior focus and a research methodology focus.

Course participants will acquire skills and capabilities that will stay with them long after the completion of this course. The skills and capabilities imparted by the course have been considered essential for achieving responsible positions at senior management levels, by students who have completed the course. It is especially useful for talented students who excel at mathematical and quantitative methods, but are unaware of the power and promise of the Qualitative approach, in handling complex business situations. In fact, students have reported that their management education would be incomplete without this exposure to qualitative inquiry and methodology. They will conceive a research project for a real client, design and execute the study, and report the results in a professional manner, as a part of this course.

The focus all through will be on the use of this methodology in enhancing their role as marketers. The course will offer a good understanding of the priceless learning that can be generated by this creative approach to the field of services marketing, brand strategy

and in general the business decision making process, focusing on the left brain and right brain processes that need to be used in connecting with the consumer . The consumer can be an employee of the company or the buyer/user of your end product or service.

Some of the questions that the course will address are :

Why is an understanding and use of the Qualitative Approach important, how does research help to build a brand, what inputs can research provide to create a brand identity, what is the link between creativity and research, how does research facilitate interaction between the consumer and the brand, how can such a thinking process positively impact a business professional's methods of working with his peers, business associates, reportees, consumers, etc.

Two to three case studies will also be part of the course content and methodology.

This is an experiential course, and students will be invited to participate in exercises, use techniques, conduct interviews, group discussions, along with imparting a strong theoretical foundation to this approach and methodology.

Course Objective:

To introduce BUSINESS MANAGEMENT students to Qualitative Inquiry and Methodology, a hands-on approach that will assist managers in making more effective business and marketing decisions.

1. To understand the importance of in-depth, non-linear exploration in building a winning strategy
2. To understand the nature of Qualitative Research Inquiry, Procedures and Approach
3. To understand how to plan data collection, summarize, compile and report Qualitative data
4. To prepare a research proposal which employs methods of collecting and analyzing Qualitative data

10	Course	Fixed Income Markets (FIM)
	Instructor	Prof. B B Chakraborti (Visiting Faculty)
	Credits	0.5

Course Objectives:

The course deals with bond market and interest rate derivatives. The objectives are to comprehend various types of fixed income and interest rate derivative securities, their risks, risk mitigation and valuation, and bond portfolio management through class room lectures, case discussion and tutorials.



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11	Course	Globalising and Resurgent India through Innovative Transformation (GRIT)
	Instructor	Prof. Anil Gupta
	Credits	1

Course Description:

India is going through a phase of rapid economic development. However, the growth is not inclusive enough. In every sector of Indian economy, there is a scope of innovation to make the development process more creative, innovative and inclusive. This course is not about just understanding where we stand. It is about creating scenarios to reach where India is poised to be. There are several questions that the world expects India to answer. How would children be educated so that they would discharge the responsibilities of a developed nation? Will Indian model of development be a replica of the western model or will it have some unique characteristics? What will be the relationship between state, industry and civil society during the transition and afterwards? The vision of India 2020 may need to be looked at afresh in the light of challenges that growth impulses are throwing up. The increasing aspirations of socially disadvantaged groups have to be accommodated in a peaceful and cooperative manner. But, social cleavages in several parts of the country require new ways of dealing with disquiet and dissent.

Apart from looking at the competing scenarios, the students are also expected in this course to create disruptive innovative pathways of progress within the country and internationally. Large number of less or least developed countries look up to India for building their capacity. Can India create a pool of open source innovations in governance, technologies and infrastructure development, which can be shared widely? The innovations by common people provide a tremendous opportunity for improving the quality of life of millions of people within the country and outside. In many cases, these innovations in informal sector complement the innovations in formal sector. The role of science and technology in India has been very pivotal and yet the best students do not go for a career in science and technology any more. How do we make the strategic sectors of Indian economy attract the best minds with passion for pursuing India's progress?

The relationship of India with its neighbours and other super powers requires an approach, which will make India's position strategically quite different from other countries. What these strategic choices are and how Indian economic, social and cultural diversity would influence these choices? Can an economically developed country live in peace with lesser-developed neighbours? How to take lesser-developed nations along in India's march for prosperous future.

One of the important gaps in the entire planning process is to rely only on GDP as the index of development. In this course, students will try to develop NPI (National Prosperity Index),

which will look at not just the stocks and the flow of goods and services, but also of various tangible and intangible changes in the quality of life and the environment. This might help in evolving a true index of national prosperity. The paradox of high growth of GDP not reflecting the large scale deprivation or dissatisfaction will have to be resolved.

There is also a crisis of leadership. The students have to learn how to develop visions for taking the country forward, create commitment around these visions among the parliamentarians and then selling these policy perspectives to the cabinet. It is hoped that some of the policy scenarios evolved by the students will be discussed with the concerned ministries and once these get accepted, further policy advocacy will be pursued. On some other policies, which cut across various ministries, feedback will be sought from larger number of MPs across party lines to take the ideas forward. Analysis will be done of why certain policy changes fail to take off so that failure management is learnt as carefully as managing the success. Students will also develop strategies to achieve success in various initiatives such as PURA (Providing Urban Amenities in Rural Areas); provision for mental work and not menial work in employment guarantee programmes; converting the whole country into a literate society within ten years; halving the dropout rate of students within five years at secondary level (from 60 to 30 per cent) and eliminating it in ten years; removing corruption in everyday life in at least ten most frequent public-private interactions, including cultural and craft skills within the scope of skill development policies, etc.

12	Course	Historical and Contemporary Perception on International Business: A view from India (HCPIB)
	Instructor	Prof. Jerry Rao (Visiting Faculty) & Arvind Sahay
	Credits	0.75

Objectives:

1. To look at International Business from a historical and contemporary perspective - make the case that India's tryst with globalization is not new that many of the business principles remain the same - though it is important, within the sameness, to recognize and leverage the contextual differences.
2. To develop participants' perspectives and skills to understand international trade and business from the perspective of going global (especially with regards to firms in emerging markets) and from the perspective of the linkages with international trade and balance of payments

13	Course	Infrastructure Development & Public Private Partnerships (IDPPP)
	Instructor	Prof. G Raghuram
	Credits	0.5

Course Objective:

Provision of infrastructure facilities, traditionally in the government domain, is now being offered for private sector investment and management in most countries. Infrastructure projects, with private participation, worth several hundred billions of dollars using some form of 'project finance' are under consideration in many emerging markets. The Public Private Partnership (PPP) model is increasingly used to develop and deliver these projects. These projects present unique problems for structuring, risk management, financing and regulation as they are usually characterized by large investments, long gestations periods and very specific domestic markets. This course provides the participants with the perspectives necessary to understand PPPs in various infrastructure sectors. It also attempts to bring to the fore the policy issues including regulation, in the current context of the opening of infrastructure development to private parties in India.

14	Course	Logistics Management (LM)
	Instructor	Prof. Debjit Roy
	Credits	0.5

Course Objectives:

1. To evolve an operational and conceptual framework to design and manage an effective logistics system in organizations.
2. To demonstrate the competitive potential of logistics systems, in the context of supply chains.
3. To illustrate the strategies for efficient warehouse design and improving delivery performance.

15	Course	Management Consulting Skills (MCS)
	Instructor	Prof. Sunil Sharma
	Credits	0.5

General Description and Intent:

Knowledge and creative problem solving manifested as organizational capability has become critical component of a company's competitive advantage. Consultants

provide companies facing uncertain and turbulent environments with an important means of developing, acquiring, and processing much needed know-how often questioning status quo and through a process of understanding know-why. Therefore consultants who follow a distinctive process of problem solving are an invaluable resource for organization. Today, the consulting profession includes both specialized consulting firms and internal consulting departments. Both provide wide ranging advice to managers on all aspects of management.

This course is designed to provide participants with the skills and knowledge to undertake critical analysis of a vaguely defined problem and strategic interventions in their own organizations, or, to act as an external consultant and to propose solutions and strategies for other organizations.

Problem solving is a fundamental part of any general manager's job. The problem solving approach, consulting skills and processes addressed in this course will be helpful to students whether they are assessing performance, setting direction, creating strategy, or implementing change. The course will also address topics related to the consulting process in general, including: ethics and professionalism; the problem-solving process; project planning and management; working through resistance; and managing client relationships.

The course builds on understanding of management principles taught in core courses and provides students an opportunity to create a practice platform for their learning.

Learning objectives:

The core learning objective of the course is to enable participants to develop conceptual, ethical, and skill based understanding required to practice management consulting.

During the course the participants will have the opportunity to learn the following aspects of management consulting.

1. Learn the problem solving technique and mind set required for solving vaguely defined problems
2. Familiarize and practice techniques of field work, data collection, and analysis associated with qualitative data
3. Understand knowledge architecture required for consulting business including client relationship, ethics, and organizational learning.
4. Discuss and explore preference for a consulting career

16	Course	Management of New and Small Firms (MNSF)
	Instructor	Prof. Shailendra Mehta
	Credits	0.5



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Course Description:

Management of New and Small Firms is a course that gives you a solid glimpse at the process of conceiving, structuring and creating a startup. Accordingly, like other courses in Strategic Management, we take on the perspective of the general manager, who in our context is the entrepreneur, and draw heavily upon knowledge and skills developed in other courses. Our perspective is illuminated by a combination of the case method (which approximates an apprenticeship setting and standard tools are brought to bear on data appropriate to the situation at hand), contact with master practitioners (where there is an opportunity to appreciate the human side of the equation and to ask questions), and by appraising the feasibility of your own business concept. Towards this end all students will actively work on a new business idea and develop a feasibility analysis of it. This constitutes an important part of the start-up process, and should precede business plan writing.

While it is perfectly reasonable to expect that some of these ideas may evolve into new ventures, success in the course is not dependent on this outcome. Rather, our intent is to lay the groundwork for those who may wish to be better prepared to become successful entrepreneurs at a future time. Some will gain experience, accumulate capital and contacts, and move fairly quickly to be involved in entrepreneurial ventures. Others may find that their careers move in unexpected ways. Even if you plan to begin working with an established organization, entrepreneurship may later become an attractive alternative.

Entrepreneurship can be both exciting and challenging. Entrepreneurial ventures often pioneer in the creation of new industries and are major engines of change in our economy. Growth-oriented smaller firms create most of the new jobs. Many other new firms, although less innovative and growth-oriented, enable entrepreneurs to control their own destiny and to do the kind of work they want to do. However, many new ventures fail and others fall short of their founders' goals. Much depends on the entrepreneur, and that person's vision, drive, capabilities, and reputation.

This course should help you to understand what is involved in entrepreneurship and how entrepreneurs think and approach the challenge of new venture creation. It should be understood that no single course will make you an entrepreneur. However, this course should help you to appraise this alternative more fully and to develop capabilities which should help you be successful if you later follow this path. It will also cause you to look introspectively at whether and how you want entrepreneurship to play a role in your career.

Course Objectives

Phone: 91-79-6632 4449 Fax: 91-79-6632 4447

E-mail: pgpxquery@iimahd.ernet.in Web: <http://www.iimahd.ernet.in/users/pgpx/files/PGPXElectiveCourses.pdf>



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There are a number of ways in which the context of new and small firms differs from the context of established firms that is emphasized in the rest of the curriculum. This unique context suggests a set of underlying goals and themes on which we will build.

17	Course	Managing and Creating Creativity (MCC)
	Instructor	Prof. Krishnesh Mehta (Visiting Faculty)
	Credits	1

Can I be creative? Can creativity be taught and learnt at all? Is it necessary to be creative? Can Creativity and Innovation be created? The elective ventures and strives to create creativity and innovation ability, in anyone and everyone, without any prerequisites, all that is required is an open mind and willingness to experience and experiment anything.

Living in the present, fast changing, often chaotic world, it pays to be creative, be it in individual or professional life, be it for returns of any kind or for the pure joy of creation. This applies to all of us, all the more so in this knowledge and creative economy, be it in business to distinguish and thrive or in personal life to enrich and nourish. Today, when most organizations are reacting to each other and offering superficial or at best peripheral differentiation in the name of innovation, creativity is a driver that leads to proactive approach of offering not only differentiation, but also distinction and surpassing of competition through distinguishing by developing an ability to innovate even innovation. Thus, create competition and not face it. Also, individual creativity is a first step to organizational creativity and leadership. In the knowledge economy, the only differentiator is the ability to create and innovate and which is achieved by the knack to hire, sustain, motivate and lead a team of creative and innovative knowledge workers.

This elective is based on the proprietary research on the neurophysiology of creativity and innovation. This elective will help individuals to become creative themselves and also understand the processes to make others creative and also nurture, manage and lead organizational creativity and innovation.

We study and interpret the place from where all creativity and innovation is created - the brain (and the mind). We scan scientifically (using RFI and ISIS) the individual brains and nervous systems (especially the spinal column) for the possibilities and use the best mix of modern (like SLED –sound light entrainment devices) and ancient Indian techniques to measurably alter the brain and the mind to create creativity and innovate innovation. Explore, experiment, experience and possibly alter our anatomy and the physiology for creativity and innovation to be able to be creative and innovative, when we want it, within the time, constraints and circumstances we want it to happen in. We understand creativity to create and innovate better, faster, more effectively - to empower ourselves and others to be able to innovate and create creatively.

Please note that these sessions will be conducted in a way that kick starts the brain alteration process using the latest neuro-physiological methods and hence will be conducted in quite a different way from normal creativity workshops. The workshop will be conducted in the EXPLORING, THINKING, CONTEMPLATING, EXPERIMENTING and EXPERIENCING format and a high level of openness and willingness (like the one existing in a medical college) to anything and everything (to face the blocks) from the participants for the same is expected. This workshop can be likened to an OPEN MIND/ BRAIN SURGERY –NEURO-PLASTICITY SURGERY happening in an OT environment. The methodology used will be lectures, audio/video presentations, focused excursions (which can be overnight), assignments, practice techniques.

18	Course	Managing Telecom Enterprise (MTE)
	Instructor	Prof. Rekha Jain
	Credits	0.5

Course Context:

Until the early mid eighties, telecom services in most parts of the world had been provided by the public sector. Even when these were provided by the private sector (as in the USA), these were subject to significant state and federal regulation. However, with the increasing global trend of deregulation and involvement of private sector in the provision of telecom services, many opportunities have arisen for companies in the private sector to leverage the economic prospects made available. Along with this, the fast pace of technological changes has created both significant challenges and opportunities for players in the sector. The interplay of technological developments such as convergence, wireless and Internet along with competition and deregulation has created innovative service models in the sector.

This sector poses specifically unique challenges to companies that operate in some of the fastest growing economies such as China, India, etc. not only due to the deregulation and rapid changes in technology but also due to the disparities in the spread across rural and urban areas and the rich and the poor. In order to balance this aspect, the governments usually put in place “universal service obligations” that may be imposed on all service providers, thus having consequences on the business plans.

Further, the network externalities associated with the telecom services raise issues of standards and regulation and are important area of concern for firms. Thus, despite the increasing trend towards deregulation, the sector continues to be fairly regulated due to reasons cited above.

Objectives

1. Understand the business implications for firms that operate in a highly technological driven environment characterized by significant regulation.
2. Develop concepts and frameworks for interlinking technological developments and regulations in a variety of country contexts.
3. Provide a basis for sector analysis in the context of global developments in the sector.

19	Course	Social Entrepreneurship (SE)
	Instructor	Prof. Ankur Sarin
	Credits	1

Overview and Objectives

Living in India, one does not need facts and figures to understand the monumental challenges faced in the process of development and feel hopeless about it. This course will try to maintain a positive attitude toward these challenges. We will use the class-room setting as an opportunity for us to step-back and look at the challenges afresh -- not as problems but as opportunities for innovative and creative thinking.

Social Entrepreneurship has emerged as a rapidly growing sector housing much of such innovative thinking. By seeking to merge the creation of societal value with self-sustainable and entrepreneurial activity, it seeks to engage individuals who are interested in contributing to society but either wary of or intimidated by the traditional actors in the social space.

The course is therefore intended for any one with an open mind interested in making a positive difference to lives around them.

The specific objectives of the course are to help participants:

1. Understand the need and role of social entrepreneurs and the contribution they can make in solving some of the biggest challenges faced by society
 2. Appreciate what it takes to become a social entrepreneur
 3. Understanding models of social enterprises
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20	Course	Strategic Business to Business Market Management (SBBM)
	Instructor	Prof. DVR Seshadri (Visiting Faculty)
	Credits	0.75

Course Objectives

1. Develop a good understanding of the concepts and frameworks of business-to-business market management (also referred to as B2B Marketing or business marketing).
2. Develop critical analysis and problem-solving abilities with respect to business market management.
3. Gain a first-hand understanding of working relationships within and between firms in business markets

21	Course	Strategic Management of Information Systems (SMIS)
	Instructor	Prof. Rekha Jain
	Credits	0.75

Course Objective

Information Systems (IS) enabled by Information Technology (IT) has impacted the way businesses happen around the globe deeply. Interestingly, the way IT started transforming businesses by automating data processing and enhancing process imperatives have evolved substantially in the current way of doing business as IS/IT has enabled breaking geographical borders as well enabling creation of markets and helping organizations compete on IS/IT enabled innovations. This has got reinforced by the rapid development of the telecom sector and has actually changed the way we lead our lives now through rapid change in communication, collaboration and commerce.

With information technologies becoming an important force shaping entire industries and value creation in firms, there is a great emphasis on facilitating alignment between business and IT strategies and actions. Alignment is the process of analyzing and recognizing opportunities for the strategic use of IT and implementing appropriate organizational processes, structures, and capabilities for the effective exploitation of IT assets and resources. Most business and IS executives consider the facilitation of business-IT alignment to be one of the top challenges and priorities today.

The objectives of this course are to help you develop the critical thinking to assess how information technology and systems shape business strategy, innovation, and operations in firms. In addition, the course will help you learn about the appropriate models of governance and business value management for enhanced alignment.

22	Course	Strategic Thinking and Decision Making (STDM)
	Instructor	Prof. VN Bhattacharya (Visiting Faculty)
	Credits	0.75

Course Objective

This course aims to improve your decision making skills by helping you....

1. Achieve an appreciation of how the human mind works. Become aware of the powers of the rational as well as the non-rational processes of the mind.
2. Acquire working knowledge of principles, theoretical models and toolkits that can aid rational thinking and make it rigorous.
3. Become aware of how we think intuitively and the biases that are caused in the process. How emotions help and hinder decision making.
4. Learn to apply the principles to everyday life and business.

23	Course	Understanding and Assessing Risk (UAR)
	Instructor	Prof. Arnab Laha
	Credits	0.75

Course Objective:

This course introduces the participants to the assessment of risk in various business situations through use of quantitative and simulation modeling techniques.

24	Course	Advance Course on Managing and Creating Creativity (ACMCC)
	Instructor	Prof. Krishnesh Mehta (Visiting Faculty)
	Credits	1

Course Objective

This elective will take students to a deeper understanding of the creativity processes and neurophysiologic connections with special emphasis on mastering the techniques that empower oneself individually and collectively to create creativity. There will also be extensive sessions on neurophysiology of creative leadership and techniques to achieve the activation of the relevant brain anatomy. There will also be experiential brain physiology activation to achieve spontaneous creativity and innovation competencies.

25	Course	Business Analytics (BA)
	Instructor	Prof. Purba Rao (Visiting Faculty)
	Credits	0.75

Introduction

Business Analytics elective will familiarize students in applying predictive modeling approaches to solve business decision making problems, using statistical as well as heuristic and data mining approaches. The course will encompass various functional areas, such as marketing related problems, operations related problems, HR related problems and finance related problems. The analytical approaches will include Significant testing of consumer preferences, factor and cluster analysis, Discriminant Analysis, RFM analysis, CHAID and Conjoint Analysis.

Course Objectives:

After completing this course, you will be able to: Apply predictive modeling to business decision situations. The statistical approaches include predicting consumer preferences, market assessment, competitor analysis (perceptual mapping of competitors) and segmentation, determine probability of purchase, probability of delinquency in home loan/credit card industry, probability of attrition in contact center industry, probability of corporate bankruptcy etc. The heuristic approaches include determination of preferred customer segment by RFM analysis and use of Monte Carlo Simulation in risk assessment. The data mining approach will use CHAID, Chi Square Automatic Interactive Detection as included in SPSS. The analytical models include factor and cluster analysis, discriminant analysis and conjoint analysis.

26	Course	Business Leadership and Law (BLL)
	Instructor	Prof. Anurag Agarwal
	Credits	0.5

General Description and Intent of the Course:

The course is meant for business leaders who wish to remain on the right side of law. It is essential in any jurisdiction, and much more in international business, to understand the role of law in business. A business leader can neglect law only at his and his company's peril. It is foolhardy for any business leader to think that 'law is for lawyers' and as a businessperson 'why should I bother about law?' Law in most evolved jurisdictions is highly dynamic and it is expected of a business leader to anticipate the changes which may take place and also to pro-actively make the best efforts to mitigate the loss which may occur due to such changes. Better, he can try to play a role in the law-making – directly or indirectly – so that the changes are in tune with the requirements of his business.

Learning Objective of the Course:

The course is designed to understand, appreciate and make the best use of the legal environment in which business is done. There are several questions which come to the mind of a business leader vis-à-vis law. The course endeavours to answer these questions. The first question is "as a businessperson, do I need to know law?" and the course ends with the understanding that "law is my friend, philosopher and guide". In between, the business leaders realise the value of contracts, intellectual property, dispute resolution, role of government, etc.



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27	Course	Contemporary Film Industry: A Business Perspective (CFIBP)
	Instructor	Prof. Bharathan Kandaswamy (Visiting Faculty)
	Credits	0.75

General Description and Intent of the Course:

The broad objective of the course is to provide a comprehensive insight into the working of the film industry, with special focus on India, from an economic and business perspective, correlating the practices prevalent in the industry with core concepts and tools in the functional areas of Production, Finance, Marketing, Human Resources and business strategy.

Learning Objectives of the Course:

1. To understand the business practices and organisational skills of the Film industry
 2. To introduce students to the basic aspects and processes of film production
 3. To gain insights into the different businesses that exist in the industry and identify new business and possibilities in the context of modern trends in technology
 4. To familiarize students with the underlying patterns that characterize the industry and provide conceptual tools and techniques for effective business decisions
 5. To understand the process of setting up a business in the industry and promote entrepreneurship
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28	Course	Cross-Border Merger and Acquisitions and Integration (CMAI)
	Instructor	Prof. Srinivasa Addepalli (Visiting Faculty)
	Credits	0.5

General Description and Intent of the Course:

In spite of, or rather as a result of, the global economic recession, the global market for Mergers & Acquisitions has seen a rebound in 2010 and 2011. At \$1.8 Trillion in 2010, global M&A has grown from its low \$1.5 Trillion 2009, but is still below the 2007 high of \$3.0 Trillion. Q1 of 2011 saw a 33% growth over previous year to clock \$608 Billion of M&A activity. Nearly 40% of this M&A activity represented cross-border deals, a 65% growth over previous year. Interestingly, over 22% of M&A activity (by value) involved emerging markets, dominated by the BRIC countries.

Research has shown that M&A is fraught with high risk; the multi-national nature of recent deals only increases this risk. Not only are cross-border deals more complex from legal, financial and regulatory perspectives, they are accompanied by greater integration challenges. Moreover, “emerging markets” and “developed markets” are highly misleading terms since they suggest certain uniformity of opportunities, issues, behaviour, etc.

In every firm that pursues cross-border acquisitions, managers from all parts of the organization are affected, some more than others. It begins with the strategy, the reasons that drive the need to even evaluate cross-border M&A. Having established the business need for it, most firms proceed to the deal-making process. They rarely pause to assess if they are prepared, organizationally, to expand into newer markets and moreover, integrate with another organization in those markets. The deal-making process for cross-border transactions is often more complex than that for domestic M&A; managers are often not prepared with the tools to address this complexity. Integration, like the marriage of two people, requires complex planning before, during and after the event. Cross-border integration throws up issues of organization culture, people practices and work styles that may not be seen in domestic deals.

Learning Objective of the Course:

Very few firms are truly global in terms of their organizational structure, people or culture, yet there is desire to become global, fast. In an environment where everything is measured through quarterly performance and planning horizons have become shorter, acquisitions have become the popular route to expansion and growth. The strategy, finance and legal teams that manage the M&A process, particularly in most Indian organizations that are pursuing cross-border deals for the first time, usually learn on the job. Managers can however be better prepared by understanding:

1. When and why a firm should pursue inorganic growth outside home markets.
2. How to manage the cross-border M&A process.
3. How to manage cross-border integration.

29	Course	Customer Analytics (CA)
	Instructor	Prof. Manoj Agarwal (Visiting Faculty)
	Credits	1

The marketing world is fast changing, with firms collecting huge amounts of data about customer transactions. However very few of them are actually using the data for strategic marketing decisions like segmentation, customer acquisition and retention. As the market gets more competitive, customer based marketing strategies allow firms to provide value both to customers and their own firms.

This course has been designed to provide a perspective on how marketing strategies based on customer data can provide value to the firm. The key to developing customer equity (the value of the customers to the firm) is to understand customer based profitability, and use it to develop the right customer prospecting, acquisition and retention strategies. Doing this will impact the long term cash flow prospects of the firm and its stock performance.

Course Objectives :

The course would prepare the participants to:

1. Understand the Interface between marketing and finance: how customers and marketing create firm value.
2. Learn how to evaluate differences in customer profitability, and develop strategies towards unprofitable customers.
3. Develop and estimate Customer Lifetime Value models and use that for development of acquisition and retention strategies.
4. Use Recency, Frequency and Monetary Value (RFM) model used in direct marketing for prospecting and targeting.



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5. Use linear and logistic Regression Models for predicting buying likelihoods.
 6. Understand why CRM systems are important strategically
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30	Course	Customer Based Business Strategies (CBBS)
	Instructor	Profs. AK Jain & Rama Bijapurkar
	Credits	1

Introduction and Objectives:

Businesses are making a significant transition in their process of designing business strategies from traditional, internally focused approach to the one which is customer centric. This is not entirely out of choice, but as a result of being pushed and pummeled by market forces, spurred by changing government policy and intensifying global competition. It is therefore, firmly imprinted on every CEO's consciousness that the mission of strategy is to create value for the business, by delivering value to the customer, superior to the value delivered by competitors, and to do all this at a cost that is profitable. Changing the way the business is managed, shifting to customer focus in the midst of increasing global competition, is clearly the hottest topic in Indian industry in every sector - be it financial services, information technology services, automotives, chemicals or consumer durables and fmcg.

This course would help you to:

1. Sensitize yourself with the above issues that occupy a very large share of mind of senior management in India in particular and in the world in general.
 2. Learn an approach to develop consumer/ customer based business strategies.
 3. Provide an opportunity to develop consumer based business strategy for an organization.
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31	Course	eMarketing (eMKT)
	Instructor	Prof. Ratan KK (Visiting Faculty)
	Credits	1

Course Objectives:

This is a 20 Sessions eMarketing course is designed to provide participants with the knowledge & skills and confidence to plan, to prepare and to implement an eMarketing (Online Marketing) tactics for a specific business & Marketing objective.

The following modules can be covered in this eMarketing elective are:

1. Business, Marketing & eMarketing
2. Search Engine Marketing – Pay Per Click (PPC) Advertising
3. Search Engine Optimization (SEO)
4. Social Media Marketing
5. Web Analytics
6. eMail Marketing
7. Banner / Display Advertising
8. Website Strategy

32	Course	Enterprise and Innovations in Education (EIE)
	Instructor	Prof. Rajeev Sharma
	Credits	1

33	Course	Financial Statement Analysis (FSA)
	Instructor	Prof. Mahendra Gujarathi (Visiting Faculty)
	Credits	0.75

Course Objective:

This course aims to prepare you to analyze, interpret and use financial statements effectively from a managerial and investor perspective.

34	Course	Hospital Management (HM)
	Instructor	Profs. KV Ramani & Dileep Mavalankar
	Credits	1

Course Objectives:

Hospitals play a very important role in the delivery of healthcare services. With advances in the field of medicine, hospitals are able to offer a wide variety of healthcare services. Hospitals depend on modern technology, consume large amount of resources, and have thus become very complex organizations. Hospital management has assumed added significance in the light of increased cost for medical care, aging population and the potentially declining levels of service, all of which threaten the quality of service delivered.

Liberalization of insurance sector has added a new dimension to the delivery and pricing of healthcare services. Poor quality of service not only wastes resources but is positively dangerous to the health and welfare of the patients and the community at large. Hospital administrators/ managers therefore need a certain amount of professional management inputs so as to manage hospitals effectively and efficiently.

35	Course	Leadership for Organizations of Tomorrow (LOT)
	Instructor	Prof. Indira Parikh (Visiting Faculty)
	Credits	0.75

Course Objective:

The course explores the following:

1. Themes of transformation of Organization
 2. Transformation of Managerial Roles
 3. Transformation of Leadership Roles
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36	Course	Learning What is Not Taught (LWNT)
	Instructor	Profs. Atanu Ghosh & Gopalakrishnan
	Credits	0.5

Course Objectives:

1. There are several aspects of real life that are seldom taught in the class rooms of management institutes. In order to be an effective and successful professional/leader, such insight into these aspects may make the journey smoother. Such perspective building through experience sharing and relevant and useful lessons from some of the leaders, achievers and practicing professionals from various walks of life may facilitate the process of preparation to be an effective manager.
2. The module aims at stimulating reflection by participants through interactions with senior leaders sharing interesting anecdotes and real life experiences. Reflecting on experiences of senior leaders helps participants to develop a personal learning agenda. Through their personal learning agenda, their aspirations and motivations are melded with who they are as people.
3. A leader's sharing of experiences and accounts of how he or she dealt with a crisis, leads to very enriching and engaging interactions, which create what academicians call, "CRUCIBLES of LEADERSHIP". The intent of the programme is to enhance the learning of young participants, by giving them the opportunity to gain maximum benefit from the CRUCIBLES of senior leaders like Mr. Gopalakrishnan.

37	Course	Managing Energy Businesses (MEB)
	Instructor	Profs. Amit Garg & PR Shukla
	Credits	0.75

Content:

Energy companies are prominent among the top companies globally, including Fortune-500 and at various stock exchanges. They are among the fastest growing companies, both in terms of revenue and profits. In India, four of the top ten companies are in the business of energy exploration, production and/or distribution. Apart from the conventional energy businesses, new avenues have also opened up in fields of alternative energy supply, smart grids and energy services. Energy businesses face unique challenges. The demand for energy is on the rise, conventional fossil fuel stocks are uncertain and depleting, and there is a global

imperative to reduce the emissions of greenhouse gases. Since the energy businesses often transcend national borders, they are exposed to global risks from geopolitics, financial and environmental market dynamics.

Course Objectives:

The course aims to introduce how the global energy businesses are evolving, what risks they face and how do they respond to the changing competitive dynamics marked by scalability, diversification and integration. The focus will be to identify solutions that can integrate energy business concerns with environmental, socio-economic, technological and geopolitical considerations. The course will also discuss recent advances and emerging business opportunities in: i) new and renewable energy technology markets, ii) transmission and distribution markets (e.g. smart grids, power trading), iii) energy services businesses focusing on the demand-side efficiency (e.g. lighting, appliances, automobile), iv) entrepreneurship and risk finance and v) integrated energy and environment solutions (e.g. infrastructures, ICT solutions),

38	Course	Marketing Management in the World of Hi-Tech and Innovation (MMWHTI)
	Instructor	Prof. Prakash Bagri (Visiting Faculty)
	Credits	1

The course “Marketing Management in the World of High Technology and Innovation” will explore the following with reference to hi-tech industries:

1. Defining characteristics and major forces of differentiation
2. Types of innovations and implications for overall business and marketing in particular
3. Criticality of product planning and customer orientation
4. Overall marketing mix (4 P’s) and required adaptations versus classical marketing
5. Role of ecosystem, strategic alliances and partnerships
6. Challenges taking new innovations to success and future of hi-tech marketing

The course will use a combination of published concepts, real-life examples, case-studies, journal articles and expert opinions.

The course will attempt to explore a range and diversity of industries and contexts within hi- tech, though a significant focus will thus emerge on information technology. Given the specific characteristics these illustrations and lessons will be very relevant to businesses and industries that are now emerging or those that are just starting-up.



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39	Course	Media & Society: The Economics, Politics, Ethics and Technologies of Mass Communications (EPEMTC)
	Instructor	Prof. Paranjay Guha Thakurta (Visiting Faculty)
	Credits	0.5

Course Objective:

The objective of the course would be to apprise students about the economic, political and social impact of the mass media on society in general and Indian society in particular. The course would explain the commercial as well as the aesthetic considerations that influence the functioning of organizations engaged in mass communications. It would historically review the way in which information and communication technologies have impacted the mass media and how ethical issues relating to the media have evolved over time. The course would look at the ways in which the internet or the worldwide web have not merely become an important mass medium in itself but the manner in which the new medium is exerting a profound influence on existing media by making these more personal and participative. The course would also consider the market-oriented, commercial considerations that impact the mass media which is often perceived to be in contradiction to the role of the media in providing a public service.

40	Course	Management of Commercial Contracts: Indian and International (MCCII)
	Instructor	Profs. L Sridhar & S Krishnamurthy (Visiting Faculty)
	Credits	0.75

Objectives, Methodology & Coverage

Effective management of Commercial Contracts is a daunting task requiring adequate and practical knowledge, more so in the current context of Globalisation & E-Commerce. The advancements in Information Technology has been creating “border-free trade” regimes furthering the global competition.

To tackle the complications in trans-national trade & contracts, a host of International Institutions & Conventions such as FIDIC, WTO, ICC, UNCITRAL, UNCTAD, WCO, WB/IMF, UN/EDIFACT, etc., have introduced several rules, regulations and models for various types of Commercial Contracts. These are intended to bring about uniformity in understanding of commercial contracts and international trade issues.

This course aims at familiarising the participants in all relevant aspects of applied law, rules, procedures in Management of Commercial Contracts, through topic by topic exposition, Self-Instruction Exercises, Case Studies / Role-play and Query Clarifications.

41	Course	Persuasive Communication (PC)
	Instructor	Prof. MM Monippally
	Credits	0.75

Introduction

You will need high levels of persuasive skills and sophisticated persuasion strategies if you want to get into leadership positions and to retain them. These days, even plain managing of bosses, colleagues, subordinates, and customers calls for heavy doses of persuasion. You also need to guard against being persuaded too easily or fraudulently. You may be intuitively persuasive and may have managed well so far. But if you want to be a surer persuader in a wide range of contexts, you need to look systematically at the persuasion processes, try out strategies, reflect on them, and refine them. PC attempts to provide you with the context and tools for it.

Persuasive Communication will help you:

1. Understand the process and features of persuasive communication

2. Discover your own persuasive style and potential
3. Enhance your repertoire of persuasive communication techniques
4. Refine your oral presentations and public speaking
5. Make your written communication more persuasive
6. Become more resistant to undesirable persuasion

42	Course	Retailing Management (RM)
	Instructor	Prof. Piyush Sinha & Srikant Gokhale
	Credits	0.75

Objective:

Retailing has long been the domain of sales and distribution. However, it has mostly been viewed as a process of determining an outlet from where products could be dispensed. The scene began to change in the develop markets in early 1990s when the competitive plane shifted from consumers' minds to the store. Due to increased commoditisation of brands, customers started taking a large proportion of their decision at the store itself. Despite a high TOM recall of brands, the purchase started being made in favour of other brands. In many cases these were private label brands. The emergent changes in the formats required to deliver values to the customers in the new scenarios, especially on the price front, gave phenomenal power to the retailers. From being an agent to a principal (manufacturers), retailers emerged as equally, if not more, powerful business entity. The capabilities required for managing the business shifted from mere stocking to profitability and return on investments. A large number of manufacturers did not possess such skills and were forced to design marketing strategies as suggested by the large retailers. This has now extended to even the technologies and processes being followed by the manufacturers.

India is witnessing a strange phenomenon. While the emergence of the retail industry happened in a linear fashion, here the industry has leap-frogged. Not only the country is witnessing an amazing economic growth rate, it is adopting the business practices, formats and technology with an unprecedented speed. What seems to have happened in last fifty years in US and Europe has happened in the last five years. This has thrown unique challenges to the retailing companies and the retailers. While the 'organised' sector is creating all the excitements, the traditional formats are becoming equally competitive drawing a canvass that is decorate with multiple formats and different 'success formula'.

This course is designed to understand the concepts and practices of the industry and help the participants develop a framework for designing strategies and implementation plans for sustainable competitive advantage.

43	Course	Supply Chain Management (SCM)
	Instructor	Prof. Saral Mukherjee & Sachin Jayaswal
	Credits	0.75

Course Objectives:

Supply chain management is a critical area for competitive advantage, based on the paradigm that organizing for smooth supply chain flows is far more important than functional expertise. Enhancing the supply chain perspective from across functions in an organization to across enterprises to across borders is the challenge. Effective logistics management involving transportation, storage and handling is an integral part of supply chain management. This course focuses on the significance of supply chain management, issues in coordination, demand management, variety management, sourcing, information technology, logistics from both the perspective of the supply chain beneficiary and the service provider in a global context.

44	Course	Understanding Creativity, Innovation, knowledge Networks and Entrepreneurship (CINE)
	Instructor	Prof. Anil Gupta
	Credits	1

Managing creativity, is not it an oxymoron? Creativity requires freedom to think, flexibility to act and functioning beyond boundaries¹. Management is constrained by the limits of norms, rules, roles and resources. Creativity does not necessarily always lead to innovation. But sometimes, it does. Nurturing creativity requires tolerance for deviance, dissent and diversity. The organisational culture, which encourages creative ways of solving problems, also accommodates planned failures. Very few innovative technologies or processes succeed in the market place. And yet, in the absence of a precise predictive test, one has to try many approaches knowing fully well that only a few will survive.

Innovations need not necessarily take place in the same way and at all the levels in the organisation or among the clients or users. There is a widespread interest in the user - driven as distinct from user – innovations (von Hippel, 2010) that influence the organisational choices. However, open innovation movement begun by Honey Bee Network 24 years ago has become a mainstream movement today. Which users are involved in triggering which kind of innovations also depends upon the values underlying the motivations of innovators or firms.



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In this course, we will explore and understand the relationship between individual, institutional and societal creativity in coping with risks and uncertainties, overcoming various environmental challenges and designing the futures. The innovations need not always diffuse. The incentives for developing innovations that diffuse widely may not be very difficult to design. But incentives for developing innovations that enable people in limited locations, specific situations with or without handicaps are more difficult to design. The intrinsic motivations may sometime outweigh the extrinsic motivations for innovations. Identifying the right blend of both is a challenge that leaders have to face.

The long Tail of Innovations (Anderson, 2006)² is an important characteristic of innovation eco-system. That is, a large number of innovations are suitable for small niches and thus may diffuse very locally or in a limited way, but they make the existence of a few which diffuse widely worth looking forward to. The long nose of innovation (Buxton, 2008) on the other hand implies a long wait before a major breakthrough occur. Mouse of computer took thirty years to become popular after its discovery in sixties.

Knowledge of the processes that trigger creativity and innovation in some situations more easily than others is available more often with those who can break rules and transform the context. Why would such people share their knowledge with others? This knowledge could be tacit or explicit, episodic or concurrent, transient or stable and isolated or networked. Too much of connectedness in an organisation or a society may prevent the minimum isolation that is necessary for innovative ideas to emerge, grow and get institutionalised. It is true, however, that not all innovative ideas need to get institutionalised. Social Networking may be good for very many purposes but it seldom helps in triggering creative ideas and getting traction for large-scale missions (Iranian elections were an exception).

Knowledge networks reflect the way ideas flow among those who share common concerns even if they lack the consensus about the way these concerns should be articulated. But these networks need to continuously discover strangers whose skills and perspective are needed but who are not in the network. They shouldn't have strong gate keepers who often behave like a third/second class railway compartment inmate (till one is outside, u wish to get in, but once you are in, you want to keep others out). The divergence of perspectives facilitates creation of knowledge networks. Societal norms and culture facilitate the creation of these networks in some situations and inhibit the same in other situations. Indian society has demonstrated different processes through which knowledge networks have emerged at different points of time in history around specific technological and institutional



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challenges. In the wake of globalisation, new ways of creating networks and managing knowledge have to be discovered.

The relationship between natural, social, ethical and intellectual capital lays the ground for entrepreneurship of different kinds to emerge. Social entrepreneurship may provide legitimacy for creating a safety net that helps budding economic entrepreneurs. Too much emphasis on individual innovations and entrepreneurship may in due course, dilute the pressure for creating social communities that share knowledge, provide support and nurture creativity.

45	Course	Venture Capital and Private Equity (VCPE)
	Instructor	Prof. Prem Chander & Arun Duggal
	Credits	0.75

Background:

The Venture Capital industry has been around in India for almost over two decades. In the initial phase (80s) it was dominated by Development Finance Institutions which saw the activity as a part of their role in the industrialisation of the country. With the opening up of the economy, in 1992, a number of VC funds were set up by banks and other finance companies. Towards the end of the last millennium Private Equity funds found India an attractive destination for potential investment. Rapid growth in companies that had long been dormant, a growing culture of equity and rapid growth in the economy all fuelled the growth of the Private Equity sector. IT entrepreneurs have broken open the Angel Funding segment so that we can now offer a slew of funding options from early stage Angel Funding to late stage Private Equity. In India in the last year the private equity market has been affected by the slowing down of the global economy. The global crises, credit restrictions and a breakdown of the International Financial system has affected deal flows. In addition many companies that expected to have disruptive growth have been faced with stagnation. Lower valuations too have slowed deal flows as entrepreneurs shelve their growth plans and await better times.

Course Objective:

The course is intended for students who will be working with some aspects of the Private Equity and Venture Capital space as – practitioners, entrepreneurs, bankers or advisers. The course will focus on the private equity process and starts by examining how PE funds are raised and structured. In the next segment the process of evaluating investments, structuring transactions and monitoring investments are examined. The issues that firms seeking private equity face will be examined. The next stage will be

examining the manner in which PE firms exit from their investments. In the concluding part we will look at the internal management challenges that PE firms experience.

46	Course	Potential to Performance: The Journey of self-awareness (POP)
	Instructor	Prof. Kirti Sharda
	Credits	1

Technical and analytical skills by themselves do not lead to exceptional performance in organizations. Leaders and managers need to continuously explore their selves and develop superior interpersonal skills to lead their organizations in a more effective manner. This course will help PGPX students arrive at a greater understanding of their behavioural styles at an individual and interpersonal level. Through the process of exploring and examining their assumptions in an in-depth manner, they will be able to understand the cognitions and emotions that enable their performance and those that restrain their personal growth and success.

The course is designed as a micro-lab and will be offered in the form of a 4-day workshop. Each lab will consist of a maximum of 15 participants and 2 facilitators. Number of seats are thus subject to number of labs that can be conducted in parallel. Currently, the course has been designed for 2 labs, 4 facilitators and 30 participants.

Learning Objectives:-

1. To become aware of oneself as a person and one's impact on the world
 2. To develop skills in interpersonal effectiveness
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47	Course	Financial Risk Management (FRM)
	Instructor	Prof. Gopi Suvanam (Visiting Faculty)
	Credits	0.75

Principles of financial risk management for financial institutions (Banks, Funds, Insurance Companies) and corporate exposed to financial risks.

Learning Objectives of the Course:

Understanding -

1. Principles of risk management
2. Risk measurement methodologies
3. Tools of risk management and mitigation
4. Use of derivatives for risk management
5. Categories of risk – operational, market, credit and enterprise risks
6. Regulatory Frameworks for risk

48	Course	Real Estate Management (REM)
	Instructor	Profs. M S Nageshwar Rao , Rajesh Pandit (Visiting Faculty)
	Credits	1

Motivation for the course:

“In my experience, in the real-estate business, past success stories are generally not applicable to new situations. We must continually reinvent ourselves, responding to changing times with innovative new business models”. – Akira Mori, Chairman, Mori Trust Co., Japan and Japan’s richest man

The above statement viewed in the Indian real estate context is a pointer to the path real estate business owners and professional managers need to tread to face up to the challenges and capitalize on the emerging opportunities in the Indian real estate market place.

The steady economic growth, rapid urbanization (urban population estimated to reach 590 million by 2030, IBEF) and policy initiatives are set to significantly change the current real estate market dynamics. The ever-increasing demand for housing in mid-and affordable segments (40 million new units by 2015), business needs and infrastructure requirements are creating growth opportunities for businesses in the real estate sector. The contribution of Real estate to GDP is currently 5% and it is the second largest employment generator after the agricultural sector.

The opening up of the Indian real estate sector subsequent to the relaxation of Foreign Direct Investment (FDI) norms in 2005 and consequent significant market opportunity has contributed to the influx of many transnational companies engaged in property development, hospitality & healthcare, research & consultancy, technology, private equity & venture funds into this sector. These companies with exposure to global technologies and best practices are partnering with well entrenched local real estate firms to create world class real estate assets across major urban centers in the country. This trend is now also expanding into the Tier-2 and Tier-3 cities and towns across the country. There clearly exists an opportunity for progressive real estate companies to create new business models and move up the value chain by leveraging the conducive business environment.

However, shrinking western economies, political unrest in the middle east and lower than projected growth rate of Indian economy are factors at the macro level concerning the real estate sector. Further, non-availability of cheap land for development in major cities, increasing input costs of construction, high interest rates on housing loans, non-accordance of industry status to the real estate sector resulting



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in difficulties in funding real estate projects, high taxes & levies on real estate transactions, project delays, slowing demand owing to high cost of real estate acquisition and lack of professional managers, are the challenges business owners have to reckon with in the short term.

Ironically, real estate business has not received serious academic attention, especially in the Indian context. This could be due to several factors such as, the fact that till date real estate has not been formally accorded the status of an industry, the murky nature of transactions involved, perceived lack of transparency in the conduct of business, complexities in land acquisition, many unsavory practices in this sector (such as significant payments made thru unaccounted money, control by politicians and mafia, etc.), the fact that funding from formal sources is not available to this sector for land acquisition, etc.

Given the booming opportunities in this sector, the time has come for strong academic focus on this very important sector. The primary purpose of this elective is to enable participants to appreciate the huge opportunities in this industry, and motivate them to take up challenging assignments in the industry. The course will give participants significant domain knowledge of the industry, and provide them with insights that will help their companies to leverage the unfolding opportunities presented in this sector.

Given that many management professionals are increasingly acquiring deep domain expertise in specific verticals, this course will help participants to acquire deep knowledge about the real estate sector. There are huge opportunities opening up for management graduates in this sector. This course will equip the participants to capitalize on these opportunities. For other managers who may not be directly working in this sector, deep knowledge of the real estate sector will be invaluable as they move into higher management positions, since all industries have significant linkages to the real estate sector. The unique combination of domain expertise and academic rigor that the partnership of the two-course faculty brings to the course will provide significant strength to deliver this very important course, 'Real Estate Management' for participants of various long-term programs.

We additionally hope to be able to offer a variant of this course as a three-day executive education program for practitioners from the industry. Such interaction will also strengthen the content of the 20-session course from long duration Management programs.

Course Objectives

1. To enable participants to develop specialist knowledge in the domain of real estate management. While the concepts will be applicable in various geographies, the focus of the course will be on the Indian context.
2. To inculcate deep interest among participants in the real estate sector, to enable them to pursue specialist career paths with good growth opportunities in this high-growth sector.
3. Enable participants to make informed decisions on behalf of their companies, in the real estate sector, after taking into account the risks involved and the opportunities that are available.
4. Enable the institute to be a hub to attract real estate companies for placement.

49	Course	Business Turnaround and Organizational Transformation
	Instructor	Prof. Sunil Kumar Maheshwari
	Credits	0.75

Course Objectives:

This course aims to develop capabilities for leading rejuvenation in organizations in distress. Students are expected to appreciate the ways to create value for themselves and the shareholders in managing organizations in distress. This course will also enable the students to make investment choices in organizations that might get into financial difficulty. To achieve this, the course will focus upon the following:

1. Action choice: Students are expected to make their action choices in different organizational distress situations.
2. Integrated Perspective: The course aims to develop an integrated perspective of organizational transformation.
3. The course would present different industry situations to enable the students to appreciate their unique strategic business imperatives.
4. This course involves intense analysis and data based decision-making.

50	Course	Country Environment & Multinational Strategy (CEMS)
	Instructor	Prof. Sushil Vachani (Visiting Faculty)
	Credits	0.5

Course Objectives:

The objective of the CEMS course is to give students an appreciation of the complex mix of social, political, economic and institutional factors that mold the business context in a range of countries: Japan, China, Chile, South Africa, South Korea, Russia and Turkey. The course will aim to help students understand how these different dimensions of the context affect the country's objectives, strategy and policies, which, in turn, affect the business environment, and present opportunities and risks for multinationals. Country case studies will be used to illustrate the stark differences, in addition to similarities, that exist even among neighboring countries, such as China, Japan and South Korea.

As the country contexts and strategies are explored, their relationship to a number of important contemporary topics of relevance for international business will emerge:

1. Historical factors' effects on countries' ideology, political postures, and policies toward industries and multinationals. For example, China's experience with colonialism and communism. Effect of Japanese and Korean historical cultural and political experiences on contemporary challenges.
2. Impact of countries' structural/institutional factors on transparency and rigidity, the resultant difficulties in implementing change, and the effect on multinationals and local companies. For example, in Japan and South Korea.
3. Effect on foreign exchange movements; for example the structural determinants of the financial crisis in Asia and Chile, and their political and societal fallout.
4. Role of joint ventures in managing strategic risks in politically turbulent and institutionally distant environments; for example, McDonald's entry into Russia at a time when political forces threatened chaos.
5. Multinationals' strategies of addressing markets with significantly different needs in a socially responsible manner; for example, the pricing of AIDS drugs in South Africa and the complex blend of the intellectual property rights' regime and political factors in developing and developed countries.
6. Role of non-governmental organizations (NGOs) in affecting country, inter-governmental, and multinational strategies through application of political pressure; for example, in the sourcing of sneakers, and the pricing of essential drugs.

51	Course	Strategy & Innovation (SI)
	Instructor	Prof. Deependra Moitra (Visiting Faculty)
	Credits	0.75

Learning Objectives of the Course:

The objective of the course is simple: To provide integrative and real-world perspectives on strategy and innovation to enable students to operate on the forefront of modern businesses. The course has a distinct pragmatic emphasis and blends contemporary thinking with experiential insights. As such, the course helps students develop a strategist's mindset through its diversity of insightful and actionable perspectives, frameworks, and tools. At the end of the course, students will learn:

1. How to craft winning strategies to gain and sustain competitive advantage
2. How to achieve profitable business growth through strategic innovation
3. How to approach issues related to corporate growth, global expansion, and emerging markets
4. How to operationalize strategy to achieve superior business performance

52	Course	Strategic Marketing (SMKTG)
	Instructor	Prof. Arindam Banerjee
	Credits	1

Successful businesses are built on platforms of delivering customer value. This has become more or less a soothesaying, a clichéd /hackneyed corporate mission statement. The challenge lies in being able to identify, design and deliver this 'value' better than the other competitors, through a process of strategic planning, judicious deployment of marketing and other internal resources and orchestration of a co-ordinated business model that simultaneously ensures sustained growth on various business health indicators. This process involves an unflinching pursuit of identifying the key consumer markets and their key drivers. Designing a customer delivered value is achieved through the deployment of marketing resources across various strategic functions like the 4Ps, R&D, new product development, brand extensions and so on, all on a temporal horizon.

This course purports to develop participants' skill in formulating and (more importantly) implementing marketing strategy, in a competitive environment. This

course will serve as a useful capstone for all marketing courses. This course will simulate a real business environment and have student groups compete as individual companies wherein they will have a chance to apply all their conceptual learning in fundamental courses in marketing, consumer behaviour, operations and strategy.

53	Course	Inspired Leadership through Personnel Mastery (ILPM)
	Instructor	Prof. DVR Seshadri / Gagandeep Singh / Thimappa Hegde (Visiting Faculties)
	Credits	1.0

This course seeks to enable participants to understand the entrepreneurial / intrapreneurial mindset as opposed to the 'employee' mindset. Entrepreneurism is inextricably connected with leadership, since entrepreneurship and intrapreneurship involves mobilizing teams of people towards a cause much greater than the individuals involved, often in the face of significant resistance from forces within and outside the organization that seek to preserve the status quo. Intrapreneurship is also closely linked with reinventing oneself and concurrently the organization that one is associated with. A more elaborate note on Reinvention is attached (Appendix-I). In this course, we treat entrepreneurship, intrapreneurism, corporate venturing and reinvention as essentially synonymous. Enabling the participants to discover this fiber within themselves is a key deliverable of this course.

54	Course	Infrastructure Project Finance (IPF)
	Instructor	Prof. Satish Rao (Visiting Faculty)
	Credits	0.50

Course Objectives:

The course will provide an understanding of the unique features and issues in infrastructure development, including the major one of market failure and the responses to it. The focus will be on underlying concepts of "project finance" such as project structuring and risk allocation through contractual arrangements and the role of governments and the private sector in public-private-partnership (PPP).

55	Course	Business Relationships and Networks (BRN)
	Instructor	Prof. Rajesh Pandit & Suryanarayana Valluri (Visiting Faculties)
	Credits	1.0

Course Objectives:

1. To inculcate deep interest among participants in the importance of business networks and relationships in success of businesses, so as to enable them to pursue specialist career paths with good growth opportunities in this crucial field.
 2. To enable participants to develop specialist knowledge in the domain of establishing business networks and forging lasting relationships.
 3. To equip participants with knowledge to make informed decisions on behalf of their companies, after taking into account the risks involved and the opportunities that are available.
 4. To assist the institute in becoming a destination for specialized skills that can attract companies with need for specialized skills.
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56	Course	Neuroscience and Consumer Behavior (NCB)
	Instructor	Prof. Arvind Sahay
	Credits	0.75

Course Objectives:

1. To develop the participant's basic knowledge of the human brain and how it takes decisions based around the themes of "thinking and feeling," greed, prediction, confidence, risk, fear, surprise, regret and happiness.
2. To develop participant's analytical skills, conceptual abilities and substantive knowledge in the field of consumer behaviour based on the factors cited in point #1
3. To develop a roadmap for applying the knowledge of neuroscience and consumer behavior in different marketing and business contexts.



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57	Course	International Business and Foreign Market Entry (IBFM)
	Instructor	Prof. Dheeraj Sharma
	Credits	1.0

Brazil, Russia, India and China have slowly emerged over the past two decades years from the shadows of centralized planning and controlled structures to a more de-regulated environment, thereby becoming vibrant free markets and important players in global markets. Major focus will be on India's attractiveness as an emerging market and India's strength of availability of relatively cheap and technically well-trained work force which provide significant advantages for economies in industries such as software development and maintenance. Concurrently, an absence of well-developed power generation, transportation, and telecommunications infrastructure has limited growth opportunities. When coupled with a large and growing population that possesses enhanced purchasing power, Indian economy presents exciting opportunities as well as challenges to multinational corporations that seek business services and products from India, and penetrate Indian markets in order to expand their global presence. Also, reverse innovation has presented Indian companies to enter lucrative markets in developed and emerging economies.

To meet the course objectives we will mostly use an assortment of Harvard Business Review articles and case studies, articles from business periodicals, McKinsey Quarterly Reports and class discussions.