

(for private circulation only)

SYLLABUS

Postgraduate Programme in Human Resource Management

Batch 2016-18



Office of the Dean
XLRI
Xavier School of Management

For the greater good

June 2016

CONTENTS

Preface

Programme Design and Requirements

I. ECONOMICS

CORE COURSES

- I.1 Macroeconomic Theory and Policy
- I.2 Managerial Economics

ELECTIVES

- I.3 Applied Econometrics for HRM
- I.4 Development Economics
- I.5 Economics of Human Resources
- I.6 Economics of Information and Network Industries
- I.7 Entrepreneurship and New Ventures [also SM]
- I.8 Industrial Economics and Competitive Strategies [also SM]
- I.9 International Business Economics
- I.10 Managing Private-Public Partnerships [also SM]
- I.11 Money Banking and Finance
- I.12 Social Banking and Microfinance
- I.13 Game Theory for Managers [also SM]

II. FINANCE

CORE COURSES

- II.1 Accounting for Management
- II.2 Basic Financial Management

ELECTIVES

- II.3 Financial Considerations in Managing HR
- II.4 Social Finance, Impact Investing & Insurance

III. GENERAL MANAGEMENT

CORE COURSES

- III.1 Managerial Communication
- III.2 Managerial Ethics [2 credits]
- III.3 Social Research Methods

ELECTIVES

- III.4 Analysis for Managerial Decision Making
- III.5 Corporate Image Building
- III.6 Emotional Intelligence and Managerial Effectiveness
- III.7 Social Legislation for Indian Managers

IV. HUMAN RESOURCE MANAGEMENT

CORE COURSE

- IV.1 Employment Relations Laws: Law of Industrial Relations
- IV.2 Employment Relations Laws: Law of Social Security
- IV.3 Fundamentals of Human Resource Management [**1.5 credits**]
- IV.4 Fundamentals of Industrial Relations
- IV.5 Fundamentals of Labour laws [**1.5 credits**]
- IV.6 Human Resource Planning [**2 credits**]
- IV.7 Performance Management and Appraisal
- IV.8 Wage Determination and Administration

ELECTIVES

- IV.9 Advanced Manpower Planning
- IV.10 Collective Bargaining and Negotiation Process
- IV.11 Employee Empowerment [**1.5 credits**]
- IV.12 Executive Compensation
- IV.13 Grievance Resolution [**1.5 credits**]
- IV.14 H R Audit [**1.5 credits**]
- IV.15 HR Issues in Mergers & Acquisitions
- IV.16 Human Resource Management in Service Sector
- IV.17 H R Tools and Techniques [**1.5 credits**]
- IV.18 Industrial Jurisprudence
- IV.19 International Human Resource Management
- IV.20 Labour Law Applications
- IV.21 Managerial Competencies and Career Development [**4.5 credits**] [**also OB**]
- IV.22 Managerial Counselling [**also OB**]
- IV.23 Managing Diversity in the Workplace
- IV.24 Managing Redundancy
- IV.25 Measuring HR [**1.5 credits**]
- IV.26 Occupational Testing [**also OB**]
- IV.27 Organizational Change and Development [**also OB**]
- IV.28 Participative Management [**1.5 credits**]
- IV.29 Principles of Labour Administration
- IV.30 Role of HR in Knowledge Management [**1.5 credits**]
- IV.31 Selection [**1.5 credits**]
- IV.32 Strategic Human Resource Management [**also OB**]
- IV.33 Taxation [**1.5 credits**]
- IV.34 Training and Development

V. INFORMATION SYSTEMS

ELECTIVES

- V.1 Business and Data Communications Networks
- V.2 Business Intelligence and Data Mining
- V.3 Business Modeling Through System Dynamics
- V.4 Cyber Law
- V.5 Data Structures
- V.6 DBMS with Oracle
- V.7 Decision Support Systems
- V.8 Leading Digital: Turning Technology into Business Transformation [**also PODS**]
- V.9 Enterprise Resource Planning [**also PODS**]
- V.10 Human Resource Information System
- V.11 I S Strategy [**also SM**]
- V.12 Information Security and Risk Management

- V.13 Intellectual Property Rights
- V.14 Object-Oriented Programming
- V.15 Software Project Management

VI. MARKETING

CORE COURSES

- VI.1 Marketing Management

ELECTIVES

- VI.2 Marketing Decisions for HR

VII. ORGANISATIONAL BEHAVIOUR

CORE COURSES

- VII.1 OB-I: Individual Behaviour in Organization
- VII.2 OB-II: Group Behaviour in Organization
- VII.3 OB-III: Organizational Structure, Design & Change

ELECTIVES

- VII.4 Assertiveness Training
- VII.5 Behavioral Strategy & Decision Making [**also SM**]
- VII.6 Building Learning Organizations [**also SM**]
- VII.7 Consulting to Management
- VII.8 Cross-Cultural Management
- VII.9 Designing Organizations for Uncertain Environment [**also SM**]
- VII.10 Indian Philosophy and Leadership Excellence
- VII.11 Leadership, Influence and Power
- VII.12 Management of Creativity
- VII.13 Management of Relationships
- VII.14 Managerial Competencies and Career Development [**4.5 credits**] [**also HRM**]
- VII.15 Managerial Counselling [**also HRM**]
- VII.16 Occupational Testing [**also HRM**]
- VII.17 Organizational Change and Development [**also HRM**]
- VII.18 Personal Effectiveness and Self-Leadership
- VII.19 Personal Growth Lab
- VII.20 Political Behavior & Impression Management in Organizations
- VII.21 Strategic Human Resource Management [**also HRM**]
- VII.22 Stress Management
- VII.23 Transactional Analysis
- VII.24 Zen and the Executive Mind

VIII. PRODUCTION, OPERATIONS & DECISION SCIENCES

CORE COURSES

- VIII.1 Production Management
- VIII.2 Quantitative Techniques for Human Resource Management

ELECTIVES

- VIII.3 Leading Digital: Turning Technology into Business Transformation [**also IS**]
- VIII.4 Enterprise Resource Planning [**also IS**]
- VIII.5 Operations Research for HRM [**also HRM**]
- VIII.6 Total Quality Management

IX. STRATEGIC MANAGEMENT

CORE COURSE

- IX.1 Introduction to Sustainable Development and Corporate Sustainability **[2 credits]**
- IX.2 Strategic Management

ELECTIVES

- IX.3 Advanced Environmental Management and Green Marketing
- IX.4 Applied Quantum Innovations
- IX.5 Balanced Score Card
- IX.6 Behavioral Strategy & Decision Making **[also OB]**
- IX.7 Building Learning Organizations **[also OB]**
- IX.8 Business at the Bottom of the Pyramid
- IX.9 Business Networking **[1.5 Credits]**
- IX.10 Business Models for Organizational Excellence
- IX.11 Competition and Globalization
- IX.12 Designing Organizations for Uncertain Environment **[also OB]**
- IX.13 Entrepreneurship and New Ventures **[also ECONOMICS]**
- IX.14 Entrepreneurship Planning and Development: with special reference to Tech-Entrepreneurs and Professionals
- IX.15 I S Strategy **[also IS]**
- IX.16 Industrial Economics and Competitive Strategies **[also ECO]**
- IX.17 International Management
- IX.18 International Relations and Management
- IX.20 Introduction to Social Entrepreneurship
- IX.21 Introduction to Management Consulting Practice
- IX.22 Managing Private-Public Partnerships **[also ECO]**
- IX.23 Resource Based Strategy
- IX.24 Game Theory for Managers **[also ECO]**
- IX.25 Strategic Implementation through Simulation
- IX.26 Strategies of Co-operation
- IX.27 Transformation for Sustainable Superior Performance

P R E F A C E

The Syllabus Book presents the broad objectives, structure and contents of the courses of our two-year Postgraduate Diploma Programme in Human Resource Management (HRM). The syllabus is directional in scope and permits the much desirable flexibility to keep pace with the ever-growing body of knowledge, experiments and explorations in management education with special emphasis towards the human side of enterprise.

The Association of Indian Universities (AIU), and the Government of India recognised the two-year Postgraduate Diploma in Human Resource Management awarded by XLRI as equivalent to the 2-year Master's Degree awarded by the Indian Universities/Institutes. The All India Council for Technical Education has also recognised the programme as equivalent to MBA.

June 2016

XLRI Jamshedpur



PROGRAMME DESIGN AND REQUIREMENTS: HRM 2016 - 18 BATCH

The two-year Postgraduate Diploma Programme in Human Resource Management prepares a student for a career in industry and services. The programme facilitates learning in modern concepts, techniques and practices in the management of human resources and exposes the student to different functional areas of management to enhance the effectiveness.

The courses are designed to develop - (i) the analytical, problem-solving and decision-making abilities, (ii) the awareness of the socio-economic environment, and (iii) the personality with socially desirable values and attitudes. Towards these objectives and to suit the contents of each course, a variety of teaching methodologies, such as case studies, role-play, problem solving exercises, group discussion, computer simulation games, audio visuals, are used in the programme.

The programme requirements include 105 credits (63 credits from core courses and 42 credits from elective courses), a Summer Project and compulsory participation in Team Building and Village Exposure Programmes.

(1) Summer Project – a Non-credit course

Summer Project is a compulsory non-credit course. A student is required to do a summer project on any aspect of Personnel Management & Industrial Relations in the industry for eight to ten weeks at the end of the first year (April - June).

(2) Team Building and Village Exposure Programmes – a Non-credit Programme

A two-day team building programme is compulsory for the students. The objective of the programme is to develop leadership and team work through adventure activities (The programme includes overnight camping in tents.)

A village exposure programme is also mandatory for the students. The students are expected to stay in the villages. They are expected to study some of the practices and issues relating to rural India.

A student can opt for a dissertation in lieu of one full credit elective course in Term V. However, only those students meeting the following criteria will be eligible to do dissertation on a topic of their choice:

- (a) Secures a minimum CQPI of 5.5 in the courses up to Term III and*
- (b) The core courses average [upto Term I to III of the area of dissertation topic should be 6.00 or more.*

Most of the core and elective courses are of full-credit courses i.e. 3 Credits. There are some core and elective courses which are offered as two-credit and half-credit also. Students who would be opting for half-credit elective courses should take them in pairs (except in case of audit courses) so that they complete the required number of credits. Half credit courses can be taken in different terms and in different functional areas

Each full-credit course [3 Credits] implies a total of 30 contact hours, and is organised during a Term of 10 to 12 weeks. The courses are offered in the following areas:

- 1. Economics*
- 2. Finance*
- 3. General Management*
- 4. Human Resource Management*
- 5. Information Systems*
- 6. Marketing*
- 7. Production, Operations & Decision Sciences*

8. *Organisational Behaviour*
9. *Strategic Management*

The total number of credits for the core courses are 63 (Sixty-Three) credits. The Term-wise distribution of core courses in the first year for HRM shall be 20-22-21 as applicable. The elective courses are not offered in the first year. During the second year a student is required to do 14 (fourteen) elective courses. The total workload for a student in any given Term in second year should be between 12-15 credits.

Since the HRM programme itself is a specialised programme, there are no separate Areas for Concentration. Students are required to choose 14 electives from the courses offered to them. Out of these, a minimum of 6 (six) electives should be from those listed under the head “HRM Area” in the Syllabus Booklet. A HRM student may, if s/he so desires, opt for a maximum of 4 (four) electives each from Economics, Information Systems and/or Strategic Management Areas.

The elective courses listed in this booklet are the total list of approved electives for the Programme. The list of electives to be offered in a particular term would be decided by the respective areas and communicated from time to time.



I. ECONOMICS

I.1 MACROECONOMIC THEORY AND POLICY

[3 Credits]

Objectives

To understand

- How the economy functions at the macro level
- Macroeconomic linkages of the economy
- Macroeconomic policies in theory and practice

Topics

1. Introduction :
 - Macroeconomic issues
 - Aggregation problem
 - Circular flow of income involving households, firms, governments and financial institutions.
2. Measuring income and inflation
 - Introduction to national income accounting
 - 3 approaches to measuring aggregate income
 - Measuring inflation: GDP deflator, CPI and WPI.
3. Income determination and multiplier
 - Macroeconomic equilibrium
 - Multiplier – under different parametric conditions.
 - Paradox of thrift
 - Balanced Budget multiplier
 - Deficit financing of the budget
 - Limitations in the operation of multiplier.
4. General equilibrium of the macro economy: (closed economy)
 - Money , bonds and money market equilibrium and LM
 - Goods market equilibrium and IS
 - General equilibrium and introduction to fiscal and monetary policy
 - Interest sensitivity of money demand and policy effectiveness
 - Liquidity trap and Japan's stagnation
 - Fiscal and monetary policy and their implication on stock prices
 - Rational expectation and policy effectiveness
 - Price flexibility and policy effectiveness
 - Credit creation and instruments of monetary policy
5. The open economy
 - Balance of payments and exchange rates
 - Exchange rate determination: the product market approach and asset market approach
 - Exchange rate regimes
 - BOP crisis
 - Fiscal and monetary policy under fixed and flexible exchange rates: The Mundell Fleming approach
 - Trillema of macroeconomic policy objectives
6. Macroeconomic policy experiences around the world: A pathology
 - Stagflation in US in 1970s and policy responses
 - Debt crises in Latin America –First generation model of currency crisis
 - Currency crises in Europe in 1992 – Second generation model of currency crises
 - South East Asian Crisis in 1997 – Third generation model of currency crisis
 - Global recessionary trends in late 2000s - debates over origin and policy prescriptions.
7. A critique to macroeconomic policy choices in India:
 - Policy choices before 1991
 - Policy choices after 1991

I.2 MANAGERIAL ECONOMICS

[3 Credits]

Objectives

Managerial Economics is about achieving the best possible use of available resources. The course will be centered on how to achieve the same, under different scenarios, and when looked from the perspective of different agents. The objective is to enable future managers to look at main issues driving complex real life problems, and enable them to take a policy decision, knowing fully well the advantages and disadvantages of the same.

Topics

1. Introduction
2. Comparative Advantage and the Gains from Trade
3. Decision Making in the Household, deriving the demand curve from indifference curve analysis, and revealed preference analysis, income and substitution effects, the concept of demand elasticity and demand estimation.
4. Decision making in the firm, and the treatment of market as a whole, impact of price controls and price floors.
5. Consumers, Producers and Efficiency of Markets, applications in International trade and the costs of taxation. Introducing the idea of consumer surplus to explain the difference in pricing in competitive and monopolistic markets and introduce the idea of first, second and third degree price discrimination.
6. Production and Costs: Explaining the nature of the production process, production and cost functions, the choice of technology in the short and long run.
7. Markets: Competitive Markets, Monopoly and Oligopoly. Introduce the concept of Nash Equilibrium in quantity and price competition, in the discussion on oligopoly.
8. Economics of factor Markets: Labor markets as an example
9. Economics of Information: introduce the concept of moral hazard and adverse selection, and principle agent problems.
10. Externalities and public goods.

I.3 APPLIED ECONOMETRICS FOR HRM

[3 Credits]

Objectives:

Applied Econometrics course takes an intuitive, hands-on problem solving approach to present applications of modern econometrics in business managements. It provides step-by-step guidelines for all econometric tests, methods of estimation, interpretations of the results, solve the business problems and take wiser decisions. After this students will be in a strong position to analyse data for various purposes including policy analysis, carry out empirical work, enhance their job market skill and prepare them to become a successful professional. It will emphasize on theoretical underpinnings and practical applications of econometrics techniques supplemented by computer work. The application will be demonstrated with practical examples and exercises from industry in economics, finance, marketing, strategy, HR and other functional areas using general purpose software packages etc. The course will also enhance their job market skill and prepare them to become a successful professional.

The aim is to impart students applications of various econometric tools and techniques in solving diverse managerial problem and make effective decision, which neither statistics nor mathematics nor business can do it independently.

Thus it intended at

Familiarizing students in depth about applications of econometric methods with respect to various business activities in the domain area of a business organization.

Helping students to formulate and specify the quantitative model to analyze various issues pertaining to business activities; then estimating, interpreting the results which can be used for forecasting and policy decisions.

Carrying out econometric applications on functional issues using real time data to solve various decisions problems using econometric software.

Contents:

1.Applications of Econometrics in Business: S1

Nature and scope of applied econometrics in business

Understating the structure of data for analysis and applications

Introduction to various econometrics software packages

Applications: Efficiency of clearing crews, stock returns of GM etc.

2. Exploring and discovering Econometric Models: S2-S7

Linear Regression Model: Simple vs Multiple

Fitting and interpreting a regression model

Problem of estimation and inferences (OLS and MLE methods)

Evaluating a regression model, scaling, functional form and calibrating the models

Applications: Patents and R&D, Bus fare pricing, Consumer Credit Counseling etc.,

Case: The Consumer Packaging Case, Nopane Advertising

Non-Linear Regression Model

Data Transformation, Estimation & Interpreting Nonlinear Regression Models

Applications: Salaries of Top Managers, Bus travel etc.

Case: Sarah Gets Diamond Case.

3. Selecting the Best Models: S8-S11

Multicollinearity and Variable Selection

Heteroscedasticity, Autocorrelation: problem identification and solution

Model miss-specification and diagnostic checking

Fine- Tuning Your Model :Predictive Powers vs. Model Fit

Applications: Improving Parcel Handling , Demand for Electricity etc.

Case : The Hot Dog Case

4. Making Models More Flexible: S12-S14

Dummy Variables and Interaction Terms

Qualitative Response models: LPM, Logit, Probit etc.

Applications: Determinants of Tourism Hotel Expenditure, Direct Marketing of a Financial Product etc.

Case: The California Strawberries.

5. Concurrent Models: S15-S16

Simultaneous Equation Models

Problems of Identifications and Estimations

Applications: Regulation in the Contact Lens industry, etc. Product demand and supply, housing expenditure and savings etc.

Case: The Refrigerator Pricing,

6. Dynamic Models: S17-19

Modeling Time Series Data

Autoregressive Models(AR)

Distributed Lag model(DL)

ARDL and PDL Model

Applications: Hourly Electricity Load, Dividends payments with profit of the firms.

Case: Soda Sales and Harmon Foods

7. Synchronized Models: S20

Panel Regression Model

Balanced Panel vs Unbalanced Panels

Fixed Effect vs Random Effect Model

Applications: Effect of Garbage Incinerator's Location on Housing Prices; Investment, capital stock, profitability etc. of Indian firms.

Case: Guest First Hotel



I.4 DEVELOPMENT ECONOMICS

[3 Credits]

Objective

It is widely recognized that functionaries associated with management of business, in general, or with conduct of functions related to the specific area of human resource management, can hardly take effective decisions in their respective fields on an informed basis without having a perspective of the overall scenario pertaining to economic development. It is in this background that the students of both Business Management (BM) and the Human Resource Management (HRM) programmes are sought to be sensitized about the theory and evolution of the key paradigms of development economics.

Major Topics :

- Evolution of Development Economics as a distinct discipline of study
- Classification of countries on the basis of per capita income measured according to World Bank's *Atlas Method*
- Economic Development: An overview and Millennium Development Goals
- Poverty, Per Capita Income and Human Development Index (HDI) as indicators of development
- Features of underdevelopment
- Economic growth as a key issue of development economics-Some of the major theories of economic growth to be discussed in this connexion
- Market and the State in Development –Among other things, Myrdal's theory of backwash effects in absence of State intervention to be discussed
- Population and Development with particular reference to the "youth bulge" experienced by some countries including India
- Economic and Non-economic Factors in Development including the role of "Social Capital"

I.5 ECONOMICS OF HUMAN RESOURCES

[3 Credits]

Objectives

- To learn to analyse how one, as an employer, is likely to be economically affected by –actions of other agents, domestic and international policy changes etc.
- To learn to design economic incentives for workers to work and make choices in favour of the employer.

Topics:

Part A - HIRING

- Selection (3 sessions)
- Assignment (1 session)

Part B - UNDERSTANDING THE MARKET

- Demand for workers (3 sessions)
- Supply decisions of the worker (1 session)
- The Market equilibrium (2 sessions)

Part C - INCENTIVES AND COMPENSATIONS

- Variable pay or straight pay (1 session)
- Seniority based pay (1 session)
- Incentives to over come individual moral hazards (1 session)
- Incentives to overcome free riding problem in teams (1 session)
- Compensations for negative attributes in the workplace (2 sessions)
- Risk in the workplace and risk sharing (1 session)

Part D – INVESTMENT IN HUMAN CAPITAL (1 session)

Part E – TRADE UNION AND COLLECTIVE BARGAINING (2 sessions)

1.6 ECONOMICS OF INFORMATION AND NETWORK INDUSTRIES

[3 Credits]

Objectives

The objective of this course is to explore information industries and to equip students with an understanding of how it affects the business strategy of companies operating in these industries. Managers of tomorrow who understand the economics of these technology intensive industries would be better prepared to face the competition and be more successful than others. Probing into the rich literature on price discrimination, bundling, licensing, lock in, and network economics, students would get a rich perspective on the problems of setting prices of information and network goods and on designing product lines for such goods.

Course Structure

The course will be divided into three modules:

1. Introduction to Economics of Information Goods / Services Industry – The objective of this module is to help students appreciate the differences in the nature of information goods as opposed to traditional goods and services. Using a mix of lectures and case studies, the module will also introduce students to the fundamentals of economic theories which will be referred during the course.

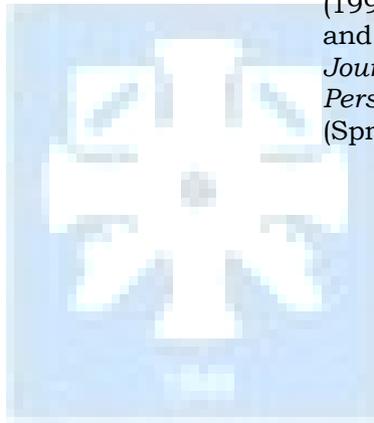
2. Network Economics – This module deals with a special type of market, the markets for network products. One of the main characteristics of these markets is that complementary products have a very significant role. In the same breath, compatibility and standards are vital to this industry. Also, a proper understanding of these industries would require a detailed study of switching costs and lock-in. Information industry (both the hardware and the software industries) is a very good example of a network industry, as is telecommunication industry and the Internet. The recent phenomenon of social networking sites can also be understood by studying network economics. As above, lectures, journal articles, and cases will be used to help in understanding of the network industries.

3. Pricing of Information Goods – ‘Information is costly to produce but cheap to reproduce’. In the language of economics this can be rephrased as – ‘the fixed costs of production are large, but the variable costs of reproduction are small. This cost structure leads to substantial economies of scale. However, there is more to these fixed costs and the variable costs. Once an information good has been produced, most fixed costs are sunk and cannot be recovered, and also multiple copies of the good can be reproduced at constant per unit variable costs. These characteristics of the cost structure of information goods have significant implications for pricing of information goods. The markets for information goods are not perfectly competitive markets where suppliers cannot influence prices. At the same time, advancements in Information Technology have reduced the marginal costs of reproducing and distributing information to almost zero. Thus, pricing of information goods requires a detailed look at topics like price discrimination, versioning of information goods, and bundling. Employing lectures, articles from the press, and case studies this module will help students understand the nuances of pricing information goods. We will also look at economics of Internet advertising, and critically analyze the business model of *zero pricing*.

Topics

Session No.	Topic(s)	Book Chapters(s) / Article(s) / Case(s)
1.	Introduction and overview of the course	<i>Book Chapter:</i> Shapiro and Varian, Information Rules, Ch 1 – The Information Economy
2-3.	Network Effects and Increasing Returns	<i>Book Chapters:</i> Oz Shy, The Economics of Network Industries, Ch 1 – Introduction to Network Economics Leibowitz, S, Rethinking the Network Economy, Ch 2 – Basic Economics of the Internet <i>Article:</i> Arthur, B. “Increasing Returns and the New World

4 - 5.	Information Complements	Sermo Inc. - Cashing in on doctors' thinking Interview: Daniel Palestrant Sermo's Twist on Social Networking <i>Article:</i> Parker and Van Alstyne, "Strategies for Two-Sided Markets" Harvard Business Review (2006)
6-7	Network Mobilization and Platform Control	<i>Case:</i> NTT DoCoMo Inc.: Mobile FeliCa
8-9	Envelopment and Interoperability	<i>Case:</i> RealNetworks Rhapsody
10	Strategies of de facto standardization; Evolution of standards	<i>Case:</i> Adobe Systems Inc. <i>Article:</i> Katz, M. and Shapiro, C. (1994), "Systems Competition and Network Effects", <i>The Journal of Economic Perspectives</i> , Vol. 8, No. 2 (Spring, 1994), pp. 93-115



I.7 ENTREPRENEURSHIP AND NEW VENTURES

[3 Credits]

Course Objective

The objective of the course helps the participants to design and develop a lean start-up either as entrepreneur or intrapreneur. The course is more practical and hands on rather than theoretical and text book based. At the end of the course, a student must demonstrate concrete business proposition, beyond idea stage, through some forms of proto-type/beta testing.

The course would not only be focused on building and evaluating new venture opportunities both as an entrepreneur and a manager inside a big company. The course treats Entrepreneurship as a form of Strategy. It would focus on identifying opportunities, developing opportunities, getting funding, and scaling up opportunities, both as a start-up and established company.

I think being hands-on rather than focusing solely on business plans is the hallmark of great entrepreneurial success stories.

Tentative Topics

- Innovation, Entrepreneurship and Intrapreneurship
- Creativity & Lateral Thinking
- Design Thinking
- Effectual Thinking
- Market Validation (Hands on)
- Development and Evaluation of Business Idea (Hands on)
- Introduction to Business Model Generation
- Developing Lean Business Model for the Business Idea (Hands on)
- Developing Prototype and Evaluating assumptions in Business Model using prototype cheaply (hands on)
- Presentation of Business Model
- Raising Finance
- NDAs and Term Sheets
- Exit Strategies
- Scaling up the venture
- Developing Business Plan
- Business Fair
- Developing Business Plan

I.8 INDUSTRIAL ECONOMICS & COMPETITIVE STRATEGIES

[3 Credits]

Objectives

1. To help gain an understanding of:
 - i) The structure – conduct – performance relationship in an industry.
 - ii) The factors influencing these- a positive analysis.
2. To acquire the knowledge/skill to evolve competitive strategies and thereby determine the conduct of a firm in the market. Essentially, to learn to anchor the strategies in the validated, time-tested economic principles underlying the strategies. More specifically, the course will reinforce the economic principles which only can provide the rationale for successful, sustainable strategies which explain the conduct of a firm.

Topics:

1. Primer on economic concepts
2. 'What' & 'Why' of Industrial Economics S – C – P paradigm
3. The welfare economics of market power

STRUCTURE

4. market structure – its measures & determinants
5. Firm Boundaries – Horizontal & Vertical-Transaction costs and firm size
6. Concentration in markets – seller & Buyer Concentration
7. Product Differentiation
8. Conditions of entry

CONDUCT

9. Competition
 - Competing via commitment
 - Dynamics of Pricing rivalry
 - Entry & exit strategies
10. Strategic Positioning & dynamics
 - Competitive advantage and its sustenance
 - Innovation as a source of competitive advantage
 - Agency and performance measurement

PERFORMANCE

11. Market Structure and performance-Challenges in a digital Economy

PUBLIC POLICY & REGULATION

11. Issues in Antitrust & regulatory Economics

I.9 INTERNATIONAL BUSINESS ECONOMICS

[3 Credits]

Objectives

This course looks into the ECONOMIC aspects international business. The market outcomes of liberalising trade environment, trade policy framework of the WTO, economics of the currency market and macroeconomic linkages of the open economy are the primary points of emphasis of the course.

Topics

Introduction (Session 1)

1. International comparisons
2. Internationalisation of business – meaning, dimensions

Part I INTERNATIONAL TRADE

Module 1 Trade Theories

The nation is adopting freer trade regime. How do we expect the price to move? What will be the quality / variety of product available to the consumers? Which businesses are likely to survive or grow?

- Issues of pricing under differing degrees of international competitiveness
- Understanding free trade arguments that govern trade agreements.

Session plan for Module 1

- Ricardo and Comparative advantage – (Session 2 and 3)
- Heckscher Ohlin model of factor abundance – (Session 4)
- Krugman's model of Intra-Industry Trade – (Session 5)

Module 2 Trade policies (unilateral and multilateral)

WTO governs trade policy choices for Member countries. How a protectionist trade policy improves the prospects of survival / growth of business? What kind of support can we expect from the government as exporters? How free we are to choose a price of our product? What are the implications of trade related policies under different levels of product market concentration?

- Tariff
- Quota
- Voluntary Export Restraints
- Antidumping duties
- Export taxes
- Export subsidies
- dumping
- Regional integrations

Session plan for Module 2

- Tariffs in competitive markets – (Session 6)
- WTO tariff structure and problem solving based on WTO tariff structure – (Session 7)
- Quota, Tariff and quota in monopolistic markets, Voluntary Export restraints – (Session 8)
- Dumping and Antidumping Duty under the WTO – (Session 9)
- Subsidies and Countervailing duties under the WTO, regional integration – (Session 10)
- Strategic Trade Policy under oligopolistic markets – (Session 11)

Part II CURRENCY AND INTERNATIONAL FINANCE

Module 3 Currency market and exchange rate

How does currency market work? How to minimise risk in international currency transactions?

- Spot and forward markets
- Central Banks actions in the currency market

Session plan for Module 3

- Currency market and basic Central Bank operation, Product market approach to determination of exchange rate – ([Session 12](#))
- Asset market approach to determination of exchange rate – ([Session 13](#))
- Currency futures and options and Problem solving on currency market - - ([Session 14](#))

Module 4 Exchange rate policies and macroeconomic management

How does foreign exchange policy affect the business environment? How do macroeconomic policies affect foreign exchange market transactions? How is the risk in foreign investment determined by the macroeconomic environment?

- Fixed and flexible rates – Central Banks actions
- Impact of changing exchange rates on exports and imports
- Volatility managements by the government and Exchange rate regimes
- Open economy macroeconomics
- Monetary approach and asset market approach to predict future exchange rate
- 3 International Financial Crises models - Understanding the recent few crises
- The Euro Crisis
- Economic risk indicators for FDI and FII

Session plan for Module 4

- Basics of fixed and flexible exchange rate, export import and currency market – ([Session 15](#))
- Monetary approach and asset market approach to predict future exchange rate – ([Session 16](#))
- Open economy macroeconomics - ([Session 17](#))
- 3 International Financial Crises models - Understanding the recent few crises, The Euro Crisis, Economic risk indicators for FDI and FII – ([Session 18 and 19](#))
- Students' presentation of term papers – ([Session 20](#))



I.10 MANAGING PRIVATE-PUBLIC PARTNERSHIPS

[3 Credits]

Objectives:

With the advent of Privatization since the last two decades, Public Private Partnerships (PPP) have been a popular way of financing infrastructure projects especially in highway construction, power supply, telecommunications and even for social infrastructure such as education, training and social services. The objective of this course is to familiarize students with the various issues in Public Private Partnerships that they are likely to face once they join the industry.

Topics:

1. The Rationale for Public Private Partnerships.
2. Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT).
 - “Institutional Options for the Provision of Infrastructure”, Christine Kessides, World Bank Discussion Paper No. 212.
 - “The Build Operate and Transfer (“BOT”) Approach to Infrastructure Projects in Developing Countries, Mark Augenblick and B. Scott Custer Jr., World Bank Working Paper No. 498.
3. Issues in Regulation that come about with privatization.
 - “Reforming Infrastructure: Privatization, Regulation and Competition”, Ioannis N. Kessides, A co publication of the World Bank and Oxford University Press.
Chapter 1: The New Paradigm for Network Utilities
Chapter 2: Crafting Regulation for Privatized Infrastructure
4. Pricing mechanisms available to a regulator to ensure universal access and efficiency.
 - “Optimal Regulation”, Kenneth Train
Chapter 4: Ramsey Prices
Chapter 5: Vogensang Finsinger Mechanism
Chapter 6: Surplus Subsidy Schemes
Chapter 7: Multi Part Tariffs
5. Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.
 - “Water: Understanding the Basics”, Dale Whittington and John Boland, PPPIAF and Water and Sanitation Program discussion paper no. 26538.
 - “Water: A scorecard for India”, Usha P. Raghupati and Vivien Foster, PPPIAF and Water and Sanitation Program discussion paper no. 26539.
 - “Reforming Infrastructure: Privatization, Regulation and Competition”, Ioannis N. Kessides, A co publication of the World Bank and Oxford University Press, Chapter 3: Restructuring Electricity Supply.
 - Competition in India’s Energy Sector, TERI Report, Chapter 3: Competition Issues in India’s Energy Sector.
 - “Telecommunications Industry in India: State Business an Labour in a Global Economy”, Dilip Subramaniam, Social Science Press
Chapter 1: Construction of a Monopoly.
Chapter 3: The Burden of Monopoly and State Regulation.
Chapter 4: The advent of Competition: A fallout of Global Telecommunications Deregulation.
 - Telecom Revolution in India: Technology, Regulation and Policy, Sridhar Varadharajan, Oxford Publications
Chapter 1: Network Economics in Telecom
Chapter 2: Basic Telecom Services in India
Chapter 3: Cellular Mobile Services: The Indian Success Story
Chapter 4: Spectrum Management for mobile services in India: A Conundrum

- “Bankruptcy to Billions: How the Indian Railways Transformed itself”, Sudhir Kumar and Shagun Mehrotra
Chapter 1: Bankruptcy to Billions
Chapter 2: Political Economy of Reforms
Chapter 3: The Market
 - Competition Issues in Regulated Industries: Case of Indian Transport Sector, Railways and Ports, published Competition Commission of India
6. Granting and negotiating infrastructure concessions to avoid renegotiations at a later date.
 - Study on Competition Concerns in Concession Agreements in Infrastructure Sectors, Piyush Joshi and Anuradha R. V, published by the Competition Commission of India.
 7. Tendering and Procurement Issues in a Public Private Partnership.
 - Public Procurement and the Private Sector, Ajay Pandey, India Infrastructure Report, 2003.
 - Procurement and Contracting, Vijayanti Padiyar and Tarun Shankar IL&FS
 - Bidding for Concessions-The Impact of Contract Design, Michael Klein, World Bank Publication, Note No. 158
 - Infrastructure Concessions-To Auction or not to Auction, Michael Klein, World Bank Publication, Note No. 159
 - Designing Auctions for Concessions- Guessing the right value to bid and the Winner’s Curse, Michael Klein, World Bank Publication, Note No. 160
 - Rebidding for Concessions, Michael Klein, World Bank Publication, Note No. 161
 8. Corruption issues in Public Private Partnerships
 - Corruption and Governance: Insights from the Literature, Ajay Pandey, India Infrastructure Report, 2002.
 - Why for a class of bribes, the act of giving the bribe, should be treated as legal, Kaushik Basu, Ministry of Finance, Government of India
 - Performance Audit on Allocation of Coal Blocks and augmentation of coal production, Comptroller and Auditor General of India, 2011.
 9. Evaluation Methods in a Public Private Partnership.
 - Handbook of Economic Analysis of Investment Operations, Pedro Belli et al. Operations Policy Department Learning and Leadership Center
 10. Problems of Land Acquisition in Public Private Partnerships.
 - India Infrastructure Report 2009: Land: A critical resource for infrastructure
 - Beyond Nandigram: Industrialization in West Bengal, Abhijit Banerjee, et al., Economic and Political Weekly 2007.
 - “The Economic Approach to Law” Thomas J. Miceli
Chapter 7: Involuntary transfers and regulation of property

I.11 MONEY BANKING AND FINANCE

[3 Credits]

Objectives

The students should be able to

- Comprehend the need, definition, functions and economic significance of financial institutions and markets
- Understand the interdependence between financial markets and interest rates
- Comprehend the behavioral analysis of interest rates: risk, liquidity and term structure
- Identify the role played by the Central Bank and instruments of credit control
- Grasp the conduct of monetary policy and its effect on interest rate, credit availability, prices and inflation rate

Topics

1. An Overview of the Financial System
 - Saving and Investment
 - Money, Inflation and Interest
 - Banking and Non Banking Financial Intermediaries
2. Financial Markets and Instruments
 - Money market and Capital Markets
 - Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives etc.
 - Characteristics of Financial Instruments: Liquidity, Maturity, Safety & Yield
3. Principles of Financial Markets and Interest Rates
 - Understanding Interest Rates
 - Risk and Term Structure of Interest Rates
 - Interdependence of Markets and Interest Rates
 - Rational Expectations and Efficient Markets
4. Economics of Banking (Depository) Institutions
 - Banking Institutions: Revenues, Costs and Profits
 - Basic Issues and Performance of Depository Institutions
 - Asymmetric Information and Banking Regulation
5. Central Banking, Monetary Policy and Regulation
 - The RBI as a Central Bank: Structure, Functions and Working
 - Reforms
 - The Current Regulatory Structure
6. Essentials of Monetary Theory
 - The Classical and Keynesian Theories of Money, Prices and Output
 - Rational Expectations and Modern Theories of Money and Income
7. Conduct of Monetary Policy and Interlinkages
 - Objectives and Targets of Monetary Policy
 - Policy Lags and Intermediate Targets
 - Rules Vs. Discretion in Monetary Policy
 - Interlink age

I.12 SOCIAL BANKING AND MICROFINANCE

[3 Credits]

Background and Objectives

Access to financial services by all sections of the society is recognized as one of the key requirements of inclusive socio-economic development. It will be underlined in the course that the concept of *social banking* has emerged in most countries including notably India, as a policy-induced orientation of banks and other financial institutions primarily to achieve the objective of wider access to financial services. It will also be indicated that this initiative thus endeavours to secure financial inclusion and thereby attain the broadly accepted goals of the national development process.

Financing small economic operators and other excluded sections of the society, which constitutes the core of social banking, has been observed to face challenges like moral hazard, adverse selection, high transaction cost and information asymmetry. Financial sector reforms and prudential standards of accounting which were introduced as a part of such reforms, have thrown up fresh challenges to the task of social orientation in banking.

The course is designed to sensitize the students to the key issues linked to the whole discourse on social banking including the challenges inherent therein, in the particular context of India, and to familiarize them with various initiatives taken in the country for addressing these issues. The course also seeks to underline how the tenets of social banking and inclusive financial system may not necessarily be in conflict with the goal of maximizing the operating surplus of a 'commercial' entity like a banking institution. In this context reference will be made to the evolution of the so called 'microfinance' initiative as a socially responsive and yet commercially viable proposition.

Topics

1. Study of the inherent challenges of financing small economic operators and justification of intervention in the financial market in the light of the need to achieve efficiency and distribution goals
2. Genesis and evolution of the process of institutionalization of rural financial services in India as a precursor to launching of social banking process
3. Financial Inclusion: Strategies adopted in India and the macroeconomic imperatives for achieving the goal of inclusive finance
4. Key pillars of social banking in India
5. Composition of the institutional credit system (ICS) operating as a part of the *multi-agency* system. Reference in this connexion will be made to different categories of institutions functioning at the field-level like commercial banks, Regional Rural Banks (RRBs), cooperative credit institutions and Local Area Banks (LABs) etc., and those operating at the apex level like RBI, NABARD, SIDBI and the recently established MUDRA, etc.
6. Major policy initiatives launched as a part of the social banking process in India including:
 - (a) Nationalisation of major private sector commercial banks
 - (b) Evolution of the concept of *priority sector credit*,
 - (c) Launching of *Lead Bank Scheme (LBS)*, and
 - (d) Introduction of *Service Area Approach (SAA)*, etc.
7. Outline of subsidy-linked credit programmes of the Government like PMEGP (formerly PMRY), NRLM (formerly SGSY), NULM (Formerly SJSRY) & SRMS

(formerly SLRS), etc.

8. Other credit schemes launched by the Government/RBI without subsidy-linkage like the *Differential Rate of Interest (DRI)* scheme and *Kisan Credit Card (KCC)* scheme etc.
9. Overview of Lead Bank Scheme (LBS) and Service Area Approach (SAA) and the framework envisaged under LBS and SAA for achieving co-ordination at various levels- aimed at facilitating effective implementation of the social banking initiative. Reference in this context will be made to the functioning of forums of coordination like DCC, SC & DLRC at the district-level and SLBC at the State-level (all constituted under LBS) and BLBC (constituted under SAA).
10. Genesis and evolution of microfinance: different models of microfinance operating in India; study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India..
11. Identification of major challenges vis-a-vis social banking process in India and ways of addressing the same



I.13 GAME THEORY FOR MANAGERS

[3 Credits]

Business managers make decisions in an interactive strategic environment. Their decisions affect other businesses, and vice versa. Such situations are known as 'business games'. Game Theory is the science of playing 'games'. Managers frequently play 'games' with competitors, suppliers, customers, complementors, as well as with internal stake-holders.

Internationally, a lot of integration is taking place between decision theory, particularly applied game theory, and business strategy. On one hand, applied game theorists are trying to draw on real life management practices to develop newer and more relevant theories. On the other hand, strategists are coming to depend on game theory to provide a general framework for organizing the otherwise incoherent mass of facts available to them. In this context, the current course seeks to provide the students with an introduction to the interface between game theory and strategy.

The goal of this course is to enhance students' ability to think strategically in complex, interactive environments. As functional managers, when the students will engage themselves in negotiating and / or contracting with customers and / or suppliers, in bidding for contracts against competitors, and in pricing or other strategic decision making, they will be able to completely reap the benefit of doing this unique course.

Course Content:

Module A (Games of Complete Information - Fundamentals) – 4 sessions

Introduction to game theory – Concept of individual rationality
Sequential move games, backward induction and foresight
Simultaneous move games - Pure strategy Nash equilibrium
Repeated games
Simultaneous move games - Mixed strategy Nash equilibrium

Module B (Business Applications of Games of Complete Information) – 4 sessions

Commitment and Strategic Moves - Credibility, threats, and promises
War of Attrition
Negotiations – Wage / price bargaining under complete information.
Investment and hold-up problem.
Revisiting Porter's Diamond in Light of Game Theory

Module C (Games of Complete Information – Advanced Topics) – 4 sessions

N-person games – Collective action and coordination
Matching games and market designing
Cooperative games and coalition formation
Behavioral game theory and experimental games
Evolutionary game theory

Module D (Non-signaling Games of Incomplete Information and its Business Applications) – 6 sessions

Introduction to games of incomplete information and Bayesian Nash equilibrium
Sequential move games of incomplete information and Perfect Bayesian equilibrium
Doing business with limited information
Negotiation failure under incomplete information
Managing "principal-agent problems" by creating incentives
Designing contracts
Auctions and bidding

Module E (Signaling Games and their Business Applications) – 2 sessions

The structure of signaling games
Job-market signaling
Certification as signal
Entry deterrence under incomplete information

II FINANCE

II.1 ACCOUNTING FOR MANAGEMENT

[3 Credits]

COURSE OBJECTIVES:

This course presents the underlying framework and concepts of Financial Accounting in the context of how accounting fits into the overall business environment of contemporary society. Financial accounting is the basic means of recording and reporting financial information in a business. Students will learn how accounting functions as an information development and communication system that supports economic decision making and provides value to entities and society. Students will discover the uses and limitations of financial statements and related information and apply analytical tools in making both business and financial decisions. Topics examined include those related to corporate financial position, operating results, cash flows, and financial strength. Students will study the basic accounting system and will be shown how the various accounting alternatives for recording financial transactions impact on the usefulness of the information provided for decision-making. During coverage of relevant topics reference will be made to recent lapses in ethical reporting and the resulting impact on the financial markets and society.

Course Description :

Session	Topic Coverage	Readings
1 - 3	Introduction, Accounting concepts, Principles and Accounting Equation	Text book: Ch.1; Case studies
4 - 8	Accounting: Journal Entries, Ledger, Cash Book, Unadjusted Trial Balance, Adjustment Entries, Profit and Loss account, Balance Sheet and Closing Entries	Text book: Ch.2, 3, 4 and 5. Case studies
9 & 10	Inventory Accounting methods and their impact on the Financial Statements	Text book: Ch.6. Case study
11 - 13	Fixed Assets: Methods of Depreciation and their impact on the Financial Statements	Text book: Ch.7. Case studies
14 - 16	Financial Statement Analysis: Horizontal, Vertical and Trend analysis; Ratio analysis.	Text book: Ch. 11 Case studies
17 - 18	Cash Flow Statement	Text book: Ch. 12 Case studies
19 - 20	Introduction to Management Accounting; Decision making techniques: Absorption and Marginal costing; CVP analysis	Cost Accountancy: M N Arora. Case studies

II.2 BASIC FINANCIAL MANAGEMENT

[3 Credits]

Objectives

II.2 BASIC FINANCIAL MANAGEMENT

[3 Credits]

Introduction: No other field in business management has made as much progress in the last seven decades, as has Financial Management. It is a very dynamic subject, and almost every day, our knowledge horizon is expanding due to the research work done by the financial economists.

In any core subject in management, it is very important to ensure that the students – **all** students – remain interested in the subject, and at the same time the academic rigor of the course is not lost. While developing this course, I have attempted to ensure that the course is easy to understand and at the same time academically rigorous. You will find the basic concepts of finance useful in all areas of management. Therefore I will strongly advise you **not** to take the course just as another hurdle that you must clear to get an MBA degree. If you need any extra help in the course, do not hesitate to get in touch with me.

Objectives: By the end of the course you should understand

- Why companies should follow 'shareholders' wealth maximization' as their primary objective
- The basic principles of time value of money
- Design of a Retirement Plan for an employee
- The basic principles of risk and return
- How bonds and common stocks are valued
- How to find the cost of capital of companies
- How capital budgeting decisions are taken in real life
- How employee stock options are valued

Module 1 Introduction to Corporate Finance

Days 1 and 2: Fisher Separation Theorem, Time Value of Money

We will first study why we focus on shareholders' wealth maximization as the basic objective of Finance. Then we will study the basic principles of time value of money. In these two sessions, we will solve a few problems on time value of money. We will also discuss about the investment products available in India including insurance products.

Reading Material:

1. Chapters 2 and 3 from BMAM

Day 3: Developing a Retirement Plan, Understanding HRA

Using the principles of time value of money, we will design a retirement plan for a hypothetical employee of a company. We will also see how we can value human assets using the principles of time value of money.

Bring your laptop to this class.

Module 2 Introduction to Risk and Return

Days 4, 5, and 6: Introduction to the Concept of Return and Risk, Standard Deviation as a Measure of Risk, Risk of a Portfolio containing two stocks, Systematic and Non-systematic Risk

Using a few simple examples, we will first understand one of the most basic theories in finance that risk and expected return are positively related in a well-functioning capital market. Though we use quite a few measures of risk in finance, standard deviation is the most basic of them and we will discuss about it in the very first class. Students are well advised to study the concept of standard deviation, correlation coefficient, and covariance from a basic statistics text before this class. Then we will study that the risk gets reduced in a portfolio. This brings us to a further decomposition of risk into systematic and non-systematic risk. We will also introduce a new measure of risk, namely beta. Then, we will study one of the most important discoveries in finance, namely that in a well-functioning capital market, the expected return on an asset is linearly related to measures of systematic risk. We will also study how we can identify under-valued and over-valued stocks by using security market line.

Reading Material:

1. Chapter 7 of BMAM

Day 7: Discussion of the Case on Beta Management

Module 3 Valuation of Bonds & Stocks

Days 8 and 9: Valuation of Bonds

In these two sessions, we will study how plain vanilla bonds can be valued by using the principles of time value of money. We will also see how interest rate and the bond values are related.

Reading Material:

1. Chapter 4 of BMAM

Days 10 and 11: Valuation of Stocks

In the first session, we will study what is known as the William's principle of stock valuation. Subsequently we will study some of the short cuts to stock valuation. In the second session, we will study stock valuation from a corporation's point of view. This will also bring us to the important difference between growth stocks and income stocks.

Reading Material:

1. Chapter 4 of BMAM

Day 12: Efficient Markets Hypothesis

Most often students get the impression that they can make lot of money in the stock market after studying how stocks are valued. However this is not necessarily correct. In this session, we will study why.

Reading Material:

1. Chapter 13 of BMAM

Module 4 Cost of Capital and Capital Budgeting

Day 13: Sources of Capital; Estimation of Cost of Capital

In this session, we will first study about the different sources of capital that are available to the companies. Then we will study how we can estimate the cost of capital of companies.

Reading Material:

1. Chapters 9 and 19 of BMAM

Days 14 and 15: Understanding Company Valuation and MM Theorem

In these two decisions, we will study about one of the most important theory in corporate finance, namely that under perfect capital market assumptions, the capital structure of a company has no effect on the value of a company.

Reading Material: Chapters 17 & 18 of BMAM

Days 16 and 17: Capital Budgeting Theory

In these two sessions, we will study the basic principles of capital budgeting. We will first study about the different investment criteria like the net present value, IRR, payback period, etc. Then we will study more about the concept of the Net present Value. We will also see the link between NPV and Economic Value Added for a company.

Reading Material:

1. Chapters 5 and 6 of BMAM

Day 18: Discussion of the Case Hola Cola

Day 19: Understanding the Dividend Policy of Companies

In this session, we will study how dividend policy affects the stock prices of companies.

Module 5: Understanding Options

Day 20: Employee Stock Options Schemes

In this session, we will study the basic nature of the derivative instruments, how options are valued using the Binomial option pricing model and Black-Scholes option pricing model. Then we will see how you can value the employee stock option schemes (ESOPs) using these option pricing models.

Reading Material:

1. 20 and 21 of BMAM

II.3 FINANCIAL CONSIDERATIONS IN MANAGING HR

[3 Credits]

The Course Objective

There are various interfaces between the finance function and HR function in an organization and hence, the need for a reasonable degree of understanding and appreciation of various financial considerations while managing HR related issues can hardly be overemphasized. This course has been structured in such a manner so as to ensure that budding HR Managers are well equipped to visualize and address the impact of financial decisions on HR function and they would also be in a position to instrument financially correct HR decisions. It may also be noted that the focus of this course would be more on practical aspects of FCMH activity rather than on theories and academic inputs. In other words, this course has been specially designed to be highly practically oriented in order to ensure that the students undergoing this course would be capable to handle real life situations (which they may encounter in their career at a later date) appropriately and effectively.

The Course Flow & Coverage (FCMH)

<u>Session No</u>	<u>Module</u>	<u>The Module</u>	<u>Broad Coverage</u>
1	I	The Fundamentals	The Introductory Session <i>(Clarifying a Few Fundamental Concepts)</i>
2 & 3 <i>(2 Sessions)</i>	I	The Fundamentals	Cost Considerations in Management Decisions <i>(A Case Based Approach)</i>
4 & 5 <i>(2 Sessions)</i>	I	The Fundamentals	Cash Flow & Fund Flow Statements <i>(Creation, Presentation & Analysis Technique)</i>
6	I	The Fundamentals	Analyzing Financial Information <i>(The tricks of the trade – Case Based Approach)</i>
7	I	The Fundamentals	Value & Value Drivers (Cases) <i>(Re-visiting the Conceptual Framework)</i>
8	II	Decision Interfaces	Bottom Line Focus of Management Decisions <i>(HR repercussions – A Case)</i> THE FIRST SUBMISSION (Sector Snapshot) <i>(Evaluation Component = 05%)</i>
9 & 10 <i>(2 Sessions)</i>	III	Financial Reporting	The Legal Framework <i>(An Overview Only - Overall Understanding)</i>
11	III	Financial Reporting Highlighting the HR Implications	Creative Accounting Practices <i>(Their implications on HR Function)</i>
<u>12</u>	-	-	<u>Test No I of FCMH (25% Evaluation)</u> <i>(An Open Notes Examination)</i> <u>Based on Modules I, II & III</u>

13	IV	Financial Forecasting	Financial Forecasting Technique <i>(Concept, Application & Tricks of the Trade)</i>
Session No	Module	The Module	Broad Coverage
14	V	Managing Distress	Potential Sickness & Distress Restructuring <i>(Identification, Whistleblower Role & Revival)</i> Explaining the take home assignment of FCMH <i>(BOTH Components, namely, Fudging the Numbers & Identifying & Tackling Financial Distress)</i>
15& 16 (2 Sessions)	VI	Measuring Performance & Measuring HR	Introducing the Statement of Value Added <i>(Creation, importance & utility in HR function)</i> Various Performance Measurement Yardsticks <i>(Looking at non conventional parameters)</i> Valuing & Reporting Human Resources <i>(The Concepts, Models & Practical Relevance)</i>
17	VII	Quantitative Appraisal	Statistical Assessment of HR Issues <i>(A Guest Lecture by Dr. Tamonas Gangopadhyay)</i>
18	VIII	Management Reports	Developing Quality Management Reports Promoting Decision Making Process <i>(Focusing on Relevant Reports for HR Function)</i>
19 & 20 (2 Sessions)	IX	Corporate Restructuring	Financial Perspective to various considerations in the Corporate Restructuring Process <i>(Creating an awareness for promoting cross functional decision making process)</i>

II.4 SOCIAL FINANCE, IMPACT INVESTING & INSURANCE

[3 Credits]

Introduction:

Social finance deals with the mechanisms of savings, credits, insurance, pension and other forms of financial services for the asset poor households; credits and other financial products for the micro entrepreneurs; and broadly encompass the financial ecosystem for the income-generating activities of the poor and coping with their livelihood risk. Promoting micro business at the bottom of the pyramid require the provision of finance. Widening access to finance at the BOP segments requires the design of innovative contracts and instruments, unbundling of the risk of lenders as well as borrowers, including significant credit enhancements and guarantees. Innovations in financial contract design and risk unbundling can have tremendous potential for financial inclusion, ensuring equity and, at the same time, enhancing confidence among formal financial institutions engaged in lending to the asset poor. Social Finance therefore is concerned with the design of financing and institutional arrangements which would cater to the financial needs of the vast majority at the BOP, that include asset poor, micro-entrepreneurs, farmers, including social ventures with impacts. This course intends to integrate the broader areas of finance that have implications for social sector.

Scope:

The course will address broadly the following issues:

- How do low income households organize their income, consumptions and savings, and make consumption smoothing & investment decisions?
- How traditional financial systems meet such demands (basically supply side perspectives, to serve only as a prelude)?
- What are the instruments that support financial inclusion? (micro credits, micro insurance, micro savings, micro mortgages, securitization, health insurance, weather insurance, etc)
- What are the financial market innovations facilitating risk unbundling of the poor, and made financing viable for the banks and other financial institutions?
- How the innovations in transaction banking space do are enables poor to have broader financial market access (e.g. mobile banking, G2P, agent banking models, conditional cash transfers)?
- How do companies in social sector create sustainable value creation while working profitably at the bottom of the pyramid?
- What is the role of credit information in reducing information asymmetry, facilitating credit market access?
- What are the governance issues, disclosures, and fiduciary responsibilities of companies that are in the social finance space?

The course would dwell the above issues in depth, discussing significantly empirical literature, national policy interventions, regulatory design and framework as well as global experience.

Topics:

Module I: Access to Finance: Introductory overview of supply side issues involving access to finance (information asymmetry in credit decisions, the process of social intermediation and community-based models of financial intermediation) and demand side issues (understanding the income vulnerability of low income households, behavioral issues in access to finance). Recent financial inclusion initiative under PM's Jan Dhan Yojana

Module II: Financial Market Architecture and Access to Poor: Evolution of institutional financial architecture for financing at the bottom of the pyramid, regulatory evolution, performance and programs. We discuss the bank-led model for financial inclusion, branchless banking models such as business correspondents, microfinance institutions (MFI) models, payment banks and small banks, and the commercialization of microfinance.

Module III: Financial Innovations as Market Access: Pro-poor financial innovations that have gone beyond microcredit, discuss financial innovations to support savings, credit, insurance and pension of asset poor households, drawing from global as well as Indian innovations (Self Help Group based lending, peer-to-peer lending, group credit guarantee approach, etc)

Module IV: Micro Enterprise Financing Framework: Finance constraints faced by microenterprises, the institutional legal constraints restricting access to finance, financial market innovations supporting micro finance, role of credit information and credit bureau, etc

Module V: Micro insurance & Insurance-linked Products: Transition from a credit-based to credit-insurance based financing arrangement, thereby including micro-insurance products(life, health, disaster, cattle, etc). Innovations in micro insurance (RSBY::Rashtriya Swasthya Bima Yojna, Aam Admi Bima Yojna, NPS Lite(pension), RGSS scheme of equity investing, weather based agricultural insurance, etc)

Module VI: Technology Innovations for Financial Inclusion: Innovations in transaction banking enabling poor to have financial market access; while at the same time reducing transaction costs, mobile banking, payment system innovations for remittances(mobile banking, white-level ATMs, M-PESA, RuPay, OxiCash, payments banks, etc).

Module VII: Risk Management and Livelihood Promotion: Weather insurance in Agriculture, Livelihood Risk Management using Crop Insurance; Index Based Insurance are discussed, with valuation of insurance products workings. We also discuss briefly the Indian commodity derivatives markets and how have they benefitted farmers.

Module VII: Impact Investing: Value Creation at the Bottom of the Pyramid

Here we seek to explore the strategies adopted by investors in social enterprises created value, by promoting innovations, the difference impact investing makes as contrast to stylized venture capital and private equity, balancing the needs of investors as well as social entrepreneurs.



III GENERAL MANAGEMENT

III.1 MANAGERIAL COMMUNICATION

[3 Credits]

Objectives

- To make the participants adept at handling issues related to communication in and outside the workplace
- To focus on the impact and pragmatic effect of the speech acts, focussing on tact & politeness principles
- To enable them to structure a coherent and focussed discourse in the many written discourses
- To speak so as to be understood and not cause strain to the listener
- Become sensitive to gender, cross cultural issues

<u>S. No</u>	<u>Dimension</u>	<u>Operational Definition</u>	<u>Taught</u>	<u>Evaluated</u>
I	Fundamentals of Communication (FP)	Focusing beyond grammar and syntax - pragmatics– politeness principle, tact and impact management	Help learners notice the gap between their and the ideal communication	CR interaction and QA sessions
2-3	Bracing up for Placemnet	Acing the interviews	Modelling templates for critical questions , Insights on nature and tips on facing the challenge	Preparation of a video version of Elevator Pitch
4	Non-Verbal Communication	Stature, voice, gestures decorum during meetings and interations	Theory and mock interviews with peer feedback	Peer feedback
5	Group Presentations	Message mapping, product launch, persuading venture capitalist	Group activity to conceptualise, advertise, market and present	Introduction of Self, product, service
6	Culture and Communication (RS)	Introduction, definition and importance	Lecturette and group work (in groups, learners will have to identify the names of the tribes, and will have to discuss about their education, community culture, region and eating habits based on their own intercultural communication competence)	Intercultural communication competence audit -I
7	Intercultural Communication	Intercultural communication competence, cultural dimensions (Hofstede model), stages of becoming multiculturalist	Group presentation on different tribes across the world (tribes will be assigned to each group before the class)	Intercultural communication competence audit -II

8	Critical Reading for Writing	How to critically read and identify the key arguments, facts vs. opinion, premise words, and conclusion word	In-class activity: identifying claims, reasons, premises, evidence and acknowledgement from a magazine articles	Article review
9	Academic Writing	Focus on the basic conventions of academic writing: coherence, conciseness and clarity, transition, reader orientation, grammar, punctuations, proofreading and referencing	In-class activities: quiz & exercises	Error analysis: focus on identifying the systematic errors made by the learners
10	Logical Rigour	Slippery slope, hasty generalization, post hoc ergo propter hoc, genetic fallacy, begging the claim, circular argument, either/or (false dichotomy), ad hominem, argumentum ad populum, red herring, straw man, moral equivalence, weak analogy	Exercises on recognition, identification and deconstruction of logical fallacies	Logical-fallacy rubric to determine learner's understanding of logical fallacies
11	Paragraph Writing	Signposting language, topic sentences and staying on topic, logical bridges, verbal bridges	Developing paragraphs by using examples and illustrations, data, anecdote or story, cause and reasons, comparison and contrast, effect and consequences	Peer evaluation--rubric will be used in conjunction with self-assessment
12	Argumentative Writing	Focus on functions of argumentative writing, developing thesis statements, usage of evidence, premise and assumptions; organizing argument; rhetorical strategies	Exercise on critiquing the argument's line of reasoning and the evidence supporting it, and suggest ways in which argument could be strengthened	Written corrective feedback with focus on facilitative comments
13	Persuasive Communication	A Psycholinguistic Perspective	Lecture and hands on	GUEST Speaker
14	Persuasive Writing	Idea generation; structuring and crafting; factoring in ethos, pathos and logo	Structuring writing & templates; persuasive situations	Persuasive rubric
15	Analytical Writing	How to create relationship between individual piece of information and create structure by ordering the key claims in relation to one-another	Case analysis: helping learners to understand the difference between summary, analysis and argument	Case-study assignment
16	Email Writing (SS)	Focus on basics of email writing and how to respond to unknown people and continuing email conversations	In-class activity: situational email writing (developing meaningful subject line; using standard spelling, punctuation and capitalization; focusing on short paragraphs with directness; maintaining cordial tone)	Mind the gap activity
17-18	Professional-formal	Preparing message for the audience (background of	Formal written communication	Group exercise, individual audit

	Communication	audience through survey)		
19-20	Organisational Communication	Conveying/presenting professional messages through right body language, language, tone, voice and clarity. Corporate messaging.	Getting into the researches, contrasting individual performance against the global expectations.	Role-play, practice and peer-evaluation. Measuring visual aids. This is done by on-spot coaching.



III.2 MANAGERIAL ETHICS

[2 Credits]

Course Outline & Structural Objectives:

In a morally perplexed world wrought with market turbulence, economic chaos, global financial crisis, corporate fraud, organized lobby and bribery, this course in managerial ethics seeks to examine ethical imperatives of business management as a governance system of moral agents (inputs), moral agencies (processes) and moral consequences (outputs). The course runs in three parts:

- ❖ *Part One (Modules 01-02) explores the ethical quality of moral agents embedded in the capitalist markets such as the human person, the fraud-prone person, the virtuous actor (virtue ethics) and the trusting executive (ethics of trust).*
- ❖ *Part Two (Modules 03-04) investigates the ethical quality of moral agencies of executive decisions, choices and actions when supported by ethics of critical thinking, moral reasoning, ethics of rights and duties, and ethics of moral leadership.*
- ❖ *Part Three (Module 05) examines the ethical quality of moral executive outcomes as seen through the ethics of executive moral responsibility and ethics of corporate social responsibility.*

Global and domestic business cases of current ethical challenges and moral imperatives are discussed throughout the course.

Course Learning Objectives:

Given the course structure, Managerial Ethics strives to train students in the understanding, application and exercise of the following executive ethical skills:

Part I: Ethics of Moral Agents

Module 01:

- **Introduction to Managerial Ethics (Prologue; Handout 00: Syllabus; Session 1)**

Moral foundational skills for understanding the:

- **Ethics of Capitalism Well Used (Handout 01, Sessions 2);**
- **Ethics of Capitalism Abused via Fraud, Corruption and Bribery (Handout 02, Session 2-3);**

Module 02:

- **Ethics of the Human Person (Handout 03; Session 3-4).**
- **Ethics of Executive Virtue (Handout 04: Sessions 4-5) and the**
- **Ethics of Trusting Relationships (Handout 05: Session 5).**
- **Student Case Presentations and Debate based on Modules 01 & 02, Handouts 01-05 (Session 6).**

Part II: Ethics of Moral Agencies

Moral foundational skills for executive decisions processes and choices based on the:

Module 03:

- **Ethics of Critical Thinking** for defining and resolving business problems (**Handout 06: Session 7**);
- **Ethics of Moral Reasoning, moral worth, and moral obligation (Handout 07: Session 8)**;

Module 04:

- **Ethics of Moral Rights and Duties (Handout 08: Session 9), and the**
- **Ethics of Moral Leadership (Handout 09: Session 10).**

Part III: Ethics of Moral Executive Outcomes

Moral foundational skills for understanding and owning responsibility and accountability for executive decision-outcomes, especially harmful consequences, based on the:

Module 05:

- **Ethics of Corporate Responsibility (Handout 10: Sessions 11)**
- **Ethics of Corporate Responsibility for Outcomes (Handout 11, Session 12).**
- **Student Case Presentations & Debate based on Modules 03-05, Handouts 06-11 (Session 13).**

Topics

Session #	Module & Handout	Major Topic	Business Cases
1	Prologue; Handout 00	Introduction to Managerial Ethics: Explaining the syllabus, pedagogy, learning objectives, and Assurance of Learning (AOL)	Models AOL 1 to AOL 6 with applications and illustrations
2	Module 01 Handout 01	Moral foundational skills for understanding Ethics of Capitalism well used	Case 1.1: Worldwide Collapse of Financial Markets in 2008 Case 1.2: Ethics of RBI's Recent Stance on Curbing Indian Rupee Volatility Case 1.3: Flipkart Buys Myntra for Dominating E-Commerce in India
2	Module 01 Handout 02	Moral foundational skills for understanding Ethics of Capitalism Abused via Fraud, Corruption and Bribery	Case 2.1: The Enron Corporate Fraud Case 2.2: Satyam Computer Services Ltd Case 2.3: Sharron Watkins and Whistle Blowing at Enron
3	Module 02 Handout 03	Moral foundational skills for understanding Ethics of the Human Person	Case 3.1: A Giant Passes: Nelson Mandela and his Great Human Personhood Case 3.2: A Life of Struggle: Freedom Fighter, Doctor, Communist, Lakshmi Sahgal is no more Case 3.3: Dr. Amar Gopal Bose, Acoustics Pioneer and Inventor: November 2, 1929 – July 12, 2013
4	Module 02 Handout 04	Moral foundational skills for understanding Ethics of Virtue; AOL 4 explained.	Case 4.1: Panama Nature Fresh Pvt. Ltd. Case 4.2: The Horrors of Chicken Farms Case 4.3: Dividend Payments via Debt
5	Module 02 Handout 05	Moral foundational skills for understanding Ethics of Trusting Relationships; AOL 4 explained.	Case 5.1: Managing Trusting Relationships in Indian Organized Retailing Case 5.2: Bain sues EY over \$60-m loss in Lilliput Kidswear Case 5.3: Building Indo-Japan Trusting Business Relationships

6	Module 01-02 Handouts 01-05	Student Case Presentations and Debate between groups based on Modules 01-02, Handouts 01-05	All the above 15 Cases are included for student group presentations
7	Module 03 Handout 06	Moral foundational skills for executive decision- processes and choices based on the Ethics of Critical Thinking	Case 6.1: GAIL Pipeline Blast Kills Case 6.2: Closing of Nokia Plant at Chennai Case 6.3: BASEL III Reforms
8	Module 03 Handout 07	Moral foundational skills for executive decision- processes and choices based on the Ethics of Moral Reasoning - AOL 5 explained.	Case 7.1: Dassault Aviation and the Defense Ministry, India Case 7.2: Arun Jaitley, Modi's Chanakya Case 7.3: Mukesh Ambani: The New Media Moghul in India!
9	Module 04 Handout 08	Moral foundational skills for executive decision- processes and choices based on the Ethics of Rights and Duties	Case 8.1: The Glory and Decline of Merrill Lynch: Violation of rights and Duties? Case 8.2: The Debacle of "Paid News" Media in India Case 8.3: Vedanta's Rights on Bauxite Mining in Niyamgiri Hills, Odisha
10	Module 04 Handout 09	Moral foundational skills for executive decision- processes and choices based on the Ethics of Executive Leadership	Case 9.1: Infosys: Leadership Crisis with Top Management Case 9.2: Headhunting for CEOs Case 9.3: SBI Complies with BASEL III Reforms
11	Module 05 Handout 10	Ethics of Corporate Moral Responsibility	Case 10.1: India's Superrich in 2014 Case 10.2: Dubious Outcomes at Starbucks Coffee Company Case 10.3: Plant Relocation and Labor Displacement at Bajaj Auto's Chakan Plant near Pune
12	Module 05 Handout 11	Ethics of Corporate Moral Responsibility for Outcomes; AOL 6 explained.	Case 11.1: The Maggi Phenomenon: Whose Moral Responsibility? Case 11.2: Maruti Plant Violence at Manesar and Thereafter Case 11.3: India's Super Rich: The High Jumpers
13	Modules 3-5 Handouts 06-11	Student Case Presentations and Debate between groups based on Modules 03-05, Handouts 06-11	All the above 15 Cases are included for student group presentations

III.3 SOCIAL RESEARCH METHODS

[3 Credits]

Course Objectives:

This course specifically enables the students to

- a) acquire good knowledge of major concepts relevant to conducting an independent research;
- b) gain understanding on the nature, strength and weaknesses of various research designs and measurements and data collection methods;
- c) familiarize the participants with the application of basic analytical tools (univariate, bivariate and multivariate) used in the empirical research by providing hands-on training with SPSS software; and to
- d) provide an opportunity to carry out an empirical research project (involving the application of major analytical tools learnt during the course) that will have major implications for the managerial practitioners.

Course Content:

1-2 Introduction to Research Methods : Basic concepts -Thinking Like a Researcher, Research Design- Research Process – Exploratory- FGD, Descriptive and Experimental Designs

Chapters 1-4

Additional Reading:

Bacharach, Samuel B. 1989. Organizational Theories: Some Criteria for Evaluation. *Academy of Management Review*. 14(4).Pp496-515.

Baker, Michael J. 2000. Writing a Literature Review. *The Marketing Review*. Vol.1. Pp.219-247.

Pedagogy: Lecture

3 Measurement in Research, Assessing Reliability and Validity Measures

Chapter 7

Additional Reading:

Churchill, Gilbert A. 1979. A Paradigm for Developing Better Measures of Marketing Constructs. *Journal of Marketing Research*. Vol.16 (Feb). Pp.64-73

Churchill, Gilbert A. 1992. Better Measurement Practices are Critical to Better Understanding of Sales Management Issues. *Journal of Personal Selling & Sales Management*. Vol.12(2). Pp.73-80. [Presentation by Students]

Kumar, Kamalesh and Beyerlein, Michael. 1991. Construction and Validation of an Instrument for Measuring Ingratiation Behaviors in Organizational Settings. *Journal of Applied Psychology*. Vol.76(5). Pp.619-627. [Presentation by students]

Harrison, Allison W., Hochwarter, Wayne A., Perrewe, Pamela L., and Ralston, David A. 1998. The Ingratiation Construct: An Assessment of the Validity of the Measure of Ingratiation Behaviors in Organizational Settings (MIBOS). *Journal of Applied Psychology*. Vol.83(6). Pp.932-943. [Presentation by students]

Hinkin, Timothy R. 1995. A Review of Scale Development Practices in the Study of Organizations. 1995. *Journal of Management*. Vol.21(5). Pp. 967-988 [Presentation by students]

Pedagogy: Lecture and Students' Presentation

3 Questionnaires Construction & Sampling

Chapter 8-9

Synodinos, Nicolaos E. 2003. The "art" of questionnaire construction: some important considerations for manufacturing studies. *Integrated Manufacturing Systems*. Vol.14(3) Pp.221-237.

Pedagogy: Lecture

Data Preparation for Analytics - Basic concepts: An overall view about various univariate, bivariate and multivariate tools – Basic considerations in the choice of statistical tool for data analysis.

Chapter 10-11

Pedagogy: Lecture, Demonstration using the SPSS software

5-6 One-sample, Two Independent and Related sample Tests

Chapter 12-14

Pedagogy: Lecture, Demonstration using the SPSS software

Case for Data Analysis: Are LMX, OCB and JS instrumental in employee turnover?

7 Analysis of Variance and Covariance

Chapter 13

Pedagogy: Lecture, Demonstration using the SPSS software

Case for Data Analysis: Are LMX, OCB and JS instrumental in employee turnover?

8-9 Dependency Techniques: Correlation, Partial Correlation and Regression

Chapter 15

Additional Reading:

Hoyt, William T., Leierer, Stephen., and Millington, Michael J. 2006. Analysis and Interpretation of Findings Using Multiple Regression Techniques. Vol.49(4). Pp.223-233.

Pedagogy: Lecture, Demonstration using the SPSS software

Case for Data Analysis: Are LMX, OCB and JS instrumental in employee turnover?

10 Factor Analysis

Chapter 16

Pedagogy: Lecture, Demonstration using the SPSS software

Case for Data Analysis: Are LMX, OCB and JS instrumental in employee turnover?

12-13 Discriminant Analysis

Chapter 17

Pedagogy: Lecture, Demonstration using the SPSS software

Case for Data Analysis: Are LMX, OCB and JS instrumental in employee turnover?

14 Cluster Analysis

Chapter 18

Additional Reading:

Jurowski and Reich.2000. An Exploration and Illustration of Cluster Analysis for Identifying Hospitality Market Segments. *Journal of Hospitality and Tourism Research*. Vol.24(1). Pp.67-91 (separate handout will be provided for Conjoint Analysis)

Pedagogy: Lecture, Demonstration using the SPSS software

Case for Data Analysis: Are LMX, OCB and JS instrumental in employee turnover?

15 Conjoint Analysis

Chapter-13 [Churchill et al.]

Pedagogy: Lecture, Demonstration using the SPSS software

Case: Preference for coffee-making machine

16-18 Contemporary Data Analytical tools – Confirmatory Factor Analysis and Structural Equation Modeling using IBM AMOS software

(Guest Faculty will be arranged and details will be shared later)

Ethical Issues in Social Research (Handout will be provided later)

19-20 Presentation of Research Project (viva-voce)

III.4 ANALYSIS FOR MANAGERIAL DECISION MAKING

[3 Credits]

Course Description and Objectives

Real life problems often present situations which are multi-dimensional, often non-quantifiable and inter-related. These situations are further accentuated by presence of multiple stakeholders (and their coalitions) which either add to the dimensions or create constraints for a decision maker. Targeted towards participants who have an orientation towards being consultants or those who want to develop their problem-solving skills which may later be applied in any unstructured situation, this course involves identifying different aspects of real life problems and developing solutions that take care of the different aspects in an integrated manner. The course is oriented towards developing participants' decision making in a holistic way, stressing significantly on improving participants' skills in gathering, processing and presenting relevant data in support of their decisions.

Course Content and Session Plan

Session	Module
1 -4	Module 1a: Critical Incident Method <ul style="list-style-type: none"> • Introduction to Critical Incident Method in Management – a <i>post-facto</i> investigative method • Data requirements • Recording and presentation of data • Concerns about reliability of data • Data triangulation • Methods of analysis • Drawing conclusions – testing for validity of conclusions • Identifying gaps in explanation and need for further data • Presenting the findings of the study
5 – 8	Module 1b: Situational Analysis <ul style="list-style-type: none"> • Understanding and appreciating the situational nature of management • The contingency model of management • Situational Management and political implications of stakeholders' coalitions
9,10	Presentation by participants individually
11 -15	Module 2: Soft System Analysis <ul style="list-style-type: none"> • Introduction to Soft System Analysis in Management – differences and similarities with Critical Incident Method • Data requirements • Recording and presentation of data • Concerns about reliability of data • Data triangulation • Methods of analysis • Drawing conclusions – testing for validity of conclusions • Triangulation of explanations
15 – 17	Presentation by groups
18	Module -3: Industry/ Policy Analysis Industry Analysis and deriving implications for an organization
19	Policy analysis and deriving implications for an industry/ organization
20	Course Overview

III.5 CORPORATE IMAGE BUILDING

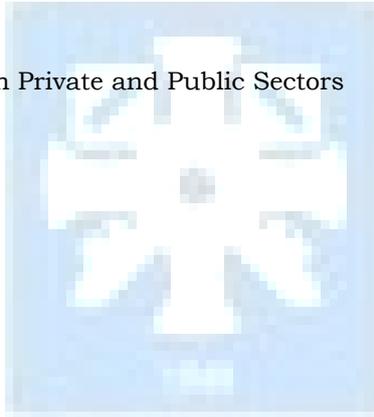
[3 Credits]

Objectives

- To bring out importance of image building for an organisation.
- To identify the components which make-up an image.
- To trace some of the processes involved in creating image.
- To evolve some strategies for projecting a positive and consistent image of an organisation and its personnel.

Topics

- Corporate Image in Contemporary Management Studies
- Components of an Individual Image
- Advertising and Corporate Image
- Public Relations of an Institution
- The Grapevine and Rumours
- Stereotype
- Propaganda
- Case Histories of Corporate Images in Private and Public Sectors



III.6 EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS

[3 Credits]

Objectives

There is a mounting body of evidence that emotion is the most powerful resource we have. Emotions are lifelines to self-awareness and self-preservation that deeply connect us to ourselves and others, to nature and the cosmos. Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence.

This course will enable the students to become aware of the sources of emotions and learn how to deal with human emotions. Making use of Enneagram typology, the course will focus on the managerial competencies and their emotional impacts.

Topics

- Introduction
- Emotions and the Tripartite Brain
- Emotional Competencies
- Executive EQ
- Emotions and Enneagram
- Rational Emotive Therapy
- Emotional Transformation
- Script Analysis using Enneagram
- Measuring Emotional Intelligence
- Emotions and Childhood
- Role of Emotions
- Emotions and Attitudes



III.7 SOCIAL LEGISLATION FOR INDIAN MANAGERS

[3 Credits]

Objectives

The course is designed to give inputs to the students of HRM on the relevant aspects of social legislation from different perspectives, which will go a long way in guiding them when they takeover as managers. The Constitution of India is the source of all the legislation, whether it is Corporate and Business law, Marketing Law, Industrial Law or Industrial Relations Laws. The Constitution of India is a mirror through which all aspects of the present and future norms have to be necessarily viewed. The total business policy of this country is only to satisfy the objectives envisaged in the Constitution. Any law or any provision of a law, which is repugnant to the Constitution, stands declared *pro tanto* void and unconstitutional. Hence it is imperative for all managers to require basic knowledge about social laws in vogue in our country.

Topics

Constitution of India

- Preamble
- Fundamental Rights
- Directive Principle of state policy
- Fundamental Duties
- Union and State Judiciary
- State Liability

Labour Laws & Contract Act

Contract Labour (Regulation & Abolition) Act, 1970 & Rules

- Judicial Approach
- Compliance
- Sham & Camoflaug
- Contract Labour and applications MW, PW, PF, ID, Interstate Migrant Workers, Factories Act, ESI & ECA

Sexual Harassment at Workplace

- Meaning and definition
- Legal Analysis
- Judicial View
- International Norms
- National Norms

Consumer Protection Act, 1986

- Objectives
- Judicial approach
- International Norms
- National Norms

Gender Justice & Social Justice

- Constitutional Aspects
- Legal Aspects [Appointment, Conditions of Employment & etc.]
- Social Norms of 21st Century

Public Interest Litigation

Liabilities under Tort

Principle of Interpretation

Relevant Recent Decisions of Apex Court & Overview of Social Legislation

- Recruitment
- Employment Relations etc.

Labour Laws & IT/ITES

Labour Laws & Manufacturing Sectors & Infratructure

IPC & Labour Laws

Employment Bond

IV HUMAN RESOURCE MANAGEMENT

IV.1 EMPLOYMENT RELATIONS LAWS: LAW OF INDUSTRIAL RELATIONS

[3 Credits]

Objectives

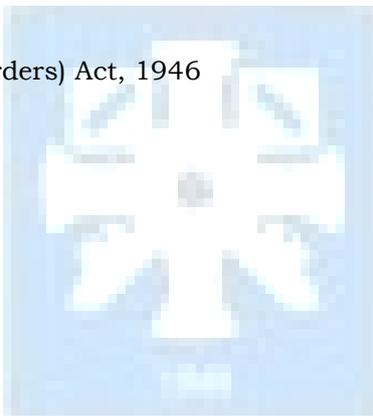
The laws concerning trade unions, industrial standing orders and industrial disputes are held to be core labour laws on employment relations and are critical to the development of formal employment relations at the workplace. The course seeks to instill solid grasp of knowledge of these labour laws and enable the students to acquire skills to handle employment relations. It also helps to equip the students with abilities to deal with the issues arising out of trade unionism, industrial workstoppages, the rights and duties of employers and workers that figure in the area of employment relations.

The objective of the course is to develop a critical understanding of the institutions of labour legislations, administrations and judiciary in the sphere of trade unions, industrial standing orders and industrial disputes.

The course provides an in-depth study of case laws focusing mainly on the judgments delivered by the Supreme Court of India as an apex judicial body which will be relevant to the needs of professionals at the workplace.

Topics

- Trade Unions Act, 1926
- Industrial Employment (Standing Orders) Act, 1946
- Industrial Disputes Act, 1947



IV.2 EMPLOYMENT RELATIONS LAWS: LAW OF SOCIAL SECURITY

[3 Credits]

Objectives

– The participants should acquire the competence to understand the objective of the Acts; understand the provisions and should be able to interpret various provisions.

THE FOLLOWING ACTS WILL BE COVERED:

- I. PAYMENT OF GRATUITY ACT, 1972**
- II. WORKMEN'S COMPENSATION ACT, 1923**
- III. EMPLOYEE PROVIDENT FUND & MISCELLANEOUS PROVISIONS ACT, 1952 INCLUDING EMPFS, EFPS, EPS & EDLIS**
- IV. CHILD LABOUR (PROHIBITION AND REGULATION) ACT, 1986**

1. Payment of Gratuity Act, 1972

- a. Short title, extent and commencement
- b. Definitions
- c. Continuous service
- d. Controlling authority
- e. Payment gratuity
- f. Compulsory Insurance
- g. Power to exempt
- h. Nomination
- i. Determination of the amount of gratuity
- j. Recovery of Gratuity
- k. Protection of Gratuity

2. Workmen's Compensation Act, 1923

- a. Short title, extent and commencement
- b. Definitions
- c. Employer's liability for compensation and amount of compensation
- d. Payment of compensation (time)
- e. Method of calculating wages
- f. Commutation of half monthly payment
- g. Distribution of compensation
- h. Protection of compensation
- i. Notice and claim
- j. Report / Statement of fetal accidents / serious bodily injuries
- k. Medical examination
- l. Contracting
- m. Remedies of employer against stranger
- n. Insolvency of employer
- o. Compensation to be first charge on assets transferred by employer
- p. Special provision relating to Seamen / Crew of Aircrafts / Workmen working abroad and motor vehicles
- q. Returns
- r. Contracting out

3. Employee's Provident Fund's and miscellaneous Provisions Act, 1952

- a. Definitions
- b. Establishment to include all departments and branches
- c. Power to apply act to an establishment
- d. Power to add to schedule 1
- e. Employee's Provident Fund Scheme's

- f. Central Board and Executive committee
- g. Contributions
- h. EPS and EDLIS
- i. Determination of moneys due from employees
- j. Review of orders passed
- k. EPF Appellate tribunal
- l. Orders of tribunal
- m. Appeal
- n. Interest payable by the employer
- o. Modes of recovery
- p. Priority of payment of contributions over other debts
- q. Employer not to reduce wages
- r. Offences and Penalties
- s. Power to recover damages
- t. Power to exempt
- u. Power to make rules

4. Child Labour (Prohibition and Regulation Act, 1986)

- a. Definitions
- b. Prohibition of employment of children in certain occupations and processes
- c. Regulation of conditions of work of children
- d. Provisions under part 4
- e. The child labour (Prohibition and Regulation) rules, 1988

The course essentially deals with social security and wage legislations and it instills solid grasp of legal knowledge and skills apart from creativity in solving problems associated with workers' interests and rights vis-à-vis employers' duties in the area of social security and wage. The purpose of the course is to develop a critical understanding of the institutions of labour legislations, administrations and judiciary in the sphere of social security, insurance and wage legislations. The course provides an in-depth study of case laws (particularly those of SCI) relevant to the needs of professionals in the administration of social security and wage at workplace. The course requires the students to read, analyze and report the key learning from a wide array of case laws (SC and HC rulings on major provisions of social security and wage laws) The course besides imparting knowledge and skills in the area of handling legal issues pertaining to social security and wage, enriches the students by taking through both defense and opponent stands in each case thereby sensitizing them on issues of greater variety. The course is designed to help the students in developing expertise in the area of social security and wage legislations – from compliance to solving cases to prepare defense or opponent stand in a particular case.

Payment of Bonus Act , 1965

Applicability of the Act

Establishment – meaning under the Act; Applicability of the Act on Board; Act not applicable to the establishment; Principles in deciding 20/more persons

Eligibility –

'Employee' under the Act? Who is entitled to Bonus under the Act? Circumstances under which employees are disqualified

What bonus constitutes of – Statutory Bonus (Profit / Production / Productivity) and Customary / Contractual Bonus

Is customary bonus eliminated under Amendment Act 1976? Salary / wage under the Act

New establishments and undertakings, departments, and branches of establishments

What are the provisions applicable to newly setup units and regarding change of ownership, location, management under Sec 16 of the Act? When bonus is payable by newly set-up establishments under the Act?

Maximum and minimum bonus

When the rate of maximum bonus is applied? When the rate of minimum bonus is applied?

Liability to pay, Computation and Deduction

Full Bench Formula of LAT and its significance; Gross profits and IInd Schedule and deductions allowed from gross profit – “depreciation” and its treatment, “development rebate” and “direct tax”;

Available surplus; Allocable surplus; Set on and Set off; Time limit for payment of bonus

Employees' State Insurance Act, 1948 (ESIA)

Advantages of ESIA to an employer

Applicability to ESIA

Determination of factory; Clubbing of establishment for coverage and extension of ESIA;

Manufacturing process and Factory; Notional extension of manufacturing process

Employee and Employer

Apprentices – whether an employee u / ESIA; Employees engaged by a contractor; Casual employees engaged by a contractor; Employer – Principal employer and Immediate employer; Inside or outside the premise vis-à-vis employed directly or by/through Immediate employer (including Contractor)

Injury and Sickness: Employment injury; Sickness; Disablement – PPD and PTD and TD

Contribution

Calculation of contributions payable – percentage of Wages; Wage period, contribution period and benefit period; Contribution payable comprise of? Liable to pay interest when? Recovery of contribution from immediate employer

Benefits

Different benefit – Sickness Maternity Disablement Dependent's Occupational, Medical; Benefits not to be combined; Accident arising in the course of employment; "Disablement questions" to be determined by Medical Board and review by Board / Medical Tribunal

Adjudication of dispute and claims: ESI Court, limitation and matters to be decided by ESI Court



IV.3 FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

[1.5 Credits]

Introduction and Objectives:

Success in today's competitive business environment is increasingly the function of effective management of its resources, particularly, employee. The quality of the organization's employees, their enthusiasm and satisfaction with their jobs, and their sense of fair treatment, all impact the firm's productivity, level of customer service, reputation, and survival. The students of human resources management must aware of basic aspects of human resource management to understand the functioning of human resource management in an organizational setting. Therefore, this introductory course on Human Resource Management is designed with the following objectives.

1. To introduce the basic concepts, functions and processes of human resource management, and
2. To create an awareness of the role, functions and functioning of human resource department.

Topics and Readings

Session wise Topics and Readings:

1. Human Resource Management: Introduction

Readings:

1. Beer, M., Spector, B. , Lawrence, P. , Mills, D. , and Walton, R: A Conceptual Framework of HRM
2. Dessler, G and Varkkey,B: Introduction to Human Resource Management

2. Challenges of HRM

Readings

1. Snell, Bohlander and Voohra: The Challenges of Human Resource Management

3. HR and Line Managers

Readings:

1. Srimannarayana, M: Line Management Responsibility in HRM
2. Srimannarayana, M: HR and Line Conflict: Some Empirical Insights

4. HR Department

Readings:

1. Ulrich, D.,Younger, J., and Brockbank,W: HR organization

5. HR Roles

Readings:

1. Ulrich, D.,Younger, J., and Brockbank,W: Roles for HR Professionals

6. HR Competencies

Readings:

1. Brockbank, W. and Ulirch. D: HR Competencies that Make a Difference

7. HR Philosophy and Policy

Readings:

1. Armstrong, M: HRM Polices

8. Evolution of HRM in India

Readings:

1. Pawan S. Budhwar: Managing Human Resources in India

9. Value of Human Resource Management for Organisational Performance

Readings:

1. Liu: The Value of Human Resource Management for Organizational Performance

10. Accountability in HRM

Readings:

1. Phillips, J. J: Measuring the HR Contribution: A survey of Approaches

IV.4 FUNDAMENTALS OF INDUSTRIAL RELATIONS

[3 Credits]

Objectives

- To develop an understanding of the interaction pattern among labour, management and the State
- To build awareness of certain important and critical issues in Industrial Relations
- To impart basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries, and

Topics

1. What is Industrial Relations

- The various approaches
- The systems model
- The Pluralist Approach
- The Structural Contradictions Perspective

2. Various participants

- Trade Unions
- What are Trade Unions
- Trade Unionism in India
- Emergence, history, growth
- Trade Union as an Organisation

Structure, Size, Affiliation, Membership, Finance, Leadership

- Trade Union recognition and registration
- Trade Union politics

Linkage, Implications

- Trade Union Democracy
- White collar unionism
- Trade Unionism in the unorganised sector

3. Employers / Management

- Employers Associations
- Objectives, Structure, Activities etc

4. The State

- Our Constitution
- The Indian IR framework
- The role of the state in Indian IR
Regulative and Participative bodies

Contemporary issues in Industrial Relations

Industrial Relations in the emerging scenario –

The Future Trends

IV.5 FUNDAMENTALS OF LABOUR LAWS

[1.5 Credits]

Objectives of the Course

- To introduce legal concepts in general and Constitution of India in particular.
- To induct the students to the principles governing Industrial Law with a special reference to the various legal concepts as applicable to the labour laws through a process of case analysis and reasoning covering almost all the important aspects of labour legislation in a nut-shell.
- To know application of Labour Laws to the IT sectors
- To understand the legal aspects of outsourcing

Course out lines

1. Constitution of India

- Fundamental Rights including Writs
- Directive Principles of State Policy
- SLP
- Binding effect of Supreme Court Decision (Precedent)

2. The Factories Act, 1948

- Definitions: Factory, Manufacturing Process, Occupier, worker etc.
- Working Hours
- Employment of Young Persons and Adult
- Annual Leave with wages

3. The Contract Labour (Regulation & Abolition) Act, 1970

- Objects
- Definitions : Contract Labour, Contractor, Workman, Principal Employer
- Advisory Boards, Registration & Licensing of the Contractors
- Implication of Section 10 of the Act :
- Abolition vis-à-vis Absorption
- Welfare & Health etc.

4. Labour Laws in IT industry (Karnataka Shop & Establishment Act)

5. Apprentices Act, 1961

IV.6 HUMAN RESOURCE PLANNING

[2 Credits]

Course Objectives

- Familiarize participants with basic concepts, tools and techniques of human resources planning
- Familiarize participants with both strategic and tactical aspects of manpower planning

Sessions	Topic	Book Chapter	Case
Day 1	Introduction Aligning HR with Strategy	Chapter – 1& 2 of Text Book	<ul style="list-style-type: none"> • Domestic Auto Parts
Day 2-3	Job Analysis Competency based approaches	Chapter – 4 of Text Book	<ul style="list-style-type: none"> • Class Exercise • Modern Appliances
Day 4-5	HR Forecasting Process Determining HR Demand Ascertaining HR Supply	Chapter 5, 6 & 7 of Text Book Note on Work Study	<ul style="list-style-type: none"> • Mahananda Mittens Manufacturing • Bright Aid Pharmacy • Manpower Planning at Alfa Management Consultancy
Day 6-7	Succession Management Career Planning	Chapter 8 of Text Book	<ul style="list-style-type: none"> • Succession Planning : Surviving the next generation • Succession and Failure • Class Exercise
Day 8-9	Downsizing and Restructuring	Chapter 10 of Text Book	<ul style="list-style-type: none"> • Jet Airways • P&G
Day 9-10	Strategic International HRM	Chapter 11 of Text Book	<ul style="list-style-type: none"> • NFC Mongolia • Colgate Palmolive
Day 11	Mergers and Acquisitions	Chapter 12 of Text Book	<ul style="list-style-type: none"> • Dow's Acquisition Program
Day 12	Outsourcing	Chapter 13 of Text Book	<ul style="list-style-type: none"> • Mc Temp
Day 13	Summarization		

IV.7 PERFORMANCE MANAGEMENT AND APPRAISAL

[3 Credits]

Objectives

Managing performance of organization implies successful implementation of strategy by the employees via performance of responsibilities assigned to them. Central to performance management of the organization is the principle that good performers be distinguished from, rewarded better, and valued more than average and below average performer(s). To ensure that organization's goals and objectives are achieved, Performance Management and Appraisal (PMA) needs to be integrated into all stages of management process. However issues need to be tackled with sensitivity and care, particularly in those cases where the performance is below par, so as not to undermine the employment relationship.

The course 'Performance Management and Appraisal' (PMA) deals with the management of human resources. This course lays the foundation - in terms of understanding the principles involved in performance measurement, management, and reward.

DRAFT SESSION PLAN

(Cases may be changed by faculty)

Note: All readings and cases, unless otherwise indicated, are included in the course package. Articles (or chapter reading) are given along with each case, not as a key to the case, **but to offer certain perspective on the issues in the case**. In no way it is implied that candidates have to confine themselves to reading allocated. Cases may also require reverting back to previous articles / reading additional articles.

Session No.	Group	Topic (s)	Case	Reading
1		Introduction to the course and the pedagogy.		
2	1,2	Understanding the importance of performance management	Performance Appraisal in Career Builder Pvt. Ltd., pg. 19, <i>Performance Management</i>	1. Chapter 1, <i>Performance Management</i> 2. Chapter 4, <i>Performance Management</i> 3. Chapter 5, <i>Performance Management</i>
3	3,4	Performance Appraisal – an introduction	Green – Valley Megastores Pg. 219 of book <i>Performance Management</i>	4. Chapter 3, <i>Performance Management</i> 5. Chapter 6, <i>Performance Management</i> 6. Chapters indicated previously
4	5,6	Importance of performance management and appraisal systems.	Genesis Pharmaceuticals Pg. 96 of book <i>Performance Management</i>	7. Chapter 10, <i>Performance Management</i> 8. Chapters indicated previously
5	7,8	Understanding linkages between Strategy, organizational structure and performance management systems	The Urgent Order, Pg. 67, <i>Performance Management</i>	9. Chapter 2, <i>Performance Management</i> 10. Chapter 8, <i>Performance Management</i>

6	9,10	- " -	Performance Challenge at Masood Textile Mills	11. No new reading. Course participants are required to revert to previous reading.
7	11,12	Performance management and organizational transformation	Gentran Machinery (A)+ (B)	12. No new reading. Course participants are required to revert to previous reading.
8	13,14	- " -	Maharaja Fresh Fruits and Vegetables Limited Pg. 180, <i>Performance Management</i>	13. Chapter 5, <i>Performance Management</i>
9	15,16	Understanding linkages between Strategy, organizational structure and performance management systems	New Holland Tractors (India)	14. No new reading. Course Participants are required to revert back to previous reading.
10	1,2	- " -	Performance Appraisal Design in ABC Steels, <i>pg 290, Performance Management</i>	- " -
11		Mid-course Review		
12	3,4	Issues in delegating responsibility and evaluation of performance	When a new manager stumbles, who's at fault?	
13	5,6		Near Misses in Shinghania Textile Mills, <i>Pg. 213, Performance Management</i>	
14	7,8	Significance of Performance Information systems	Hill-View Project, <i>pg. 17, Performance Management</i>	Course participants are required to conduct a self-study on the finance-related concepts in the case.
15	9,10	Interlinks between Organizational development and employee performance systems	Performance Evaluation in Sound Steel, <i>pg. 303, Performance Management</i>	
16	11,12	Performance Challenges in outsourcing	Outsourcing at Fatima Memorial Hospital	
17	13,14	Holistic case	The case of floundering expatriate	
18	15,16	Auditing a performance appraisal system	Sales Compensation at Nirala Sweets	
19		Workshop on Performance Management Frameworks		
20		Course Review		

IV.8 WAGE DETERMINATION AND ADMINISTRATION

[3 Credits]

Objectives

Discuss the very basics of compensation focusing on the essentials that will get you ready for your summer internship.

Topics

Session No.	Session Topic	Session Theme/Case(s) to be discussed	Pre-classreading/(apart from the case study if prescribed)	Recommended reading/viewing
1	Introduction	Case: Belmont Industries, Inc.(A)	-A Note on Compensation and Incentive System	-Video: Frans de Waal: Moral behaviour in animals
2	Introduction contd.	Total Rewards – a Discussion	Chapter 1 and 7 of MN Article: Integrators and segmenters	
3	Introduction contd.	Strategy and compensation- a Discussion	Chapter 1 and 2 of MN	
4		Case: Tata Motors: Compensation Restructuring		
5		Case: Tata Motors: Compensation Restructuring contd.		

6	Pay philosophy	Case: A Zero Wage Increase Again?	HBR Article: Six Dangerous Myths About Pay	
7	Internal Equity	Discussion/Presentation	HBS Note: Compensation: What's the Big Secret?	Chapter 4 of RG
8	Internal Equity Contd.	Job Evaluation-discussion	-Chapter 3, 5 and 6 of MN -Working Paper by Hay	
9	Internal equity contd.	Case: Apogee Health Care	Chapter 5 and 6 of MN contd.	Video: Dan Pink- Puzzle of Motivation Video: Dan Ariely-What makes us feel good
10	Job Evaluation	Presentation (case shall be distributed later)		Chapter 4 of RG
11& 12	External competitiveness	Shivsys Case Presentation (to be distributed)	A Note on Compensation Research	Chapter 2 and 3 of RG
13		Case: Roller Coaster Ride: The Resignation of a Star	-Chapter 19 of MN HBS Note: Market-Driven Approach to Retaining Talent	
14		Case: Roller Coaster Ride: The Resignation of a Star contd.		
15	Incentives	Case: Performance Pay at Safelite Auto Glass (A)	Chapter 9 and 10 of MN	Chapter 5 and 6 of RG
16		Case: Safelite Auto Glass contd.		
17	Gainsharing	Case: Gain-sharing at John Deere"s	Chapter 9 and 10 of MN contd.	
18		Case: Gain-sharing at John Deere contd.		
19		Case: Olympia Machine Company, Inc.	HBS Note: Reward Systems that Really Work	
20		Case: The Proposed Merit Pay Program: Should the Winners Take All?		

IV.9 ADVANCED MANPOWER PLANNING

[3 Credits]

Objectives

- Develop the analytical abilities for understanding the implications of change in the manpower situation of a company and of the availability of HR within the organisation and outside so as to advise and assist the authorities concerned in their manpower planning and development activities.
- Enable the students to acquire the knowledge and skill necessary for preparing the manpower plan of a business enterprise or to understand such a plan drawn up by the manpower planning cell of the company.

Topics

1. Manpower Planning
 - Objectives (Micro and Macro Levels)
 - Benefits
 - Advantages
 - Limitations and Problems
2. HR Planning Linkage of HR Planning with Other HR Functions Influencing Factors in Manpower Planning
3. Manpower Planning : Tools, Methods and Techniques
 - Job Analysis, Job Description, Job Specification
 - Skills Analysis/Skill Inventory
 - Performance Appraisal
 - Manpower Inventory
 - Quantitative Aspects
 - Qualitative Aspects
 - Methodology
 - Computerised Manpower Planning Information System
 - Use and Applicability of Statistical and Mathematical Models in Manpower Planning
 - Cohort Analysis
 - Census Analysis
 - Markov Models
4. Organisation as a Matrix of Jobs
 - Organisation Structuring
 - Traditional Concepts
 - Recent Trends
 - Role Clarity Job Enrichment/Job Enlargement
5. Career Planning/Succession Planning
6. Improving Manpower Utilisation and Manpower Control (Number Quality and Cost)
7. Manpower Planning Techniques and Formulation of Manpower for
 - Running Enterprises with No Major Expansion Plans
 - A Running Enterprise with Major Plans for Expansion, Modernisation, Diversification etc.
 - A New Enterprise about to be set up
8. National (Macro Level) Manpower Planning
 - Various Approaches
 - Progress in India and Abroad



For the

IV.10 COLLECTIVE BARGAINING AND NEGOTIATION PROCESS

[3 Credits]

Objectives

1. To promote understanding of the concept and theories of collective bargaining, collective bargaining relationship and the requisite institutional framework for collective bargaining.
2. To build awareness of certain important and critical issues in collective bargaining.
3. To provide exposure to the required skills in negotiating a contract.

Contents

A. What is Collective Bargaining?

Definitions

Characteristics

B. Critical Issues in Collective bargaining

C. Theories of Collective Bargaining

Hick's analysis of wages setting under collective bargaining

Conflict-choice model of negotiation

A behavioural theory of labour negotiation

E. Collective Bargaining in India

Pre-requisites for successful Collective Bargaining in any country

i) The State and collective bargaining

Collective bargaining and the Indian Industrial Relations System.

ii) Collective bargaining in practice

Levels of bargaining, coverage and duration of agreements

The question of Managerial prerogatives

Difficulties in the bargaining process and administration of agreements

F Negotiating a Contract

i) Pre-negotiation

Preparing the charter of demand(s)

Creating the Bargaining team

Submission of COD

Costing of labour contracts

ii) The Negotiation process

Negotiation & collective bargaining

Approaches and Phases in collective bargaining

Coalition bargaining and Fractional bargaining

Impasse resolution

Contract ratification

What is negotiation?

Effective negotiation

Preparing for negotiation

Communication style

Breaking deadlocks

Strategy and Tactics / Games negotiators play

Closing successfully

Negotiating integrative agreements

Reviewing

iii) Post negotiation

Administration of the agreement

Grievance management

Binding up the wounds

G. Collective Bargaining & the emerging scenario

Some sessions will be utilized as practice sessions on Negotiation. These sessions will be scheduled during the course as and when required.

IV.11 EMPLOYEE EMPOWERMENT

[1.5 Credits]

Empowerment plays a significant role in unleashing and realizing human potential. Undoubtedly some writers have noted 1990s as “empowerment era”. Right from the initial socialization of a new comer, to growth and even survival of employees in the face of organizational downsizing in every sphere of employees’ organizational life, empowerment plays a critical role.

Course Objective

- Understanding concept of empowerment, and barriers towards empowerment
- Enhancing skill to initiate employee empowerment
- Re-looking at the organizations where empowerment has been initiated.

Topic :

- What is empowerment? Delineation of empowerment from other related terms, e.g., delegation, motivation etc. Concept of power in empowerment; different lenses: Structural, Psychological and Organizational Empowerment Sociological, Political and managerial viewpoints on Empowerment
- Which employees you can empower and why?
- Customer service and employee empowerment
- How and why does organization structure support empowerment goals?
Employee Empowerment & Participative Management
- Building and operating empowered teams
- Changing the behaviour of managers and individuals towards empowerment
- Organization practices in the field of empowerment

IV.12 EXECUTIVE COMPENSATION

[3 Credits]

The objective of this course is to introduce the students to issues in managing compensation for managers at senior levels. The students shall by the end of the course be able to comprehend and analyze most of the issues that relating to compensation of senior managers.

Session wise outline

Session No	Theme	Case	Reading
1&2	Compensating the sales and marketing functions	Au bon Pain: The French bakery café, the partner/manager program	How right the customer should be? HBR article
3		Design By Kate: The Power of Direct Sales (submission-both pdf and Excel sheet)	
4		Raleigh and Rosse: Measures to Motivate Exceptional Service	
5		Mercadona	
6&7	Compensation in professional services firms	Brainard Bennis and Farrell	A simpler way to Pay
8		Marshall and Gordon: Designing an effective compensation system	Note on compensation in professional services
9		Teena Lerner: Dividing the Pie at Rx Capital	
10&11	Equity based compensation	Saras options: introductory case on ESOPS (submission-PDF and excel sheet)	What you need to know about stock options by B. Hall
12		Akamai's Underwater options (Submission-PDF and excel sheet)	
13		Gerald Weiss: problems with stock options	
14		General Dynamics: Compensation and Strategy (A)	
15		EVA and compensation	Vyaderm Pharmaceuticals (Submission-PDF and excel sheet)
16	Braddock Industries		
17		Trunk Club	
18	Senior Management compensation	Executive compensation at General Electric (A)	Dollars and Sense: The implications of CEO Compensation for organizational performance
19&20		International Compensation	

IV.13 GRIEVANCE RESOLUTION

[1.5 Credits]

Objectives

Course Description & Objectives

The course is oriented towards developing a practical understanding of causes, consequences and resolution of employee grievances. This course would require participants to develop the application of their knowledge and skill, gained in previous courses, to a variety of structured and unstructured situations of employee grievance.

Topics

The concept of grievance, its meaning and definition; legislative aspects of a grievance procedure, and essential characteristics of model grievance procedure.

The concept of justice within an organization

Manifestations of a dysfunctional grievance mechanism within an organization. Participants are expected to do an exhaustive literature review for their report and preparation.



IV.14 HR AUDIT

[1.5 credits]

2. OBJECTIVES:

The specific objectives of the course are the following:

- 2.1. To learn about HR Audit approaches, frameworks and methods to carry out HR audit scientifically in the context of business in various sectors
- 2.2. To familiarize with the HR audit tools and techniques and learn to develop and use the same the same for HR audit in various organizations
- 2.3. To learn to use and develop HR audit scorecard and benchmarking data for effective implementation of the HR audit recommendation for business excellence improving HR function

COURSE MODULES AND CONTENTS

The specific objectives of the course are the following:

3. COURSE MODULES AND CONTENTS

- 3.1. **Conceptual framework:** What is HR Audit? Various approaches to HR Audit, why do organizations for HR audit? HR evaluation Vs. HR Audit
- 3.2. **HRM framework for HR Audit:** Historical understanding of HR and HR evaluation mile stones, How to select an HRM framework for HR Audit?
- 3.3. **HR systems framework for HR Audit:** Comprehending the HR practices and systems and aligning with the framework to audit HR function in organizations
- 3.4. **HR Audit methods:** How to select Audit methods aligning with the HRM framework
- 3.5. Auditing Strategy, structure, management systems, styles and business linkages
- 3.6. Auditing HR systems, practices and tools
- 3.7. Auditing HR competencies
- 3.8. Auditing HR culture and Values
- 3.9. Auditing employee relations
- 3.10. Developing and using HR audit tools and methods
- 3.11. HR auditor and the auditing team

3.12. Generation of HR Audit report

3.13. HR Audit Scorecard and Benchmarking

3.14. Effectiveness of HR Audit in Organizations

. SESSION PLAN

SESSIONS	READINGS
Session 1-2: Introduction: Conceptual and HRM framework	Rao TV (2008) chapter 1, Rao TV (1999) chapters 1&2 and MG Jomon (2003) Chapter 1
Session 3-4: HR Audit Methods and Instruments	Rao TV (1999) chapters 3 and chapters 9-11 and Rao TV (2008) chapter 7
Sessions 5-7: Conducting the HR audit	John H. McConnell (2011) chapters 1-3 and Rao TV (2008) chapter 3-5
Sessions 8-9: Audit Team and report generation and benchmarking	John H. McConnell (2011) chapters 3 and Rao TV (1999) chapters 13
Session 10: HR Scorecard and effectiveness	Rao TV (1999) chapters 12, Rao TV (2008) chapter 8 and M. G. Jomon (2003) chapter 8

IV.15 HR ISSUES IN MERGERS AND ACQUISITIONS

[3 Credits]

Objectives

This course is designed specifically to help potential HR managers to get a deep insight into people issues that are associated with M&A process across organizations. This course will also provide the potential HR managers to understand and acquire competencies required to manage people related transition and change processes during M&A in organizations. This course will enable students to learn concepts, models and managerial tools that are relevant to efficiently manage people related issues involved in successful M&A processes. This course will also help them to acquire competencies that can be applied to engage people more meaningfully in one on one/one to group situations during pre and post merger situations.

This course is designed based on real-world applications to help potential HR managers to understand the key principles and techniques of managing people related issues in successful M&A processes across the organization. Broadly the course will cover the following aspects of managing people issues in M&A

- ✓ Know-how for carrying out HR related Due Diligence process prior to M&A processes in organizations
- ✓ Prioritizing and integrating HR systems and process for smooth transition during pre and post M&A processes in organizations
- ✓ Importance of cultural integration with a special reference to Indian context in making M&A successful in organizations.
- ✓ Know how for designing and implementing communication processes for effective integration during pre and post M&A processes in organization
- ✓ Fairness and Justice –Role of manager in M&A processes
- ✓ Key skills required for managers for successful integration during post- merger
 - Learning the framework for understanding and managing transition
 - Learning contracting skills for building trust and initiating dialogue
 - Learning how to manage resistance and deal with vulnerability during M&A –

Session No.	Topic	Readings & Cases
1	Introduction to People Issues in M&A	Mergers and Acquisitions Boom! Is This a Good Sign for the Economy? M&A in India: A Strategic Impact Analysis for the Corporate Enterprises in the Post Liberalization period
2 & 3	Understanding HR Issues involved in Integration in M&A Process	Making mergers and acquisitions work: What we know and don't know –Part I People Problem in M&A
4	What to look for in People related Due Diligence	Due Diligence Check list for HR Human Side of Merger Planning: Assessing & Analyzing fit Key Executive Compensation Issues to Address in M&A Due Diligence
5	Rationale for HR involvement in M&A	Case : HRD involvement in M&A decisions and strategy development: four organizational portraits
6&7	HR Interventions to make M&A succeed	HR issues & activities in M&A Merging HR system

8	Managing Total Rewards- Dos and Don'ts during Integration	Successful M&A Retention Plans: Market Trends and Best Practices Doing a deal? Be careful about employee compensation decisions
9	Understanding Culture & Managing Transition	Adding Cultural Fit to Your Diligence Checklist Making mergers and acquisitions work: What we know and don't know -Part II M&A: Strategic Organizational Fit & Outcomes
Mid-term Examination		
10	HR Strategy for making M&A work	Case :Making the Deal Real: How GE Capital Integrates Acquisitions
11	Institutionalizing Trust & Fairness – A Mandate for Managers in M&A	Problem of Smart and Fast – Growth Through Merger and Acquisition – Reflections From an HR Practitioner
12 -15	Team Presentations	
16	Skills For Change Facilitation during M&A Integration	Contracting skills – How to use your expertise efficiently
17	Skills For Change Facilitation during M&A Integration (Contd..)	Role plays for successful contracting and stating of wants Observing the individual role-play video clips and give & receive feedback for effective learning
18	Managing Resistance & Dealing with Vulnerability –A key skill for effective integration and giving support to employees	Video1 : Motivation Video2 : Vulnerability Theory behinds manage Resistance Skills for managing Resistance
19 &20	Managing Resistance & Dealing with Vulnerability –A key skill for effective integration and giving support to employees	Role plays for effective handling resistance and making support statement Observing the individual role-play video clips and give& receive feedback for effective learning
End Term Examination		

IV.16 HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR

[3 Credits]

Objectives

Transactions in service industry are characterized by inseparability of personal-service-provided and the human agency-providing-the-service. This is often accompanied by the intangible nature of quality-of-service. As compared to manufacturing, organizations in service sector have a higher need to align HR practices to customer relationship management practices so as to ensure requisite quality of service to the customer. The HR practices and policies are further significantly impacted by variations in customer-employee interactions, along with the customer segment targeted by the organization, and the strategy adopted.

The course offers the participants an opportunity to

- i. understand and appreciate the differences in employment practices in service industry vis-à-vis manufacturing
- ii. understand the linkages between employee management practices and customer relationship management and
- iii. apply their knowledge engage in a variety of unstructured situations to understand, and develop their skills in applying HRM concepts to different types of service oriented organizations

Topics

TENTATIVE SESSION PLAN

Session No.	Topic (s)	Case
1	Introduction to the course.	Career Builder
2	Similarities and differences in manufacturing and service sector- impact on HR practices. This case is used both for the topic as mentioned as well to highlight the importance of HR practices to the strategy of service organizations.	A career in jeopardy?
3	-do-	Nirala Sweets <i>Participants in the course are required to take a look at the software development models – especially waterfall model and agile model and see how the case analysis gets modified depending on the model.</i>
4	A holistic case – to highlight the role of business strategy in service based organizations.	TVAhelp.com
5	-do-	Maharaja Fresh Fruits and Vegetables
6	-do-	Green Valley Megastore
7	-do-	ACE Technologies
8	Review plus workshop on development of HR scorecard	
9		
10	Internal Service Organizations	Hindustan Chemicals Ltd.
11	Implications of organization's strategy on HR strategy of the organization	Challenges in ABIT Infosystems
12	-do-	Genesis Pharmaceuticals
13	A holistic case	Wipro consulting Services: Building an Effective Global Configuration in Business and IT Consulting Industry
14	Mid term	
15	Managing an Outsourcing Experiment	Fatima Memorial Hospital
16	Strategic reasons for creating a global talent pool	Infosys Technologies Ltd.: The Global Talent Program
17	Significance of HR practices to strategy	When a new manager stumbles, who is at

	implementation	fault?
18	-do-	DENA BANK- Competing with Private and Foreign Bank
19	-do-	Atarek Kamil Ibrahim & Co. Chartered Accountants
20	Course Review	



IV.17 HR Tools and Techniques

[1.5 Credits]

OBJECTIVES

The specific objectives of the course are the following:

To understand and learn HR tools and techniques that is used in organizations.

To learn to design and implement HR Tools and Techniques for employee development taking into consideration of organizational contexts.

To pick up skills that are essential to use various HR tools and techniques to identify, assess and develop competencies in individuals, teams and in organizations

CONTENTS

INTRODUCTION

Concept of HR Tools, What are HR Tools?

Role of HR Tools and Techniques in implementing HR systems and practices

HR Tools and techniques and achieving high performance

HR TOOLS AND TECHNIQUES

A list of 60 HR tools are made available from the resource MG Jomon (2003). This is an indicative list. Students are most welcome to bring in any additional HR tools that they we want to discuss and clarify in the class.

DESIGNING AND IMPLEMENTING HR TOOLS AND TECHNIQUES

The focus of the course is how to design HR tools and effectively implement given a set of HR systems, practices and processes.

Designing Tools and techniques for HR

Developing implementation parameters and monitoring mechanisms

Limitations of tools and techniques in HR

DEVELOPING HR SYSTEMS AND TOOLS METRICS

This section explores how an HR tool can aid implementing HR system. For example instead of going for the traditional one to one interview can an organization use tools such as BEI-JND Scale, Assessment Centre or in an internal recruitment even 360 tools. Since these tools will have to be tailor- made this normally goes as consulting work in most of the organizations. In this module students will learn the art of constructing specific tools based on the HR systems and practices of an organization.

Available models

HR systems/practices tools metrics

Implementing the metrics and HR effectiveness

CONCLUSION

Contribution of HR tools and techniques

Challenges in tailor-making tools and techniques

Benchmarking tools and techniques

Conclusion

SESSION PLAN

SESSIONS	READINGS
Session 1-2: Introduction	Tools and techniques in HR (MG Jomon, 2003). Chapter 5 Chapter 1&2 (Pareek 2002)
Session 3-4: Listing and clarifying HR Tools and techniques	60 HR tools (MG Jomon, 2003)
Sessions 5-7: Designing and implementing HR Tools	Developing Instruments for HR- Chapters 3&4 (Pareek 2002)
Sessions 8-9: HR System-tool metrics	Developing a scorecard (Rao,2008)- Chapters 1-5 Case discussion on IBM
Session 10: Conclusion	Deborah (2013).Using Comedy as an HR tool



IV.18 INDUSTRIAL JURISPRUDENCE

[3 Credits]

Objectives

To induct the students to the principles governing industrial adjudication with special reference to the various legal concepts as applicable to industrial law through a process of case analysis and reasoning covering almost all the important pieces of labour legislation.

Topics

1. Jurisprudence (meaning and scope of) - Industrial Jurisprudence - Principles of Industrial Adjudication - Statutory Construction - Legal Concepts as Applied to Industrial Law
2. Constitution and labour legislation
3. Analysis of various pieces of labour legislation with reference to the following concepts, doctrines and principles
 - Legal Concepts :
Rights (moral vs. Legal) - wrongs (Public vs. Private) - Liability (direct vs. vicarious) - Obligations - Duties - Powers - Immunity - Disability.
 - Doctrines and Rules of Jurisprudence & Interpretation of Statutes :
Status vs. Contract - Freedom of Contract - Contract of service vs. Contract for service - National extension of employment - Apportionment of blame - Implied power - Error of fact vs. Error of law - Error of law apparent on the face of the record - what is ? - Ultra vires - Res judicata - Ejusdem generis - Noscitur a sociis - Ratio decidendi - Obiter dicta - Stare decisis - Relation back - Mischief Rule - Rule of Hard cases - Judicial precedent - Judicial Hierarchy - Judicial Activism - Judicial inconsistency & unpredictability.
 - Rules of Natural Justice :
Perverse finding - bias vs. perverse finding - ipse dixit

IV.19 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

[3 Credits]

Objectives

The primary learning goal of the course is to elevate students global thinking, multi – cultural sensitivities, and leadership capability to drive the planning, design, and delivery of talent management investments and practices in the highly complex multi - national environment.

Assigned readings, reflections, and case study exercises will deepen participants awareness of multi –cultural issues, diverse stakeholder interests, and cross – border communication challenges which need to be analyzed and addressed through system thinking and robust HRM governance. They will grow in their professional appreciation for business driven management of the constant, often conflicting, interplay between global standardization and local adaptation of HRM policies, practices, and communication approaches. They will perceive the need to acknowledge cultural differences and take steps to make them discussable and useable.

The course content will build a platform on which each student can deepen and broaden his/her perspectives on the global - local talent management decision making process. The study of global company approaches will sharpen their ability to analyze situations from diverse viewpoints and to communicate effectively across different cultures and countries strategy driven values, norms, and HRM choices. Students will come to realize that one's own peculiar way of managing people is neither universally better nor worse than others - just different and likely to exhibit strengths and weaknesses, particularly abroad. They will also come to realize that a company's foreign subsidiaries may prefer other ways to manage people – ways that are neither intrinsically better nor worse, but possibly more effective locally.

Applying proven global people management models to various business dilemmas during the course, students will gain self confidence in their ability to team with line leaders to identify global performance opportunities, prioritize global / local HR investments, and build high return people development and engagement systems in all geographies.

They will become familiar with the technical tools, functional processes, and social mechanisms utilized by successful global organizations to manage the people risks and opportunities associated with 21st century talent markets, comparative industrial systems, and country specific business realities.

Topics

MODULE	TOPIC	DFE: Dowling, Festing & Engle Textbook. HO: Handouts
1	Introduction to strategic Global HRM; systems thinking; Role of HR	DFE : Chapter 1 HO: Global challenges T2T Case introduction
2	Global HRM Integration; Organization Context	DFE: Chapter 2 HO: "Going Global" T2T priorities
3	Culture and HRM	"Cultural" Questionnaire Article HO: "Findings in cross cultural management of people" HO: MNPS Article
4	Global Staffing; Work Systems; & Planning	DFE : Chapter 4 HO: "Floundering Expatriate" Article HO: Global Talent Management Template
5	Expatriate Management	DFE : Chapter 5 HO: Expat Policy Model
6	Global Training & Development	DFE : Chapter 6 HO: Leadership development system T2T "University"
7	Expatriate Re-entry; Global Skill set	DFE : Chapter 8 HO: T2T personnel assignments

8	Global Compensation; Pay-for-performance; Salary levels; Benefit Programs	DFE : Chapter 7 HO: Compensation Models
9	IHRM in Host Country Performance Management	DFE: Chapter 9 Review of "Culture and HRM" HO: Labor Articles & Country Matrix
10	Performance Management & Development	DFE : Chapter 11 HO: Performance Management Tools
11	EXAM 1	
12	Global Workforce management; engagement; and communications	HO: Workforce Management Tools HO: Global Company Mahindra case
13	Exam 1 Review Global Labor Relations; Global change management	HO: Change Acceleration Program
14	Global Labor Standards; Security Issues	DFE : Chapter 9
15	Global Alliances / Mergers	DFE Chapter 3 HO: M & A model
16	Exam #2	
17	Board of Directors Presentation	
18	Board of Directors Presentation	
19	Board of Directors Presentation	
20	Global HRM 2.5: Class summary	DFE: chapter 12 HO: Global HRM study

IV.20 LABOUR LAW APPLICATIONS

[3 Credits]

Objectives

To expose the students to a variety of IR situations with special reference to disciplinary action, discharge, dismissal and other related matters and to equip them with the necessary tools to apply the law to a given set of facts.

Topics

1. Nature and Scope of Law - Origin and Sources of Law: Legal sources vs. Historical Sources - Legal Concepts: Rights - wrongs - Liability - Obligations - Duties - Powers - Immunity - Disability - Justice (distributive v. corrective) - Classification of Law - Branches of Law
2. Types and sources of the Termination of the contract of employment and the procedure to be followed, the rights and duties of the parties, the pitfalls in the process and the legal and IR implications.
3. Distinction between S. 33(1) and 33(2)? Distinction between S. 33 & S. 10 - How does S. 33-A operate? Distinction between s. 33A & s. 10 in terms of the scope of powers of the authority?
4. Distinction between S. 33C (1) & 33C (2) - Scope of enquiry under S. 33-C (2) as compared to S. 10 (1).
5. Discipline - Introduction - common law right of employers - the nature of restrictions imposed on the common law right to terminate - rights of workmen u/s. 2-A of the ID Act - Nature of powers conferred on the adjudicators u/s. 11-A - misconduct - misdemeanour - carelessness - standing orders - misconduct: classification
6. Disciplinary proceedings: implications of preliminary enquiry - Charge-sheet - nature, scope and criticality of CS - contents of CS - precautions, issues and concerns in framing charges - Show-cause notice vs. Charge-sheet - Domestic Enquiry - Principles of Natural Justice reasonable opportunity - representation of parties - examination-in chief - cross-examination - re-examination and re-cross - manner of adducing evidence - leading questions - role of EO - summing-up arguments - enquiry proceedings vs. enquiry findings - closing of enquiry proceedings - findings or report of the EO; need for, and importance of.
7. S. 2-A. & S. 11-A: "materials on record" - right to adduce evidence before tribunal
8. Nature and scope of Ss. 33 and 33-A: workman concerned in the dispute: who is? - misconduct connected with the dispute: what is? - prior permission vs. post-facto approval of the action - protected workman - violation of S. 33: Effect
9. Principles and practice of drafting - Exercises.

IV.21 MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

[4.5 Credits]

Objective: The course 'MCD' describes the career orientations of the new careerists and suggests ways to manage them effectively by minimizing the discrepancy between what they want and what the organisation wants. On completion of the course, the students should be able to:

- (1) appreciate the importance of career strategies in a rapidly changing environment.
- (2) develop an awareness of various Career Orientations and strategies of Individual Career Planning as well as appropriate Organizational Career Development Tools.
- (3) appreciate the importance of Competencies, their assessment and their role in Career Development.
- (4) appreciate the ways in which HR Systems could be made Competency Based.

SESSION-WISE TOPICS

1. Introduction and Overview
2. Concept of Competency
- 3-4. Competency Modeling Tools (BEI, RG, and other tools)
5. Designing Situational Exercise
- 6-7. Competency Mapping Tools
- 8-10. Assessment Centre Approach to Competency Mapping
- 11-12. Psychometric approach: Competencies and Emotional Intelligence
13. Situational Judgment Tests for Competency Mapping
14. Mid-Term Exam
15. Competency Based HRM
- 16-17. Theoretical Foundations in Career Development
18. Introduction to Organizational CD Interventions
19. Succession Planning, Fast-Tracking & Dual Ladder
20. Career Transition & Plateauing
21. Mentoring For Employee Development
22. MCC and Job Sculpting
23. Assessment Centre Design
- 24-28 Conducting Assessment Centre
29. Integrating the AC Data
30. Summary and Conclusion

IV.22 MANAGERIAL COUNSELLING

[3 Credits]

Objectives

1. To help the participants understand the basics of counseling processes
2. To enhance the knowledge of the participants with regard to basic processes and techniques involved in different schools of Counseling
3. To help participants develop the essential Skills for counseling:
 - Identification of stages of counseling: feelings & contents
 - Empathy, Listening & Responding & Effective Feedback
 - Understanding one's own abilities and strengths and areas that need improvement while rendering counseling service to other & plan for further development in future through consistent practice.

Topics

This course focuses on understanding what counseling is and the skills that are required to make our counseling practices effective now and in the days to come. More specifically, this course aims at providing a basic understanding of the counseling processes and techniques involved in various approaches like Freudian, Eric Berne's model, Fritz Perls Model, Rogerian Model, Albert Ellis' RET & Richard Bandler & John Grinder's N.L.P and by creating a forum the course attempts to help the participants practise the basic counseling skills.



IV.23 MANAGING DIVERSITY IN THE WORKPLACE

[3 Credits]

Course Objectives

1. Understanding the issues and challenges involved in managing a diverse workforce
2. Gaining deeper insights about individual biases towards diversity management
3. Enhancing skills for effective diversity management
4. Appreciating contemporary development in the field

Detailed Session-wise Course Outline

Session No.	Topic	Cases (C)/ Discussion (D)/ Exercise (E)	Readings (R)/ Additional Readings [AR]
1-2	Introduction: Why Diversity? Diversity As Good Business Sense Relevance of Diversity in Indian context	E: Managing Workplace Diversity: Whose agenda? E: Mental Models for Diversity	AR: Cox, T. Jr. & Blake, S. D. (1991). Managing cultural diversity: implications for organizational competitiveness. <i>Academy of Management Executive</i> , 5(3), 45-56. AR: R. Roosevelt Thomas, Jr. From <i>Affirmative Action to Affirming Diversity, Differences That Work</i> , 27-46 AR: Thomas, D. A. & Ely, R. J. (1996). Making differences matter: A new paradigm for managing diversity. <i>Harvard Business Review</i> , September-October, 79-90. Wipro
3-4	Foundation Building: Understanding and Valuing Workplace Diversity at the Individual Level of Analysis	C: Differences at work: Sameer E: Stereotype	R: Group identities in the self concept from Cox, Taylor Jr. (1993). R: Stereotyping from Cox, Taylor Jr. (1993).
5-6	Foundation Building: Understanding and Valuing Workplace Diversity at the Group and Organizational Levels of Analyses	E: Group Identity in the Self-Concept	R: Cultural differences from Cox, Taylor Jr. (1993). R: Inter-group conflict from Cox, Taylor Jr. (1993). R: Informal integration from Cox, Taylor Jr. (1993). R: Institutional bias from Cox, Taylor Jr. (1993).

7-9	Diverse leadership styles: the impact of gender and culture: Do Men and Women Lead and Manage Differently?	<p>C: Leaving</p> <p>D: Robert Shrank (1994). "Two Women, Three Men on a Raft," Harvard Business Review, May-June.</p> <p>D: Eliza Collins (1982). "The Entrepreneur Sees Herself as a Manager: An Interview with Lore Harp," Harvard Business Review, July-Aug.</p> <p>E: Communications Quiz</p>	<p>AR: Gary Powell (1990). "One More Time: Do Female and Male Managers Differ?" Academy of Management Executive, Aug.</p> <p>AR: Martine Duchalet (1998). "Cultural Diversity and Management/ Leadership Models," American Business Review: 16(2), 96-99.</p> <p>AR: Victoria Parker and Kathy Kram (1993). "Women Mentoring Women: Creating Conditions for Connection," Business Horizons, March-April, 42-51.</p> <p>AR: Rigg, C. & Sparrow, J. (1994). Gender. Diversity and Working Styles, Women in Management Review, 9(1), 9-16.</p>
10-11	Breaking Through Glass Ceiling	<p>C: Differences at work: Jenny</p> <p>C: Fred Smith</p>	<p>AR: Lauren Strach and Linda Wicander (1993). "Fitting In: Issues of Tokenism and Conformity for Minority Women," SAM.</p> <p>AR: Lisa Mainiero, Addie Williamson, and Gail Robinson (1994). "Getting Anointed for Advancement: The Case of the Executive Women," Academy of Management Executive</p>
12	Sexual Harassment	<p>C: How Normal is Normal? The Mitsubishi Motors Sexual Harassment Case</p> <p>D: Joan Magretta (1997). "Will She Fit In?" Harvard Business Review, March/April 1997.</p> <p>C: Lonestar</p> <p>D: Managing Romance in the Office</p> <p>C: BC Metal</p>	
12	Race and Racism in the workplace and Affirmative Action	<p>C: Differences at work: Erica</p>	<p>AR: Nkomo, S. M. (1992). The emperor has no clothes: rewriting "race" in organizations. Academy of Management Review, 17(3), 487-513.</p>
13	Physical Ability in the Workplace	<p>D: Richard Tedlow and Michele Marram (1991). "A Case of Aids," Harvard Business Review, Nov-Dec.</p> <p>D: Benson, P. L., Severs, D., Tagenhorst, J., Loddengaard, N. (1980). The social costs of obesity: A non-reactive field study. Social Behavior and Personality, 8, 91-96.</p> <p>C: Disability Issues in the Public Workplace</p> <p>C: Quantum Semiconductor, Inc</p>	<p>AR: Stone, D. L. & Colella, A. (1996). A model of factors affecting the treatment of disabled individuals in organizations. Academy of Management Review, 21(2), 352-401.</p>

14	Sexual orientation in the workplace	<p>C: Differences at work: Emily</p> <p>C: Differences at work: Martin</p>	
15-18	Implementing Diversity: Learning from Best Practices and Avoiding Pitfalls Diversity Scorecard	<p>C: Differences at work: Jason</p> <p>C: Differences at work: Alex</p> <p>D: Diversity Management at Pepsico, Coca-Cola, IBM, JP Morgan</p> <p>E: Creating a personal development plan for continued learning</p>	<p>R: A model to guide organization change from Cox, Taylor Jr. (1993).</p> <p>R: Tools for organization development and change from Cox, Taylor Jr. (1993).</p> <p>AR: Thomas, D. A. (1989). Mentoring and irrationality: The role of racial taboos. Human Resource Management, 28(2), 279-290.</p> <p>AR: Jessica De Groot (1998). "Work and Life: "The End of the Zero-sum Game," Harvard Business Review, Nov-Dec.</p>
19-20	Students' Presentation & Feedback		



IV.24 MANAGING REDUNDANCY

[3 Credits]

Objectives

The liberalization policy of the Government and many other factors have led to the structural adjustment in many of the industries, which finds a part of the existing employees either surplus or unsuitable for the newly restructured organizations. While many have welcomed liberalization, its impact the stark reality of human redundancy in organizations is making people apprehensive about its success. This poses a problem before the industry and the working class as to what to do with this section of the workforce. No organization can escape this inevitable fall out of the competitive environment. While some are uncertain about how to cope with redundancy, others quite often adopt short-term measures leading to further complications. In this present scenario, it is essential that we have a clear perception of the concept of redundancy, its associated implications and its management.

The course aims at

Understanding employee redundancy and appreciating its critical aspects
Ways and means of managing redundancy

Topics

What is redundancy

Causes / Sources of Redundancy

Government Policy and Redundancy

Impact of Redundancy on Organization, Employees and Society

Exiting and Existing Employees

Ethical Dimensions

Employee Collectives and their Reactions

What has been done so far both at the Micro and the Macro Level

NRF in India

Social Security Systems around the World

Managing Redundancy

Planning, Implementation and Follow up

Law and Redundancy, Various Cases (and judgments)

Beyond Redundancy

Alternatives to Managing Redundancy and their Relevance to Indian Context.

Concept of –death and Resurrection in HRM

Managing Death in Organizations

Implication of this concept on organization (management) / government (society) and employees (collectives)

IV.25 MEASURING HR

[1.5 Credits]

Objectives

The core idea in management “if something cannot be measured, it cannot be managed” is true in all spheres of management, including human resource management.

The course of Measuring HR is oriented towards applying the tools and techniques learnt by students in Quantitative techniques, and Social Research Methods towards analyses of HR-oriented issues or problems.

The subject of “Measuring HR” does not have a collection of theories of its own. It is more of a practice, and is driven by the theories developed in other subjects. Hence, this course will extensively leverage on the human resource management courses undergone by the students in their first year of the HRM programme.

Candidates are required to be conversant with software packages like SPSS, R or MS Excel.

TOPIC PLAN

Note: All readings and cases, unless otherwise indicated, are included in the course package. Articles (or chapter reading) are given along with each case, not as a key to the case, **but to offer certain perspective on the issues in the case**. In no way it is implied that candidates have to confine themselves to reading allocated. Cases may also require reverting back to previous articles / reading additional articles.

Session No.	Group	Topic (s)
1		Introduction to the course and the pedagogy.
2	1,2	Using qualitative and quantitative data to support HR decisions
3	3,4	Measurement – the challenges in quantifying and measuring HR outcomes
4	5,6	Linking HR metrics to business outcomes - introduction to elementary approaches
5	7,8	Using the Balanced Scorecard to quantify HR outcomes
6		1. Approaches using HR scorecard 2. Linking HR Scorecard to Balanced Scorecard
7	1,2	Using the Strategy Map to develop problem oriented frameworks
8	3,4	Critical issues and challenges in presenting analytical frameworks and their results
9	5,6	Creating HR dashboards
10	7,8	Course Review

IV.26 OCCUPATIONAL TESTING

[3 Credits]

To create awareness about different types of psychological tests in vogue.

To provide a theoretical background for supplementing the understanding of psychological assessment.

To learn to interpret test profiles and explore patterns in interpretation from several tests.

To develop a perspective about the intricacies and ethics of use of psychological tests.

Topics

Theory and Issues in Psychological Testing
Intelligence Testing- Theoretical Background
Aptitude Testing - The D.A.T.
Personality Assessment - Theoretical Background
Self-Report Inventories- The M.M.P.I.
Multi-factor Personality Tests- The 16 P.F.
Typological Tests - The M.B.T.I.
Projective Techniques - The T.A.T.
Assessment Centres
Integration of Profiles



IV.27 ORGANISATIONAL CHANGE AND DEVELOPMENT

[3 Credits]

Objectives :

By end of the course you will be able to

Develop a framework for understanding planned change and organizational effectiveness Understand the process of organization development

Understand the skills and strategies needed to design and implement effective change

Have insights into your own skills, values, and styles as change agents and leaders

Tentative session plan Session No.	Topic
1-2	Introduction to OD, History of OD
3	Core values of OD, Foundations of Organisational Change
The Organization Development Process	
4	Consulting Process: Entry and Contracting
5-6	Consulting Process: Diagnosing organizations: systems and frames
7	Consulting Process: Data gathering and Feedback
8	Application of OD
Designing Interventions	
9-10	Individual interventions – Tools for leadership development
11-12	Team/Intergroup interventions – Handling departmental conflict
13-14	Techno-structural interventions – Work Design
15	HRM interventions – Talent management
16	Comprehensive OD interventions – GE Workout and other comprehensive interventions
Dealing with the Soft stuff	
17	Assessing organizational culture & attempting cultural change
18	Handling Power and Politics
Industry Experiences	
18-19	Practicing change management levers – A simulation
20	Review and Recap

IV.28 PARTICIPATIVE MANAGEMENT

[1.5 Credits]

Objectives

Participative Management is one of the important and interesting areas of Industrial Relations. Paradigms of participative management generally envisage a process in which employees contribute their ideas and involve themselves in the management process at various levels. It is one of the important institutions of industrial democracy. It contributes to creation and sustaining of cordial industrial relations and to the enhancement of productivity in the organization. Hence, many organizations evolve their own forums and processes of participation. Even the government seeks to provide either a statutory basis for or provide guidelines on this institution. This course provides conceptual and empirical themes which would help the potential HR and IR managers to understand and appreciate the concept of Participative Management. You will have unparalleled insight and almost to acquire the power to see through a third eye having a sharp analytic foundation, in managing your employees as future HR professionals if you do this course sincerely and you will be sought after by all.

Topics

1. The Concept and Philosophy of participative management
2. Perspectives on and determinants of participation
3. Forms and levels of participation – direct and indirect forms
4. Participation programmes and schemes in different countries and in India-The Indian Experience-Learnings for Indian managers.
5. Participation regulations, schemes, initiatives and experiments in India (including workers' cooperatives)
6. Application of Participation and team work illustrated through examples- Lean Manufacturing without which you cannot get by a pivotal paradigm in employee engagement and participative management as an HR Manager.
7. Enriching Production and managing without managers by engaging workers
8. Worker Participation in the production line- High Performance Work Systems-What are they? How can you use them?
9. Effects of workers' participation in management
10. Hindrance to Empowerment and Participation in India a conceptual overview selected readings from- Why are HR managers not successful in motivating employees?
- 11- .The Basic building block that defines any change management program to facilitate participation instituted by firms in India-Two paradigms of participation compared which has implications for Indian firms-How to make workers enjoy work and make them work out of their own will-Managing without managers and being a mother hen?
12. When participation failed examples form cases from the automotive industry –what mistakes you should avoid and not light a fire that you cannot stop? Pricol , Ashok Leyland, Toyota Kirloskar
13. How not to communicate to your workers? Learnings from examples-[newspaper clippings, multi-media and real-life scenarios]-If possible a guest lecture from a senior HR manager will be arranged.

IV.29 PRINCIPLES OF LABOUR ADMINISTRATION

[3 Credits]

Objectives

The purpose of this course is to provide an exposure to the students of HRM into the labour law administration. The specific objectives are as follows:

- To help the students to comprehend the system of labour administration that is designed to promote a sound governance of industrial and human relations;
- To familiarize the students with the administration of labour laws in India at the Central and State levels;
- To enhance their understanding on functioning of labour related departments, institutions that enforce various labour laws in India;
- To provide details of the labour statistical base in India and elaborate on the role of HR and IR managers in contributing to building up of labour statistics in India which helps in formulation of labour policies and administrative base including annual returns, forms and other documents;
- To help them to appreciate the role of labour administration in promoting labour welfare, several forms of security such as occupational health, social security and through workers' education a committed and responsible workforce and workers' organizations

Topics

1. ILO and Labour Administration
2. Approaches to Enforcement of Labour Laws
3. Labour Administration at the Central level
4. Labour Administration at the State level
5. Office of Labour Commissioner (Central and State)
 - a) Objectives/functions, administrative set up of the Labour Department
 - b) Conciliation Procedure
 - c) Quasi-judicial Authority under various labour laws.
 - d) Enforcement of labour laws: functions, powers, and jurisdiction of labour inspectorate, and compliance issues
 - e) Types of forms and returns under various labour laws enforced by the labour department
6. Adjudication of Industrial Disputes: the role, function and powers of Labour Court/Industrial Tribunal
7. The Directorate of Factories/ Chief Inspector of Factories
 - a) Objectives/functions, administrative set-up of the Department
 - b) Powers, functions and jurisdiction of Inspectors
 - c) Types of forms and returns under the Factories Act
8. The Employee State Insurance Corporation (ESIC)
 - a) About ESIC – functions/objectives, administrative set up, powers, and jurisdiction
 - b) Administration of various benefits under E.S.I Act and Problems in it
 - c) Records keeping under the ESI Act, 1948
9. Employees' Provident Fund Organization (EPFO)
 - a) About EPFO – functions, administrative set up, powers, and jurisdiction
 - b) Administration of various benefits under PF Act and Problems in it
 - c) Forms and Returns under PF Act
10. The Office of the District Employment Exchange & DGE & T
11. Labour Bureau: Labour statistics
12. Workers' Education
13. Reforms in Labour Administration

Note: The discussion on the topics like powers, functions, jurisdiction, administrative set-up of departments, offices and institutions should be focused to help students to understand appreciate the interface involved discharge of compliance of labour laws by HR and IR managers

IV.30 ROLE OF HR IN KNOWLEDGE MANAGEMENT

[1.5 Credits]

Objectives

The objective of the course is to prepare HR managers to participate in the organizational knowledge management efforts and facilitate management of knowledge. The course using case studies of many organizations shows the various aspects of KM and how the three aspects, Strategy, technology and HRM need to be aligned together to manage knowledge management.

Topics

1. Introduction to knowledge management
 - Understanding the significance of KM through a discussion on theories of the firm
 - Understanding the history, and the close relationship of KM with other concepts
 - Understanding the three major inputs viz. strategy, people and IT for a successful KM system
2. Understanding knowledge
 - Understanding the difference between data, information and knowledge
 - Understanding the various types of knowledge viz. tacit and explicit
 - The consequences of knowledge types on managing knowledge
3. Knowledge management and organization design
 - Emphasis on people vs. emphasis on technology in managing knowledge and its impact on organization design
 - Understanding how organization structure can affect knowledge management
4. Knowledge management and culture
 - Why and how culture affects knowledge?
 - Why should an individual “share” knowledge and how organizational culture can help mitigate individual’s fears
5. Knowledge management, strategy and HRM
 - Understanding the need to align individual needs with organization
 - How HRM can design reward systems to facilitate KM
 - Using “organizational routines” for managing knowledge
6. Communities of Practice and KM
 - Why CoP is important (and more significantly, what is it?)?
 - Designing CoP with people in mind and not technology
 - Making CoP work Need for customizing KM within organization
 - Pitfalls of a global KM system and problems of cross-border issues in Knowledge management
7. KM: the Indian experience
 - The problems Indian organization face with respect to KM

IV.31 SELECTION

[1.5 Credits]

Objectives

1. Give the participants the skill to take decisions in the context of personnel selection in the business context
2. Familiarize the participants with the terminologies used in selection psychology
3. Familiarize the participants in scientifically handling some of the popularly used selection instruments
4. Use the output of instruments in making decisions for selection

Topics

Setting the Agenda

. <http://www.shrm.org/education/hrededucation/documents/recruitment%20and%20selection%20im.pdf>

Read: Dynamo Industries. Make your decision and come for the class. We will also use a part of this session to set the agenda, set the ground rules, formation of the groups etc.

We would set the ground for the rest of the sessions to follow.

Validity and Reliability of Instruments

Read: 1. Validity 2. PPT – Dr KA Korb – Calculating Reliability of Quantitative Measure

Exercise: Estimating the Reliability Index. Each group should submit (before the start of the class) the Excel Sheets and/or PPT you may have created. Please make a single folder in case you have more than one file. Remember that you may be called on to demonstrate to the class how you determined the result.

Sourcing the CV – Traditional and “e-sources”

Background Reading: 1. Recruitment Advertising: The Marketing-HR Interface 2.

Read at

<http://www.whatishumanresource.com/e-recruitment-and-job-portals>

Exercise: All groups - Critique of Advertisement. from among the employment advertisements which have appeared in any one of the national dailies (in the two weeks prior to the class) pick out two - one which according to you is “effective” and one which is “not effective”. Scan the ad or bring copies of the ads to the class for others to see while it is screened. Please bring the original newspaper to the class- you can return it to the original owner.

Screening Decision – especially in IT Enabled Environment (*We cannot allocate a separate class session for this topic. However, you may read the following material and raise any question that you may have*)

Read: <https://confluence.ryerson.ca/display/RHR/Step+4+Screening>

Tests

Read: How to Select Tests – Standards for Evaluating Tests 2. Questions to Ask When Evaluating Tests

Session 5 In basket Exercise

Read at : <http://www.psychometric-success.com/assessment-centers/acfaq-intray-exercise.htm>

1. The In Tray (In Basket) Exercise as a Measure of Managerial Potential

Exercise: Hindustan Engineering (To be distributed in class)

Group Activities and Simulation

Read: Prioritization Exercise: A training instrument for interpersonal behaviour and team building pp 111-121

Exercise: Based on the model given in Burbank Cricket Association, develop a prioritization exercise in the recruitment context. (Please note that the Burbank example is in the training context!). Use a completely different context and set of areas for the priorities. Write out the criteria on which you would judge a prioritization exercise (here I am asking you to write out the criteria on how you would judge the exercise and not the individuals who would be measured through the exercise).

Focus on Competency Based Interviewing

Read: Structured Interviews (T V & C) 2.Guidelines for Developing and Conducting Structured Hiring Interviews 3.Rosetta's Interviewing Guide

Need for Diversity and its Implication on the Recruitment Process

Read: 1. Omvedt: Reservation in private sector 2.Guidelines of CII on Affirmative Action

We would be addressing the need for diversity and its implication. Reservation/affirmative action as a special issue of diversity would be discussed.

Using Social Networks in Recruitment

Read 1. Mitran Using Social Network for Staff Recruitment 2. Davison, Maraist and Bing - Friend or Foe. Using Social Network for HR Decisions.

Exercise to be announced later in the previous day in the class.

Field considerations of the Selection Process

Exercise: Star Tyres Ltd. Each of the group would be required to make a presentation of the plans they have prepared. Please submit a written report of the plans. Detailed expectation would be announced in the class.

Using the output of Selection Instruments

Read: 1. Using, Scoring and Interpreting Assessment Instruments 2.Standard Scores (TV & C) 3.(Optional Reading) Certain Considerations in the Weightages for Promotions 4. Calculating the Rule of One

Exercise: 1) Weighty Problem at Pure Steels and 2) Whir Software Ltd (Group report to be submitted for evaluation)

IV.32 STRATEGIC HUMAN RESOURCE MANAGEMENT

[3 Credits]

Course Description & Objectives

The course of SHRM looks at the implementation of organization's strategy and its impact and interface with human resource management practices.

Designed as an intensive case based course, the course offers the participants ample opportunities to engage with real life complex problems.

SESSION PLAN

(Cases can be changed based on requirements)

Note: All readings and cases, unless otherwise indicated, are included in the course package. Articles (or chapter reading) are given along with each case, not as a key to the case, **but to offer certain perspective on the issues in the case**. In no way it is implied that candidates have to confine themselves to reading allocated. Cases may also require reverting back to previous articles / reading additional articles.

Session No.	Case	Topic (s)
1	-	Industry Lifecycle and HR System consequences
2	-	Industry analysis and HR systems consequences
3-4	Brainard, Bennis & Farrel	
5		Value vs. Uniqueness and HR system consequences
6		Theories of the firm and HR system consequence
7		Theories of the firm and HR system consequence
8	CEO compensation at GE	CEO-HRM link
9	A P Moller- Maersk Group: Evaluating Strategic Talent Management Initiatives	Talent Management
10	Morning Star Company	Self-Management
11	Infosys Technologies Limited: The Global Talent Program	Understanding strategy and its implication for HR : a holistic case
12	The Cane Mutiny: Managing a Graying Workforce	do
13	Someland furniture	do
14	Nobody to take over	do
15	Old Hand or New Blood	do
16	Ritz Carlton	do
18-19	ABIT Infosystems	do
	How Netflix Reinvented HR: additional reading	do
	No Excuses Management: additional reading	do
	Xenitis: additional reading	do
20	Course Review	do

IV.33 TAXATION

[1.5 Credits]

Objective:

The course has been designed to accomplish the following learning goals:

- (A) to acquire functional knowledge of income tax laws relating to taxation of salaries and other incomes which normally accrue to salaried employees
- (B) to develop decision making skills involving real life taxation issues
- (C) to develop communication skills in relation to handling tax related issues for corporates as well as salaried employees.
- A. This is a program on tax laws and accordingly it is essential to acquire a functional knowledge of basic concepts of tax laws and accepted practices in relation to salary and other incomes of salaried employees as laid out in tax acts, rules, notifications and decisions of various courts dealing with tax litigation and to develop familiarity with legal language used in tax statutes
- B. With knowledge of taxation laws so acquired, the students will be required to apply the provisions of tax statutes to take decisions in real life situations involving taxation of salaried employees. The students will be expected to do tax computation, calculate advance tax and final tax liability and evaluate tax impact of financial decisions. The course will not, however, involve extensive arithmetical computations and numerical exercises though simple computations will be essential for better understanding of concepts, for grasping the tax implications of various provisions of laws and for tax planning exercises involving what-if analysis.
- C. The participants must develop written and oral communication skills to communicate with management/ employees at her/his workplace to explain the logic behind specific management decisions, impact of tax provisions on cost to the company/ incomes of employees/ tax deductions etc. and for handling various tax management/ compliance issues.

Approach

- The program will have a Tax Planning orientation.
- Emphasis will be laid on interpretation of tax statutes and practical application of tax laws/ practices in real life situations rather than literal language of legal statutes.
- The program will have two parts – Part A: Study of tax statutes relating to taxation of salaries and Part B: Application of knowledge of tax statutes in tax planning and tax management decisions
- **Part A: Study of Tax statutes** - the students will be encouraged to gather knowledge through self-study – Students will be expected to come to class prepared with basic knowledge. To facilitate students to complete the self-study, reading materials and books for reference will be provided in advance. Certain topics relating to tax statutes which necessitate guided study will be taken up for discussions in the classroom.
- **Part B: Application of knowledge of tax statutes** - Apart from dealing with topics relating to tax statutes which require guided study in classrooms, contact hours will predominantly be used for discussions, case studies, problem solving and tax planning exercises.

Program Coverage:

This program will cover, with reference to salaries and other incomes which normally accrue to salaried employees, the current provisions of Income Tax Act and Rules as updated till July, 2016, relevant circulars/ notifications issued by Central Board of Direct Taxes (CBDT) and decisions of landmark court cases.

Coverage: self-study – 15 hours

Basic knowledge to be acquired by the students before the class

Depth of knowledge: Functional

- Residence status (resident, non-resident etc.)
- Taxation of allowances, Taxation of Perquisites, retirement/ terminal benefits
- Incomes exempted from Tax, Deductions and Rebates
- Permanent Account Number
- Basics of House Property income, Income from other sources
- Assessment procedures

Coverage: Classroom sessions – 15 hours

Topics to be covered during 10 classroom sessions

- Law relating to taxation of salaries
- Taxation of allowances, Perquisites, Exempted/ Tax-free Incomes
- Tax planning for housing accommodation – own house, house purchased on loan, house on rent/ lease
- Taxation of Retirement/ Terminal benefits
- Deductions and Rebates
- Taxation of ESOPs, Capital Gains from shares, other assets
- Taxation of gifts, taxation of other incomes of salaried employees
- Take-home-pay, Tax deduction at source , Advance tax
- Tax Computation, Online filing of return of income
- Tax planning from employee's perspective
- Tax planning from employer's perspective
- Evaluation of compensation packages
- How to save tax – realities, myths and mysteries

IV.34 TRAINING AND DEVELOPMENT

[3 Credits]

Objectives:

Introduction and Objectives:

In the context of global competition, organizations are committing more resources, in the forms of both time and money towards training that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of training and development (T&D). The broad objectives of the course are as follows:

1. To enable you understand the concepts, principles and process of training and development
2. To develop an understanding of how to assess training needs and design training programmes in an organizational setting
3. To familiarize you with the levels, tools and techniques involved in evaluation of training effectiveness
4. To develop an understanding on various non-training solutions to improve employee performance

The endeavor is also to provide, as far as possible, hands-on learning experience related to aims.

Session Topics and Readings

1 - 2 Human Resource Development:

Readings:

1. T V Rao, Raja Rao and Taru Yadav: A study of HRD concepts, Structure of HRD Departments and HRD Practices in India

3 Results-Based Approach to Training

Readings:

1. Goldstein & Ford: A Systematic Approach to Training

4-5 Needs Assessment and Objective Setting

Readings:

1. Goldstein & Ford: The Needs Assessment Phase
2. Dugan Laird: Learning Objectives: Who Needs Them?
3. Linda Stoneall: The Case for More Flexible Objectives

6-7 Programme Design – Incorporating Learning Principles

Readings:

1. Lynton and Pareek: Designing the Program
2. Goldstein & Ford: The Learning Environment 2

8 Instructional Techniques – An Overview

Readings:

1. Goldstein & Ford: Training Delivery: Traditional Instructional Approaches and Emerging Learning Technologies
2. Goldstein & Ford: A variety of Training Interventions and Learning Experiences

9 -10 Training Delivery

Readings:

1. ASTD: Basic Training for Trainers

11-13 Training Evaluation: Reaction, Learning, Job Application, Business Impact ROI Process Model

Readings:

1. Jack J. Phillips: Developing a Result Based Approach
2. Jack J. Phillips: The ROI Process Model
3. Jack J. Phillips: Evaluation Instrument Design

14-16 Case Discussions

17-18 Alternatives to Classroom Training

Readings:

1. Stella Louise Cowan: Alternatives to Classrooms

19 E- Learning

Readings:

1. Cindy Huggett & Wendy Gates Corbett: Simple, Effective on Line Training

20 Moving From Training to Performance

Readings:

1. Robinson and Robinson: A Focus on Performance: What Is It?

V INFORMATION SYSTEMS

V.1 BUSINESS AND DATA COMMUNICATIONS NETWORKS

[3 Credits]

Objectives

The convergence of computing and telecommunication technologies revolutionized the field of IT. We have witnessed the impact of it in business practices in the last decade. The business that used to be conducted over private telecommunication systems has been moved onto Internet-based data communication networks. The world has shifted from a broadcast to interactive paradigm. People have started providing personalized service economically. Market has become boundary less. In all these, ICT has taken the central role. As predicted by experts, the demand for ICT products and services are increasing exponentially and keeping pace with this demand, the technology is also developing. Currently, for a problem, more than one technological solution is available to a business organization. The wide use of this technology will make it pervasive in the near future.

The purpose of this course is to familiarize students with the concepts of communication networks. Here, students are expected to learn the theoretical background of the Data Communications and Networking, and their application into business organization along with issues related to the next generation network.

Course goal is to make the students acquainted with the following :

- Computer and telecommunication technology
- Market for communication services
- Recent trends in this communication service market
- Challenges related the available technologies

Topics

- Introduction
- Fundamental to Digital Data Communications
- Introduction to Communication Protocols and OSI Reference Model.
- Choice of Communication Media
- Techniques to Ensure Reliable Data Communications
- Different LAN Technologies- merits and demerits
- Network Topologies, Types of Networks, Network Components
- Control and Operational Issues in Data Communication Network
- Addressing Schemes for Internet
- Design and Technology of Back Bone Networks
- Current and Next generation Networks and Related Issues (Infrastructure)
- Current and Next generation Networks and Related Issues (Mobility)
- Techniques for Network Operation and Management
- Pricing of Network Services
- Pricing models for Network Bandwidth
- Case - (Network) to Derive Competitive Advantages
- Telecommunication Market and Regulation Prevailing in India (TRAI)

V.2 BUSINESS INTELLIGENCE AND DATA MINING

[3 Credits]

Objectives

- Identify the use of data warehousing and data mining in different business applications
- Identify the different data warehouse architectures and data warehouse models
- Recognize the various data mining techniques.
- Know how the data mining is useful in an e-commerce environment.

Topics

1. Data Warehousing
 - Introduction and General Principle
 - On-line Transaction Processing (OLTP)
 - Data Warehouse (DW) Architecture Fundamentals, Data Mart
 - Approaches to Architecture
 - Top-down, Centralized
 - Bottom-up, Architected
2. Data Warehouse Process
 - Technical and Business Meta Data
 - Meta Data Process
 - Data Warehouse Design
 - Star and Snowflake Schemas
 - Online Analytical Processing (OLAP) Architecture
 - Multidimensional Database (MDD), Data Cubes
 - ROLAP Data Model
 - MOLAP Data Model, Logical Models for Multidimensional Information
 - Conceptual Models for Multidimensional Information
 - Query and Reporting, Executive Information Systems (EIS), Data Warehouse and Business Strategy
3. Data Mining (DM)
 - Fundamental Concepts, Architectural Aspects of Data Mining
 - Data Mining Techniques
 - Data Mining Issues and Challenges
4. The Business Context of Data Mining
 - Data Mining for Process Improvement, Data Mining as a Research Tool
 - Data Mining for Marketing, Data Mining for Customer Relationship Management
5. Association Rules
 - Introduction and Overview, Discovering Association Rules
 - A Priori Algorithm, Partition Algorithm, Incremental Algorithm
 - Border Algorithm, Association Rules with item Constraints
6. Classification and Clustering
 - Introduction, Clustering Paradigms, Partitioning Algorithm
 - K-means Clustering Algorithm, Hierarchical Clustering
 - Fuzzy c-means Clgorphism, Categorical Clustering Algorithm
7. Data Mining Tools
 - Decision Trees
 - Neural Networks
 - Genetic Algorithms
 - Rough Sets and Fuzzy Logic

8. Advanced Mining Techniques

- Web Mining (Web content Mining, Web usage Mining, Web Structure Mining) and Mining for e-Business, Text Mining, etc.

9. DW and DM Applications

- Business Intelligence, Customer Relationship Management with Case Studies.



Part 10

V.3 BUSINESS MODELING THROUGH SYSTEM DYNAMICS

[3 Credits]

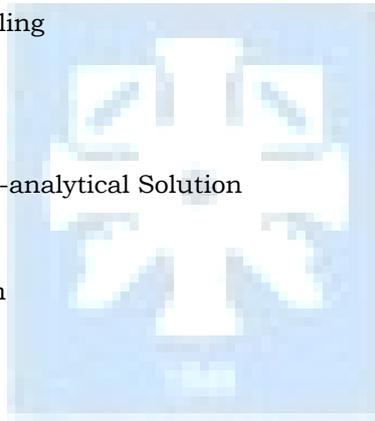
Objectives

This introductory course on Business Modeling Systems Dynamics (BMSD) has been designed to impart skills of model based system enquiry to the students. In this course, the students will have an opportunity to

- Define System Models and to create System Models
- Learn to apply Systems Models to problems
- Learn to recognize opportunities to intervene in and improve systems
- Explain the value of Systems Dynamic approach in business today

Topics

- Introduction
- System Dynamics Paradigm
- System-concepts and Theory
- Elements of System Dynamics Modeling
- Causal Loop Diagramming
- Game- Beer Game
- Behavior of Linear low-order System-analytical Solution
- Learning of a Simulation Tool
- Hands on with a Simulation Problem
- Steps in System Dynamic Modeling
- Steps in Dynamics Modeling
- Building and Simulating System Dynamics Models
- Validation of System Dynamic Models
- Business Case – Revenue Growth for a Restaurant
- Business Case- Software Development Schedule Overrun
- Business Case- Indian Tea Industry
- Business Case – Environmental impact analysis caused due to Industrial Growth
- Business Case – Stock Price Movement
- Challenges for System Dynamics and Discussion.



V.4 CYBER LAW

[3 Credits]

Objectives

At the completion of this course the student will be able to

- Identify the emerging legal issues in a digital networked environment including general issues of jurisdiction and enforcement of rights and liabilities in cyberspace;
- Consider developments in specific areas of law arising in cyberspace including intellectual property, regulation of content /censorship, privacy and electronic commerce;
- Understand and evaluate how these developing concepts affect the flow of information in society and the work of information professionals;
- Identify and analyze recent developments in national and global information policy, the nature of the policy making process and the identities and positions of the various stakeholders;
- Consider the role of the information professions in this policy making process; and
- Identify and evaluate resources and materials treating the Law of Cyberspace and IPR.

Topics

1. UNCITRAL Model Law
2. Introduction To Information Technology Act, 2000
 - Object; Scope; Scheme Of The Act; Relevancy With Other Laws.
3. Jurisdictional Issues
 - Civil Jurisdiction; Cause of Action; Foreign Judgment; Exclusion Clause of Contract; Jurisdiction under IT Act, 2000.
4. Digital Signature: Technical Issues & Legal Issues
 - Digital signature; Digital signature Certificate; Certifying Authorities and liabilities in the event of Digital Signature Compromise; E-Governance in India.
5. Concept of Cyber Crime and the IT Act, 2000
 - Cyber Crimes: Technical Issues; Cyber Crimes : Legal Issues; Cyber Crimes : Legal Issues [Penalty under the IT Act]; Cyber Crimes : Legal Issues [Offences under the IT Act]; Cyber Crimes : Legal Issues [Offences under IPC]; Cyber Crimes & Investigation; Cyber Crimes & Adjudication.
6. Contract in the InfoTech World
 - Status of Electronic Contracts; Click –Wrap And Shrink – Wrap Contract; Contract Formation In The Internet Vis- A –Vis Contract Law.
7. Protection of Cyber Consumers in India
 - Are Cyber Consumers Covered Under The Consumer Protection Act ?; Goods and Services; Defect in Goods and Deficiency in Services; Restrictive and Unfair Trade Practices; Consumer Foras, Jurisdiction And Implications on Cyber Consumers In India.
8. Evidence Law vis-a-vis IT Law
 - Status of Electronic Record as Evidence; Proof and Management of Electronic Records; Relevancy, Admissibility and Probative Value of e-Evidence; Proving of Digital Signature; Proving of Electronic Message
9. European Convention on Cyber Crime
10. Role of Interpol in Cyber Crime

V.5 DATA STRUCTURES

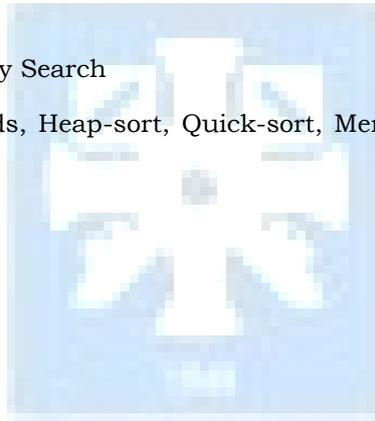
[3 Credits]

Objectives

The course is about structuring and organizing data as fundamental aspect of developing a computer application. The course will cover numerous structures, techniques and algorithms.

Topics

- Fundamentals of Data Structures
- Abstract Data Types
- Complexity of Algorithms
- Array, List Stacks and Queues: Implementation
- Recursion: Recursive Program, Simulating Recursion
- Trees: A VL-Tree, B-Tree
- Graphs: Representation of Graphs, Shortest Path Algorithms, Minimal Spanning Tree Algorithms, Depth-first and Breadth-first Search
- Searching: Sequential Search, Binary Search
- Sorting: Elementary Sorting Methods, Heap-sort, Quick-sort, Merge-sort and their Analysis, Lower Bound on Complexity.



V.6 DBMS WITH ORACLE

[3 Credits]

Objectives

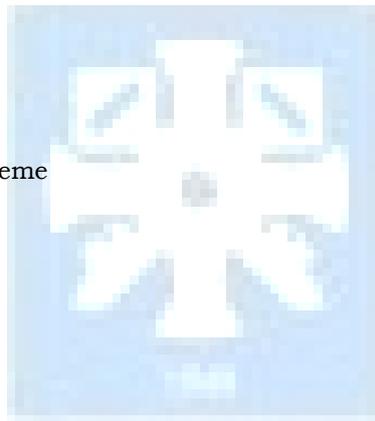
- To familiarize the students with major DBMS concepts
- To emphasize effective ways of building a model of the real world and optimizing it through normalization algorithms
- To acquaint the students with major features of ORACLE as a DBMS software
- To create an understanding of the user-views of the real world and how such views are organized through ORACLE

Because of its dual role as a tool for modelling information systems and a software for maintaining the model of the system, the study of DBMS is now of fundamental importance in the field of computer science and management information system. The course addresses the twin goals of creating an optimal database design and demonstrating the use of ORACLE as the main data manipulation software.

Topics

1. Database Design

- Basic Concepts
- Relational Data Model
- Relational Algebra
- Problems of an Ad-hoc Design
- Functional Dependencies
- Decomposition of a Relation Scheme
- Normalization
- Creating an Optimal Design
- Multi-valued Dependencies
- Fourth Normal Form



2. Database Manipulation

- Introduction to ORACLE
- Creating a Database Schema
- Changing a Database Schema
- Insertion, Deletion, Updation
- Simple Retrieval
- Complex Retrieval
- ORACLE Forms
- Default Forms
- User-designed Forms
- PL – SQL Engine in Forms
- Interacting Forms
- Oracle Project Presentation

V.7 DECISION SUPPORT SYSTEMS

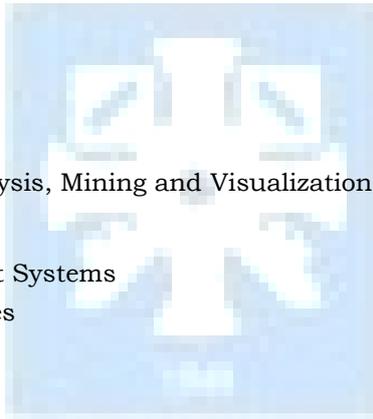
[3 Credits]

Objectives

Every day managers must make countless decisions that affect them, their work groups, and the organization as a whole. Making decisions are often the most difficult part of a manager's responsibilities. This course deals with concepts, methods, and applications of decision modeling to address various business issues. The basic objective of this course is to provide with an understanding of the key technical and managerial issues in the effective development and use of decision support systems in organizations. While highly effective decision support systems using traditional approaches and tools will be discussed, the focus of this course will be advanced techniques and tools to support decision making process.

Topics

1. Managerial Decision Making and Information Systems.
 - Requirement for Decision Support for Decision Making and other Executive Work
 - Human Decision Making Heuristics and Bounded Rationality
 - Types of Decision Support Systems
2. Decision Support Systems
 - Introduction and Overview
 - From Human Decision making to DSS
 - DSS Architecture
 - Decision Modeling and Analysis
 - Decision Support Developments
 - Executive Information Systems
 - Data Warehousing, Access, Analysis, Mining and Visualization
3. Group Decision Support Systems
 - Goals of Group Decision Support Systems
 - Group versus Individual Activities
 - Types of Group DSS
 - Negotiation Support Systems
4. Intelligent Decision Support Systems
 - Knowledge-based Decision Support Systems
 - Knowledge Acquisition and Validation
 - Knowledge Representation
 - Inference Techniques
5. Decision Making Under Uncertainty
 - Introduction and Overview
 - Understanding Risk in Making Decisions
 - Managerial Risk Taking and Organizational Decision Making
 - Modeling Uncertainty
6. Advanced Techniques
 - Neural Network Fundamentals
 - Neural Network Architecture
 - Simple Neural Network Applications
 - Genetic Algorithm
 - Fuzzy Logic
 - Fuzzy Sets in Decision Making
 - Intelligent Software Agents and Creativity
 - System Integration and Future of DSS.



V.8 LEADING DIGITAL:TURNING TECHNOLOGY INTO BUSINESS TRANSFORMATION

[3 Credits]

Course Objectives

This course will provide you with an analytical and technical framework to understand the emerging world of e-Business. e-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from "real" business settings. They also need to acquire a hands-on knowledge of the underlying technological infrastructure in order to have a clear idea of the business and organizational possibilities inherent in these developments. This course will attempt to fill this need.

Course Contents

Session No/Topics

1. Introduction to SMAC Stack, background and current status of e-Biz/e-commerce
2. Leading Digital and digital transformation
3. Enabling Technologies
Case : Shopster .com
4. e-Business Infrastructure
5. e-Business Design , Capacity Planning , Performance Modeling
6. ERP Case : Keda's SAP Implementation
7. e-SCM and Case
8. e-Procurement Models
9. Cases on e-Procurement
10. e-CRM and Case
11. e-Business Strategy into action , Challenges, e-Transition ,Case : TBD
12. Leading Digital and Digital Transformation Project Presentation
13. Leading Digital and Digital Transformation Project Presentation
14. IT and Business Strategy Case , Case : TBD
15. Case : TBD
16. Changing Business Models , Case : TBD
17. Case: TBD
18. Case: TBD
19. Alignment of IT and Business Strategy , Case : TBD
20. Term Paper Presentation

V.9 ENTERPRISE RESOURCE PLANNING

[3 Credits]

Objectives

This Course is intended for

1. Students of Management specialising in Finance, Operations, Marketing and/or IT
2. Practising Managers who have little or no exposure on ERP
3. Practising Managers who are using ERP as an end user

This Course enables students

1. To have a managerial perspective of ERP and its use in various functions of an organisation e.g. finance and accounts, costing, procurement, planning and manufacturing, logistics and supply chain and sales.
2. To take part in ERP driven business process re-engineering and improvement initiatives in their organisation
3. To have basic knowledge to use SAP for executing their regular business functions in areas of sales, operations or accounts
4. To engage with in-house and external ERP consultants and articulate the business requirements and/or issues in a meaningful way
5. To appreciate the basic principles of managing an ERP project

This Course will *not* equip students to become ERP consultants

Session Topics

1. ERP Then and Now – A Manager’s Perspective - I
 1. What defines an ERP – concept of “integration”, “parameterisation” and “standardisation”
 2. Difference between “configuration” and “customisation”
 3. Transformational impact of ERP on business and IT industry
 4. Benefits of ERP
 5. Critical Success Factors of an ERP
2. ERP Then and Now – A Manager’s Perspective – 2
 1. ERP and Organisational Change
 2. ERP Selection
 3. The Disruptive Forces
 4. Future of ERP
3. SAP Fundamentals
 1. Understanding SAP terminology
 2. Modules of SAP
 3. SAP products
 4. SAP and other popular ERP Licensing Policy
4. Designing Enterprise Structure using SAP
5. SAP Fundamentals – Hands On
6. Procurement Process in SAP
7. Procurement Process in SAP – Hands On
8. Sales and Operations Planning (SOP) and Planning Strategy in SAP
9. Materials Requirement Planning (MRP) in SAP
10. SOP, Planning Strategy and MRP in SAP – Hands On
11. Availability Check (ATP), Capacity Planning and Scheduling in SAP
12. Manufacturing Cycle in SAP
13. Manufacturing Cycle in SAP – Hands On
14. Product Costing in SAP
15. Product Costing in SAP – Hands On
16. Sales and Distribution Cycle in SAP
17. Sales and Distribution Cycle in SAP – Hands On
18. Types of ERP Projects, Governance and Delivery Models
19. ERP Project Management
20. ERP Project Cost Estimation

V.10 HUMAN RESOURCE INFORMATION SYSTEM

[3 Credits]

Objectives

A generation ago computers were first introduced into businesses and organizations to automate clerical functions and routine transactions. Today, information technology (IT) is an integral part of any manager's daily life and forms the backbone for every managerial function of the modern organization. Whether it be integrating ERP systems for operational control, improving customer relationship management using data mining, launching a comprehensive web-based human resource management system, or executing financial transaction in electronic markets, modern information systems (IS) are the life blood of the organization – linking all the different functions together in an integrated way and getting information to decision makers at the right time and in the right format.

Information systems have long matured beyond their direct use as a tool for increasing the efficiency of back-office operations. They have been used by long-established companies to change their position in the market, and they have been used by innovators to create new companies in markets, which formerly did not exist. Thus a HR manager of this century should be acquainted with different facets of HRIS.

Course goals are to make the students familiar with the followings:

Understanding HRIS and its Need in an Organization

- Types of HRIS and Requirement of IT Infrastructure
- HRIS in the context of an Enterprise Resource Planning System
- The Process of Acquiring an HRIS
- Implementation Issues
- Future of HRIS

S. No.	Topic	Readings	Case	Learning Goals/Dimensions of Learning Goals	Instructor
1	Introduction to Digital firm, e-Com and e-Business	IT doesn't matter	Stars Air Ambulance: An information system challenge (class discussion)	Communication: Ability to effectively listen, inform, or persuade through appropriate medium, achieving the intended purpose	Prof. Pani
2	New IT infrastructure for Digital firm				Prof. Pani
3	IoT, Introduction to Hadoop.		VINSUN Infra Engineering: ERP on Premise or on Cloud (class discussion)		Prof. Pani
4	Infrastructure for starting an online business		MusicJuice.net: The Challenges of Starting Up a New Internet Venture (class discussion)		Prof. Pani
5	e-Biz Models				Prof. Pani
6	Online Business Idea	Idea Presentation			Prof. Pani

7	Introduction to ERP The critical success factors for ERP implementation		KEDAs SAP implementation(class discussion)	Quest for Excellence	Prof. Pani
Prof R. Sharma – Syllabus – Sessions 8 to 13					
8	Primer on HRIS	CHAPTER 1	TBD	Communication: Ability to effectively listen, inform, or persuade through appropriate medium, achieving the intended purpose	Prof. Sharma
9	HRIS and its relation to ERP & Types of HRIS		TBD		Prof. Sharma
10	Process of acquiring an HRIS	CHAPTER 3	TBD		Prof. Sharma
11	Components of HRIS Infrastructure & Need Analysis	CHAPTER 4	TBD		Prof. Sharma
12	DFD & ERD	CHAPTER 2 & 5	TBD		Prof. Sharma
13	Ethics and Future Trends in HRIS	Deloitte report	TBD		Prof. Sharma
Prof S. Chakraborty – Syllabus – Sessions 14 to 20					
14	Introduction to Spreadsheet Modeling - I	Using MS Excel to Model Simple Business Problems Basic Excel Functions	The Woodworks Company	Visualization of the Problem, Analysis of the information given, narrowing on the solution	Prof. Chakraborty
15	Introduction to Spreadsheet Modeling - II	Modeling an Ill-Structured Problem	Retirement Planning Problem (A)	Visualization of the Problem, Analysis of the information given, narrowing on the solution	Prof. Chakraborty
16 – 17	Some Important Excel Functions - I	VLOOKUP, HLOOKUP, INDEX, MATCH, IF, COUNTIF, TEXT functions, etc.			Prof. Chakraborty
18 – 19	Advanced	Sensitivity Analysis,		Visualization of the Problem, Analysis	Prof.

	Spreadsheet Modeling – I	Tornado Charts		of the information given, narrowing on the solution	Chakraborty
20	Advanced Spreadsheet Functions	Array Formulas			Prof. Chakraborty



V.11 I S STRATEGY

[3 Credits]

Objectives

The objective of this course is to arm the students, from both Business and Technology sides, with the knowledge to create substantial shareholder value by creating a well thought out and clearly articulated IS Strategy i.e. aligning IT capability with business strategy.

This course introduces a business focused and quantitative approach and framework to IS Strategy. It helps you understand:

- The “big picture” of IS Capability – where does IS Strategy fit in?
- IS Strategy – what is it and how is it created?
- How to assess current alignment, identify and prioritize initiatives to achieve alignment and monitor and control value creation?
- How to work collaboratively between business and IT?

Topics

1. Introduction: Forces that Shape Business Strategy, Analyzing the Impact of IT on Strategic Decision Making
 - IT Evolution and its Implications for Business (Business—IT Alignment)
2. IT Productivity Paradox
 - Factors Contributing to the IT Productivity Paradox. Does the Paradox Still Exist? Moving Beyond the Paradox.
3. Building the Networked Economy
 - Value Chain and Value Creation: The Notion of Value and Value Creation is Examined in Relation to Value Chains and Business Processes.
4. Reasons for Success and Failure of IT Projects
5. A Portfolio Approach to IS Development
6. Process Perspective of Valuation: To Mix Process and Variance Approach or not. Is it another Management Buzz Phrase?
 - Advantages of Variance and Process Approaches. Combining Process and Variance Approaches.
7. Valuation of IT Impact – APV Method vis-a vis other Methods
8. Technology Justification Models:
 - The Real Options Approach. Economic Value Added. Statistical Approaches.
9. Managing IT Infrastructure – IT Infrastructure and Strategic Alignment, Strategies for Managing Diverse IT Infrastructures
10. Managing IT Outsourcing: Strategies for Managing Outsourced Operations
11. Challenges and Opportunities in Assessing IT Payoff: Enterprise Resource Planning Systems
12. Strategic impact of IT on Entertainment Industry:
 - Strategic Dissonance, Burgelman and Grove, California Management Review, Winter, 1996.
13. Strategic impact of IT on Financial Services:

V.12 INFORMATION SECURITY AND RISK MANAGEMENT

[3 Credits]

Objectives

Enhancing understanding of the

- Types of risk and types of controls available to counter them
- Cryptology and encryption theory and practice
- Key elements of a Risk Management program
- Technical controls for risks in networks and e-mail
- Legal, moral and ethical concerns in Risk Management

Topics

1. Aspects of Security

- Information Age and Risks
- Vulnerabilities
- Causes and Effects
- Communications Security Criteria
- Requirement Specification
- System Design
- Physical Security
- Organizational Integrity

2. Risk Management

- Grade of Risk
- Level of Threat
- Constraints
- Balancing Risks and Countermeasures
- Standards

3. Encryption Principles

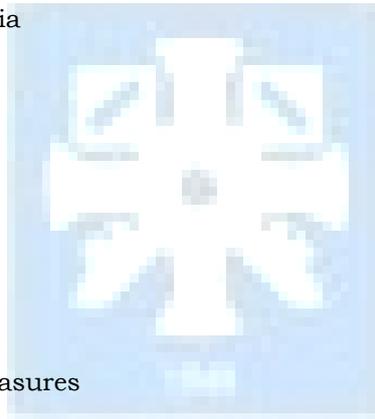
- Theory and Terminology
- Public Key Systems
- Message Authentication
- Underlying Mathematics
- Data Encryption Algorithm
- Public Key Algorithms
- Current Developments

4. Keys and Key management

- Algorithm and Keys
- Types of Keys
 - Secret Key
 - Public Key
 - Hashing
 - Digital Signature
- Key Management
- Digital Signature and One Way Hash Functions

5. Technical Controls

- Access Control
- File Protection



- Virus Protection
- Operating Systems
- Databases and DBMSs
- Security Protocols
- Identification and Authentication
- Network Security
- Email Security
- Intrusion Detection
- Audit Trails and Audit Reduction

6. Application Specific Risks

- Real-Time Control Systems
- Banking and Financial Transactions
- Legal and Contract Data
- Intellectual Property
- Personal Data
- National Security



Part 10

V.13 INTELLECTUAL PROPERTY RIGHTS

[3 Credits]

Objective

Intellectual property refers to the rights which are attached to the creation of the mind and which take the form of a property. Though intangible in nature, intellectual property has become the driving force of many companies today. IBM and Microsoft undoubtedly are the best examples of what a company can achieve through the proper understanding and management of IPR. Thus the study of intellectual property rights is inevitable for managers, considering the fact that India is fast emerging as an economy with considerable investment in cutting-edge research and development. India is also emerging as an economy where foreign companies propose to invest considerably, both technically and financially, provided proper protection is guaranteed to their intangible assets which form the cornerstone of their business.

Topics

1. Introduction to Intellectual Property Rights
 - Concepts of IPR
 - The economics behind development of IPR: Company perspective
 - International protection of IPR
2. Trademark Law and Geographical Indication
 - Concept of trademarks
 - Importance of brands and the generation of “goodwill”
 - Trademark: A marketing tool
 - Trademark registration procedure
 - Infringement of trademarks and Remedies available
 - Assignment and Licensing of Trademarks
 - Trademarks and domain names
 - Concept of Geographical Indication
3. Patent Law
 - Introduction to Patents
 - Procedure for obtaining a Patent
 - Licensing and Assignment of Patents
 - ✓ Software Licensing
 - ✓ General public Licensing
 - ✓ Compulsory Licensing
 - Infringement of Patents
4. Copyrights
 - Concept of Copyright Right
 - Assignment of Copyrights
 - Registration procedure of Copyrights
 - Infringement (piracy) of Copyrights and Remedies
5. Designs
 - Concept of Industrial Designs
 - Registration of Designs
 - Piracy of registered designs and remedies
6. IP Management
 - Concept of IP Management
 - Intellectual Property and Marketing
 - IP asset valuation

V.14 OBJECT-ORIENTED PROGRAMMING

[3 Credits]

Objectives

- Object-Oriented Programming is the most dramatic innovation in software development in the last decade. Because of their inherent complexity, programmes are prone to expensive error. OOP offers a new and powerful way to cope with this complexity.
- The fundamental idea behind object oriented languages is to combine into a single unit both data and the functions that operate on that data. Such a unit is called an object.
- An object's functions typically provide the only way to access its data. The data is hidden, so it is safe from accidental alteration. Data encapsulation and data hiding are key terms in the description of object oriented languages.
- If one wants to modify the data in an object, one knows exactly what functions interact with it: the member functions in the object. No other functions can access the data. This simplifies writing, debugging and maintaining the programme.
- One of the benefits of objects is that they give the programmer convenient way to construct new data types. We can also use conventional operators in diverse ways. This is known as polymorphism.
- LOOP presents new concepts and new tools for implementing them. Some of the key concepts are operator overloading and inheritance. One of the main features of this course will be to develop object oriented databases.
- The course will be taught using Turbo C++.

Topics

- Basics
- Loops and Decisions
- Structures
- Functions
- Objects and Classes
- Arrays
- Polymorphism and Overloading
- Inheritance
- Graphics
- Animation
- Pointers
- Virtual Functions
- Object-Oriented Databases
- Programming of Intelligent Games



V.15 SOFTWARE PROJECT MANAGEMENT

[3 Credits]

Objectives

Unlike traditional manufacturing industry, the software industry is still at its infancy. All management has been mostly self-learnt after repeated problem encounters. It is unlikely that the industry can continue to keep to the track and maintain the pace if remained un-tethered by sound principles of management.

The course stresses the need to use metrics both in the planning of projects and in the managing against those plans, the use of risk management techniques and the role of quality in the development of software. Appropriate application of software engineering requires a managerial approach and that is what software project management is all about.

The objective of this course is to create managers who can apply their managerial talent to the development of software. It is not a course about technology. It discusses some software engineering issues blending them with management questions that arise there in. Since this course is mainly directed towards those who may not have any knowledge or experience in the software industry, it aims to cover basic concepts of software development management and forces discussions of ground realities after. This course should be useful to those who plan to take up careers in the IT industry as well as in the Consulting industry.

Topics

Course Contents

1. Introduction to Software Project Management
2. Review of Software Process Models
3. Software Requirements
4. SRS document preparation-Exercise
5. Understanding IT Architecture : Understanding SOA
6. Software Project Management and Planning
7. Project Scope and Time Management
8. Forming and Managing Team
9. Project Cost Estimation
10. Software Cost Estimation- COCOMO and Function Point
11. Project Risk Management
12. Project Quality Management
13. SEI CMM Model
14. Procurement Management : Contracts and Negotiations
15. Communication Management
16. Human Resource Management
17. Outsourcing and offshoring Information Systems Projects
18. Measuring Project Success and Closing the Project
19. The Road Ahead: Awareness of recent trends in the IT Industry
20. MS Project

VI MARKETING

VI.1 MARKETING MANAGEMENT

[3 Credits]

Objectives

1. To trace theoretical developments in the marketing to understand its evolving “domain” and “perspective”
2. To heighten your awareness of the interaction between business and society as it relates to marketing activities.
3. To expand your understanding of the concepts in marketing in the context of business/non-business organizations.
4. To sharpen your analysis of business strategy and tactics from a marketing person’s perspective.
5. To provide you with a framework for developing marketing strategy and a working understanding of tools and tactics useful in implementing marketing strategy.
6. To harness the managerial skills that could enable each one to analyze the problems faced by marketing companies in real life and suggest implementable recommendations.
7. To appraise the students with various dimensions of emerging knowledge in marketing and its impact on changing relationships between the marketing and society.

Topics

SESSION PLAN

Session

Topics Marketing Overview

1 Introduction: Core Concepts

Reading Defining Marketing for the 21st Century, Chapter 1, Kotler, Keller, Koshy and Jha

What business are you in ?

Marketing myopia

2 Marketing Process

Reading Marketing and Customer Value, Chapter 2, Kotler, Keller, Koshy and Jha

Creating new market space , Marketing success through differentiation

3 Marketing Intelligence – Information, Environment, Market Potential

Case Biopure Corporation

Reading Scanning the Environment, Forecasting Demand and Conducting Marketing Research, Chapter 3,

Kotler, Keller, Koshy and Jha

4 Reading Discussion Marketing strategy; How it fits with business strategy Industry and Competition

5 Case Cola war continues 2006 Buyer Behavior

6 Consumer Buying Behavior Case , CB Exercises (Presentation and discussion)

Reading : Analyzing Consumer markets, Chapter 5, Kotler, Keller, Koshy and Jha

7 Case TiVo

8 Organizational Buying Behavior Case Tinplate Company of India

Reading Analyzing Business Markets, Chapter 6, Kotler, Keller, Koshy and Jha Choosing Customers

9 Segmentation, Targeting & Positioning Discussion of core concepts

10 Case RIN Detergent: To Position or Reposition

Reading Identifying Market Segment and Targets, Chapter 7, Kotler, Keller, Koshy and Jha Rediscovering market segmentations, Positioning your product , Perceptual mapping; a manager’s guide

11 Segmentation, Targeting & Positioning, Case Old Spice: Revitalizing Glacial Falls

Reading Crafting Brand Positioning, Chapter 9, Kotler, Keller, Koshy and Jha Value Creation

12 ,New Product Decisions , Case Clean Edge Razor: Splitting Hairs in Product Positioning

Reading Introducing New Market Offerings Chapter 19, Kotler, Keller, Koshy and Jha Brand Management

13 **Brand Management** , Case Mortein; What Lies Beneath Brand Positioning?

Reading Creating Brand Equity, Chapter 10, Kotler, Keller, Koshy and Jha Brands and branding

14 **Pricing Policy** ,Case Parle-G

Reading Developing Pricing Strategies and Programs, Chapter 13, Kotler, Keller, Koshy and Jha , Value Communication

15 **Integrated Marketing Communication**; Selection of Creative and Comparative Advertisement Discussion Readings

16 **Case** Total Cereal , Value Delivery

17 **FMCG Distribution**; Physical Distribution and Logistics , Case , 3M India

Reading Kotler et al, 2008: Chapter 15 & 16

Vachani, Sushil and N. Craig Smith (2008) "Socially Responsible Distribution: Strategies for Reaching the Bottom of the Pyramid", California Review Management, 50 (2).

18 **Integration of concepts (wrap-up)**

Case : Harley-Davidson India

19-20 **Presentation Final project presentations by the groups**



VI.2 MARKETING DECISIONS FOR HR

[3 Credits]

The main objectives of the course are:

1. How to deploy branding strategies to attract and retain better talent through employer branding.
2. How the Brand can define and inspire right behavioral patterns amongst the employees to earn loyalty of customers
3. To understand the service profit chain concept and role of employees and brand culturalization ways
4. How to build a strong employer Brand
5. Understanding brand leadership and brand ways
6. To understand employee branding for enhancing firm performance
7. How an organization shall be able to move closer to its vision and mission through the committed efforts of its energized employees.
8. Understanding the methods to engage and reward the sales force of any organization

Topics

1. Topic Marketing Concept and Interface between HR and Marketing in an organization

Subtopics: Marketing, Communication, Advertising, Branding, Triad and Pyramid of Mktg, Brand Prism and Pyramid, Knowledge Society and Knowledge Workers

Corporate Strategy and Product Policy: Role of HR

Reading:

1. Selling the Brand Inside , Collin Mitchell, HBR, Jan 2002
2. Topic: Employees and Service Profit Chain

Sub Topics: Quantifying links to profit ,growth, customer loyalty, employee loyalty, productivity, 3Rs,Auditing Service Profit Chain

Reading:

1. Putting the Service-Profit Chain to Work
2. Impact of Technology Quality ???Value, Loyalty Chain, Journal of Academy of Marketing Science , 2000, Parsuraman and Grewal
3. Topic : Employees First and Customers Second

Reading:

1. A Maverick CEO explains How he persuaded employees to leap into future
Vineet Nayar, HBR, 2011
2. Role of Leaders in Internal Marketing
3. Brand Specific Leadership: Turning Employees into Brand Champions
4. Topic : Employee Branding

Readings:

1. The Brand I call Home ? Employee ??? Brand Appropriation at IKEA .
2. Living the Corporate Identity: Case Studies from Creative Industry
3. Employee Contributions to Brand Equity, CMR, Winter, 2014
4. Living the Corporate Rebrand: The Employee Perspective
5. Topic : Inculcating Brand Ways

Readings:

1. Positioning Southwest Airlines through Employee Branding
2. The Role of Internal Communication and Training in Infusing Corporate Values and Brand Promise: Singapore Airlines??? delivering
6. Topic : Employee Based Brand Equity

Readings:

1. Building and Measuring Employee Based Brand Equity
2. Key Determinants of Internal Brand Management Process
3. The Employee Brand: Is Yours An All Star?
7. Topic: Alignment of Employees with Corporate Vision and Brand

Readings:

1. Recruitment and Selection Practices: Person Brand Fit and Soft Skills Gaps
2. How the Dimensions of Corporate Reputation Affect Employment Intentions
3. Taj Hotels: Display of Exceptional Commitment
8. Topic: Advertising and Human Resources Management

Readings:

1. Advertising???'s Internal Audience, Mary Gily and Mary, Journal of Marketing, Vol 62 ,69-88
2. Employees as Internal Audience: How Advertising Affects Employee???'s
Customer Focus Case: At Ford, Turnaround is Job One
9. Topic : Internal Communication and Effectiveness

Readings:

1. Internal Communication at Daimler Chrysler in South Africa
2. Exploring Brand Sabotage in Retail Banking ,JPBM, 2009
3. Informal Corporate Identity Communication Process, Corporate Reputation Review, Vol 13, No.3

10-11. Topic: Employer Branding

Readings:

1. Characteristics of Successful Employer Branding
- 2.. Measuring and Managing Employer Brand Image in the Services Industry
3. Employer Branding, Employer Attractiveness and Social Media

12. Topic : Brand You :Personal Branding

Readings:

- 1.Applying the Principles of Branding to build personal branding, esmt
2. Positioning Person branding in Organisational Fields

Sales management is the management of the personal selling component of a company's marketing program. This function becomes critical because the cost of managing and operating a sales force typically is the largest single operating expense for most firms. While sales generate revenues, these revenues are valuable only if sales expenses incurred in getting the volume are reasonable. The sales management functions include (1) determining the number and qualifications of salesmen required; (2) selecting and adequately training sales personnel; (3) devising salesman compensation schemes and reward structures; (4) determining the most profitable allocation of the firm's sales force in forming sales territories, establishing customer and prospect lists for each salesman, and allocating the salesman's available time among them; and (5) establishing information and communication systems for monitoring a salesman's activities and obtaining feedback from the market for planning and control.

1. Marketing and Selling

Developing a marketing oriented environment is essential in the current competitive world. This session develops an understanding of the buying behaviour and discusses the differences in the goals of Marketing and selling.

2. Identifying the role of the sales force

Some of the functions performed by the sales force could be performed by other marketing functions, such as advertising and the marketing channel. Using the consumer decision process a framework to identify the role of the salesforce.

Case: XYZ Consumer Durables Limited

3. Selling Style

Selling is as much a behavioural transaction as a transaction of a product or a service. Different market and product situations may require a different behavioural approach for completing the sale (selling style). This session develops a framework to identify the situations wherein the different selling styles have to be used. The session also suggests the service orientation that would be effective under different situations.

Case: Incomplete Solutions

4. CRM

Identifies how customer relationship should be managed in the organization. The session would also develop an understanding of how CRM has to be modified to align it with Marketing.

Case: Winters Company Limited

5. Target setting

Identifying and using the right type of evaluation criteria is essential for motivating the salespersons to perform. This chapter develops a framework to identify the appropriate measure for evaluation.

Case: Green Lawn Fertiliser

6. Performance Evaluation

Based on the appropriate targets that could motivate the sales force, the evaluation procedures need to be developed so that the performance of the salesperson could be reviewed.

7. Supervisory Styles

Case: Lightening Electric Products Company

8. Integrating Sales force with Product management

Product management function supports the sales function by developing promotion programmes based on the information obtained from the sales function. However, the acceptance and the implementation of the promotional schemes are not effective, primarily because of the flow of information between the two functions. This session analyses the activities of the two functions and suggests how the two functions have to be integrated.

Case: Komal Food Products Company Ltd



VII ORGANISATIONAL BEHAVIOUR

VII.1 OB - I: INDIVIDUAL AND GROUP BEHAVIOUR IN ORGANISATION

[3 Credits]

By the end of this course you should have a basic understanding and appreciation of the various OB-1 topics. An understanding of the behavior of individuals inside organizations should further enhance your skills in understanding and appreciating individual differences and intra-personal processes for increased effectiveness in organizations.

Session / Topics / Readings / Discussion (Resources)

1. Introduction & Expectations clarification
2. Organizational Behavior: The Context & Course Overview

Hallowell, 2005, *Overloaded Circuits: Why Smart People Underperform* In-Class Individual & Group Exercise NQK Chapter 1*

OB : Challenges for Managers

3. Gender Issues in Organizations
4. Cultural Differences

NQK Chapter 2 [Guest lecture-discussion by Ms Sujitha Karnad, ex-CHRO, TechMahindra] *Values* section from NQK Ch 4 (pp. 86-88)

5. Basic Concepts of Personality
- 6/7. Personality Models & Personality Attributes

NQK Chapter 3 (pp. 50-61); Personality self-assessments Paranjape, 1996, *Some Basic Psychological Concepts from the Intellectual Tradition of India*; Naidu, 1994, *Traditional Indian Personality Concepts and the Unrealised Potential for Paradigm Shift*

8. Perception and Attribution

NQK Chapter 3 (pp. 61-68); Athos & Gabarro, 1972, *The Individual Frame of Reference*

9. Exploration of Social Perceptions

In-Class Experiential Group Exercise

- 10 . Attitudes and Emotions

NQK Chapter 4 (pp. 72-83); Locke, 2009, *Attain Emotional Control by Understanding What Emotions Are*

11. Emotional Regulation

Stein & Book, 2011, *The Airport and the ABCDEs* [from *EQ Edge: Emotional Intelligence & Your Success*]

12. Motivation – Basic Concepts

NQK Chapter 5 & Self-assessments

13. Motivation – Applying the basics

In-Class Experiential Group Exercise

14. Motivation – Beyond the basics

Greenberg, 2009, *Promote Procedural and Interactional Justice to Enhance Individual and Organizational Outcomes*; Nohria, Groysberg & Lee, 2008, *Employee Motivation: A Powerful New Model*

15. Learning and Performance Management

NQK Chapter 6; Durham & Bartol, 2009, *Pay for Performance*

16. Individual Stress and Well Being

NQK Chapter 7

17. Intra – personal communication

Case elaboration; Gabarro, 1983, *Understanding Communications in One-to-One Relationships*

18/19 Student Group Presentations

20. Positive Psychology /OB for Life

To be shared later



VII.2 OB - II: GROUP BEHAVIOR IN ORGANIZATIONS

[3 Credits]

Objectives

Organizational Behavior (OB) is the study of human behavior in an organizational context, which can be analyzed at three levels: individual, group and organization. This course introduces you to the study of Organizational Behavior at the group level. OB is a holistic field of study and these three levels are more a matter of convenience than any real logistic partitioning. Hence, this course can be regarded as a basic building block of understanding group behavior and leadership which should merge and integrate with other OB courses like OB-I done in the previous term and OB-III to be offered next term.

After completing this course, you should have an understanding of human behavior in groups and should have developed knowledge and skills in leadership, power, influence, interpersonal communication in groups and conflict management.

Topics

1 Introduction: Course Overview

2 Interpersonal Needs and Communication

3. Teams in Organizations: Performance and Productivity

Readings: Chapters 1 and 2 of Thompson

4. Team Design

Readings: Chapter 3 Thompson

5 Communication and Collaboration within Teams

Readings: Chapter 6 of Thompson

6 Team Development

Readings: Chapter 5 of Thompson

7 Decision Making in Teams

Readings: Chapter 7 of Thompson

8 Inter-team Relations

Readings: Chapter 12 of Thompson

9 Team Creativity and Innovation

Readings: Chapter 9 of Thompson

10 Virtual and Diverse Teams

Readings: Chapter 13 of Thompson

11. Managerial Traits and Skills

Readings: Leadership Traits and Skills

12. Effective Leadership Behaviors

Readings: Chapter 11 of Thompson

13. Empowerment and Delegation

Readings: Empowering and Delegation ,Educating Managers for Decision Making and Leadership

14 Relationships with Team Members

Case: What A Star What A Jerk ,Case: Bob Knowlton

15 Managing Conflict

Readings: Conflict in Teams (Chapter 8 of Thompson)

16 Power and Influence

Readings: Power and Influence: Achieving Your Objectives in Organizations;Harnessing the Science of Persuasion ; Guidelines for Influence Tactics

17 Networking and Politics

Case: Heidi Roizen ;Case: Thomas Green: Power, Office Politics, and a Career in Crisis

Readings: How to Build Your Network

18 & 19 Leading Change

Readings: (to be announced)

20 Transformational Leadership

Readings: (to be announced)



VII.3 OB - III: ORGANISATIONAL STRUCTURE, DESIGN & CHANGE

[3 Credits]

Objectives

To familiarize the participants with different concepts related to macro level analysis of organizational behaviour

To develop an understanding of the nature, functioning and design of the organizations

To examine the reciprocal relationship between organizational characteristics and managerial behaviour

To help the participants to develop and apply the theoretical and practical insights regarding organizational processes for participating in / initiating efforts to change and adapt organizations to new challenges

ORGANIZATIONAL STRUCTURE AND DESIGN *Session-wise Details of Readings, Project Presentation Details*

	Session No	Topic	Readings Essential Reading (ER) and Optional Reading (OR)
Module 1	Session 1 06.01.16	Introduction & Overview	Introduction to a Symposium on Organizational Design (ER) L&T to be Split into Nine Independent Entities (ER), Sebi Seeks Overhaul of its Own Role & Structure (ER),
	Session 2 07.01.16	Organizations & Organizational Effectiveness	Jones Ch. 1, Organizational Life Cycles and Criteria of Effectiveness (Pages 41 – 53 (ER)
	Session 3 08.01.16	Organization and its Stakeholders	Jones Ch. 2, A Stakeholder's Perspective on HRM (ER), Innovating Shared Value (OR)
	Session 4 13.01.16	Managing in a Changing Global Environment	Jones Ch. 3, Case 2 of book: Paradoxical twins: Acme & Omega Electronics (Presentation by Group I)
	Session 5 14.01.16	Additional Session for Module 1	(Presentation by Group II), Scheduled Quiz 1 on 15.01.16
Module 2	Session 6	Organizational Design: Basic Challenges	Jones Ch. 4, To centralize or not to centralize? (ER), Age of hyper-specialization (OR)
	Session 7	Organizational Design: Incorporating Authority & Control	Jones Ch. 5, Bureaucratization of the Roman Army (ER), Designing High Performance Jobs (ER), Redesigning Knowledge Work (OR), The Flattened Firm (OR) (Presentation by Group III)
	Session 8	Organizational Design: Incorporating Specialization & Coordination	Jones Ch. 6 The Multi Unit Enterprise (OR), Aligning the Organization with the Market (OR), Emergence and evolution of multidimensional organization (OR) Presentation/Discussions on organizational structure of real organizations – Any group
	Session 9	Additional Session for Module 2	Organizational Design: Fashion or Fit? (ER) (Presentation by Group IV) Scheduled Quiz 2 on 29.01.2016
Module 3	Session 10	Organizational Culture	Jones Ch. 7, Informal Networks (ER), Organigrams: Drawing How Companies Really Work (OR)
	Session 11	Organizational Strategy & Structure	Jones Ch. 8, How Strategy Shapes Structure (OR), Restructuring for Global Success (OR), Why Conglomerates Thrive (outside US) (OR) (Presentation by Group V)

	Session 12	Organizational Design & Technology	Jones Ch. 9, Baseball, Football & Basketball: Business Models (ER) , Winning Race with Ever Smarter Machines (OR) (Presentation by Group VI)
	Session 13	Integrating Case (A)	(Case will be provided later: Lead Presenter(s): Any Group Do You Have a Well Designed Organization? (ER)
	Session 14	Midterm Exercises	Newspaper Based Exercise: Identification and Application of Concepts. Scheduled Quiz 3 on 12.02.2016
Module 4	Session 15	Organizational Change	Jones Ch. 10, Blueprint for Cultural Change (ER) , Accelerate (OR) , How CEO of Siemens using a scandal to change (OR)
	Session 16	Organizational Decision Making	Jones Ch. 12, The Decision Driven Organization (OR) (Presentation by Group VII)
	Session 17	Organizational Transformations	Jones Ch. 11, Preparing your organization for growth (OR) , Two routes to resilience (OR)
	Session 18	Innovation, Creativity & Intrapreneurship	Jones Ch.13, The Ambidextrous Organization (ER) , Is Your Company Ready for Open Innovation (OR) , Accelerate (OR) (Presentation by Groups VIII, IX)
	Session 19	Power & Politics in Organizations	Jones Ch. 14, (Presentation by Group X)
	Session 20	Integrating Case (B) 5 Steps to Implement New Organizational Design,	(Case will be provided later), Lead Presenter(s): Any Group Course Recap

VII.4 ASSERTIVENESS TRAINING

[3 Credits]

Objectives

- To stand up for one's own rights without anger, fear or guilt.
- To deal more effectively with employers, employees and people in personal life.
- To gain self-confidence and healthy self-respect while retaining respect for other's rights.

Topics

- Benefits of Assertiveness : Personal Growth Lab
- Concept of Assertiveness: Components of Assertive behaviour
- Measuring Assertiveness
- Assertiveness Goals
- Rational-emotive Assertiveness Training
- Handling Fear
- Handling Anger
- Handling Depression
- Developing Assertive Behaviour Skills
- How to Handle Put-downs
- Assertiveness on the Job
- Assertiveness in Interpersonal Relations
- Assertiveness in Everyday Commercial Situation
- Assertiveness and Others



VII.5 BEHAVIOURAL STRATEGY & DECISION MAKING

[3 Credits]

Course description and objectives:

This course is not about *what* we choose, it is about *how* we choose and how we make better decisions. Wise people make them for themselves, while others follow the public opinion. High achievers make them quickly, while stragglers plod on without ever making them. Less effective managers wait until they are certain before they make them, while effective ones only wait until they have clarity. Some postpone them until they are no longer relevant, while others are willing to make them when they are necessary. From paying for coffee to losing weight; from buying a car to choosing a spouse - our decisions shape our destiny. If we are to be high achievers, effective managers, or leaders, we must understand how to make decisions. And we must understand even better how to avoid the traps that cause intelligent people to make bad decisions.

The purpose of this course is to inform future managers, analysts, consultants, and entrepreneurs, about the psychological processes and biases underlying the decisions. Understanding and improving these decisions, made by themselves and their critical stakeholders such as customers, competitors, and co-workers, will allow them to incorporate such insights to business strategies.

- Topic 1. Introduction to behavioral strategy and decision making
- Topic 2. Behavioral decision making model
- Topic 3. Behavioral strategy and top management failure
- Topic 4. Behavioral strategy and top management failure - Case Analysis
- Topic 5. Fundamental judgment strategy and comparisons
- Topic 6. Fundamental judgment strategy and comparisons – Case Analysis
- Topic 7. Agreement and disagreement in behavioral strategy and decision-making
- Topic 8. Bounded awareness and rationality
- Topic 9. Bounded awareness and rationality – Case Analysis
- Topic 10. Contextual and cultural effects
- Topic 11. Fairness and Rationality
- Topic 12. Fairness and Rationality – Case Analysis
- Topic 13. Heuristics
- Topic 14. Nudge
- Topic 15. Frames
- Topic 16. Inaction and by-standers
- Topic 17. Evaluating consequences: fundamental preferences in behavioral strategy and decision-making
- Topic 18. & 19. Effective decision-making
- Session 20. Group Presentations and Wrap-up

VII.6 BUILDING LEARNING ORGANISATIONS

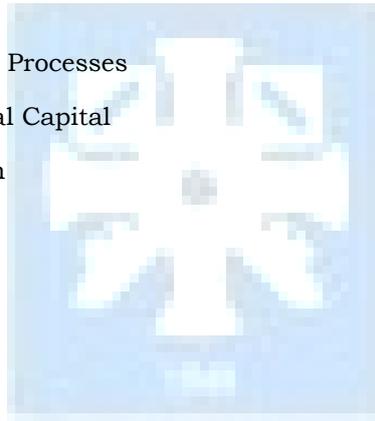
[3 Credits]

Objectives

- To develop a comprehensive framework to understand knowledge as a strategic edge in turbulent environment.
- To gain insight into the organizational learning processes, how they can be fostered and enhanced.
- To appreciate the learning techniques necessary to facilitate building corporate competency and knowledge-base.

Topics

- Emerging Business Realities
- Why Organizations Need to Learn
- Organizational Learning : A Capabilities-Based View
- Learning Tools and Techniques
 - ✓ Systems Thinking
 - ✓ Benchmarking and Process Mapping
- Knowledge-based Competition
- Knowledge-Creation and Acquisition Processes
- Measuring Learning : The Intellectual Capital
- Architecting a Learning Organization



VII.7 CONSULTING TO MANAGEMENT

[3 Credits]

Objectives

The Course aims to

- Provide a full perspective on Management Consulting.
- Develop techniques and skills of a consultant.
- Develop skills of handling a client
- Develop insight into some areas of consulting.

Topics

- Introduction to Management Consulting
- Stages in Consulting
- Gaining Access to a Client
- Preparing a Consulting Proposal
- Contracting Overview and Meeting
- Roles consultants Play
- Entering the Client Firm
- Diagnosis : Several Approaches
- Diagnosis: Defining the Information Need
- Presenting Diagnosis
- Several Data Collection Techniques
- Analyzing Resistance
- Developing Recommendations and Planning Intervention
- Presenting your Analysis and Managing Group Meeting



VII.8 CROSS-CULTURAL MANAGEMENT

[3 Credits]

Objectives

This course will help the participants to:

- Develop a cognitive framework to appreciate the impact of culture on managerial behavior and business processes
- Develop behavioral and cognitive skills to operate in the cultures of key countries
- Apply his/her understanding of cultural nuances to managerial/ leadership effectiveness, interpersonal communication/ negotiations, designing systems and structures, HR practices, etc

Topics

Module 1 : Understanding Culture (Sessions 1-4)

This module will help the students to gain insight into the underlying structures of culture and how these mould our perceptions , attitudes and mental models of reality . The focus of this module is to establish that cross cultural sensitivity requires going deeper than just business etiquettes .

Session -1 Introduction to the Course

Readings :

- | | |
|-----------------------------|--------------------------|
| 1.T Morrison & Wayne Conway | The Color of Money |
| 2 do - | The relativity of Time |
| 3 do - | What's in a Name |
| 4 do - | How's Your Foreign Image |

Session 2-3 A systematic View of Culture

Readings :

- | | |
|----------------------|--|
| 5.--- | Culture as a System |
| 6. Stephen Dahl | Determinants of Culture & Identity |
| 7. Gary M Wederspahn | Proverbs : Windows into Other Cultures |

Session 4-5 Understanding Culture : Key Concepts

Readings :

- | | |
|------------------------------|--|
| 8.Edward T Hall & | Key Concepts : Underlying Structure of Culture |
| 9.-compiled- | High and Low Context Cultures |
| 10.June Cotte & S Ratneshwar | Juggling and Hopping : What does it mean to Work Polychronically |

Module 2 : Frameworks for Mapping the Culture (session 5-8)

The module discusses two comprehensive frameworks which help one to analyse and compare different cultures and derive their implications for management practices

Session 6-7 Dimension of Cultural Differentiation – Geert Hofstede

Readings:

- | | |
|----------------|--|
| 11.-compiled - | Geert Hofstede's Model |
| 12.-compiled- | Geert Hofstede (Tables /Charts etc) |
| 13.-compiled- | Defining the self : Individualism and Collectivism |
| 14.-compiled- | Culture: Power Distance |

Session 8-9 Dimension of Cultural Differentiation – Cluckhohn

Readings:

15. Henry W Lane, Joseph Distefano & Martha Maznevski Mapping the culture : Cultural Orientation Framework

Module 3 : Studies of National Culture (Sessions 10-17)

In this module , we will use the concepts and frameworks discussed in the previous modules to understand the nuances of cultures of different countries .

Specifically , the following countries will be covered :

10 Japan **11.** USA **12.** France **13.** United Kingdom **14.** India **15.** An Islamic Country
16 . Germany **17 .** China

Module 4: Implications for Management Theory & Practice (Sessions 18-20)

Session 18 Adjusting to the New Culture

Readings :

16. William B Heart The intercultural sojourn as the Hero's Journey

Session 19-20 Cultural Differences in Management / Business Practices

Readings :

17. Geert Hofstede Cultural Constraints in Management Theories

18. Ethan Watters We Aren't the World

19. Madhukar Shukla Cross –Cultural Differences in Business Environments

20 . John B Cullen Why Do Nations Differ in HRM ?

21. Zofia Krokosz-Krynke Organizational Structure and Culture : Do Individualism / Collectivism and Power Distance Influence Organizational Structure ?

VII.9 DESIGNING ORGANIZATIONS FOR UNCERTAIN ENVIRONMENT

[3 Credits]

Objectives

This course aims to provide a comprehensive perspective on new emergent organizational forms by discussing them in the perspective of environment, strategy and systems and processes. Specifically, it will help the participants to

- Develop and acquire cognitive framework to understand and analyze the hyper-turbulent business environment.
- Gain insights into strategic models which successful organizations deploy to develop their strategies.
- Learn designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
- Appreciate the HR/People systems and processes required for emergent organizational forms.

Topics

1. Understanding Emerging Environment:
 - Emergence of Vortical/Type-5 Environment
 - Understanding Hyper-turbulence
 - Networks and Business Eco-Systems
 - Role of Information Technology in Shaping Business Environment
 - Understanding Impact of Technological Discontinuities
 - Law of Increasing Returns in Networked, Knowledge-Based Economy
2. Changing Models of Strategy:
 - Strategy-Making under Uncertainty
 - Application of Complexity/Chaos Theory to Strategy
 - Strategy as “Sense-Making”
 - Shaping and Adapting to Networks
3. New Forms of Organization:
 - Organizations as Networks
 - Types of Network Organizations/Clusters : Kingdom and the Republic
 - Self-Organizing Systems
 - Organizational Designs for Change and Innovation
 - Designing Principle for New Forms of Organizations
4. People and Process issues in Emerging Organizational Forms
 - Systems for Team-Based Functioning
 - High Performance Work Systems
 - Managing Empowerment and Accountability
 - Designing Roles and Systems for Flat, Networked Organizations
 - Developing Competencies for New Organizational Forms

VII.10 INDIAN PHILOSOPHY AND LEADERSHIP EXCELLENCE

[3 Credits]

Overview and Course Objectives

Much of the learning acquired by management students in India today is based on theories developed in the western world. Empirical evidence shows that such learning to be fully effective has to be related to the context of Indian culture in which they will be working and interacting with people.

Religion, spirituality and philosophy comprise the innermost core of India and they permeate all aspects of Indian life. It is because of this core remaining intact, that Indian civilization has survived several onslaughts and continues its march forward. An understanding of Indian philosophy will therefore enable you to grasp the essentials of Indian culture and hence to be a more effective manager. Management is after all the art of influencing, and influencing others requires an awareness of their world-view and life-view. The strongest influence is exerted when you transform others by taking them closer to their real roots and by leading them to where they truly belong. That is when you really touch their lives and leave a lasting impact, resulting in leadership par excellence.

This course would also induce in you a certain pride in your heritage. It would help you realize the immense spiritual wealth and philosophical wisdom, including corporate wisdom, to which you are heirs by virtue of being Indians. Increased pride in our unsurpassed heritage will enhance performance in several ways.

We have a very healthy and vigorous leadership tradition developed over a long period of time during which India was a world leader in the truest sense of the term, and insights from this tradition that have survived millennia would be invaluable to us now when once again our country is emerging as an unquestionable world leader.

At this time of never before growth opportunities and the resulting new challenges, new dangers and uncertainties, the world is turning towards India for its timeless insights. If these insights are in such demand across the world, it will certainly be of much greater value to ourselves.

This course will also help you better understand who you really are and what your life goals should truly be. Understanding your true nature will not only enrich your life by making it multi-faceted, more balanced, and less stressful, but will also enhance your personal effectiveness.

Main Topics

- Indian perspectives on self, life, work and the world
- Understanding self and others: The three gunas
- Indian philosophy of motivation, power, influence and effectiveness
- Work/life balance and the four goals of human life
- Indian ethos for the modern executive: swadharma, rinas, karma, sanskaras
- Leadership excellence: Lessons from the Vedas
- The Gita's philosophy of life and work for the modern executive
- Karma yoga, flow and performance excellence
- Self mastery: Mind management, stress management, energy management
- Transformational and authentic leadership: Indian insights
- Rajarshi and other leadership models from India
- Value-based management and spirituality in the workplace: Indian Perspectives
- Shreyas, preyas and the three models of consumption
- The Mahabharata and the 18 habits of highly effective leaders
- Case studies in leadership excellence from Indian literature

Sessions: Details

SESSION 1

- Introduction: why Indian management and leadership thought
- Central texts: Bhagavad Gita Ch XVI, Ch XVII*

SESSION 2

- Indian perspectives on self, life, work and the world

Central texts: Bhagavad Gita Ch II, Kathopanishad

SESSION 3

- Understanding self and others: the three gunas

Central texts: Mahabharata Shanti Parva, Bhagavad Gita Ch XVI

SESSIONS 4 & 5

- Indian philosophy of motivation, power, influence and effectiveness

Central texts: Valmiki Ramayana Ayodhya I, II; Tirukkural [Aram, Porul]

SESSIONS 6 & 7

- Work/life balance and the four purusharthas

Central texts: Mahabharata Shanti Parva, Chanakya's Arthashastra [The Life of a King]

SESSIONS 8 & 9

- Indian ethos for the modern executive: swadharma, rinas, karma, sanskaras,

Central text: The Cultural Heritage of India Vol. I [Part III], Vol. II [Part IV]

SESSION 10

- Leadership excellence lessons from the Vedas

Central texts: The Call of the Vedas, Mahanarayana Upanishad

SESSIONS 11 & 12

- The Gita's philosophy of life and work for the modern executive

Central text: Bhagavad Gita [Commentary by Swami Chinmayananda, Ch II-IV],

SESSION 13

- Karma yoga, flow and performance excellence

Central texts: Bhagavad Gita Ch III, Karma Yoga by Swami Vivekananda, Finding Flow, the Psychology of Everyday Engagement with Life by Mihalyi Csikszentmihalyi

SESSION 14

- Self mastery: Mind management, stress management, energy management

Central texts: The Dhammapada, Raja Yoga by Swami Vivekananda

SESSION 15

- Transformational and authentic leadership: Indian insights

Central texts: Raja Upanishad, Mahabharata [Shanti Parva]

SESSION 16

- Rajarshi and other leadership models from India

Central texts: Raja Upanishad, Sabhakhya Parva {MBh}

SESSION 17

- Value-based management and spirituality in the workplace: Indian Perspectives

Central texts: Dhammapada, Tirukkural [Aram, Porul]

SESSION 18

- Shreyas, preyas and the three models of consumption

Central texts: Katha Upanishad, Chanakya Sutras

SESSION 19

- The Mahabharata and the 18 habits of highly effective leaders

Central text: Mahabharata [Shanti Parva]

SESSION 20

- Case studies in leadership excellence from Indian literature



VII.11 LEADERSHIP, INFLUENCE AND POWER

[3 Credits]

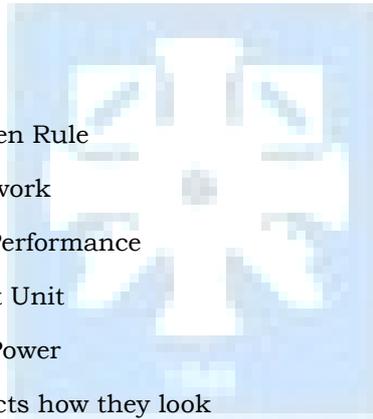
Objectives

This course provides an in-depth look at transformational leadership — the mutually stimulating relationship between leader and follower that raises both of them to higher levels of human conduct and ethical aspiration. It will help, as a leader, to enhance and effectively use power not only in achieving goals, but also in enabling followers to lift themselves into their better selves. The course

- Will give an understanding of how leadership, influence and power are related various facets of organizational life at the individual, group and macro levels.
- Be able to enhance power in organizations, tap different sources of power, and effectively use power to achieve objectives and to help elevate followers to high levels of motivation and morality.
- Will develop the capacity to perceive clearly the various tactics that others use to influence in order to achieve their objectives.

Topics

- Decisions and Implementation
- The Structure of Moral Leadership
- Diagnosing Power and Dependence
- Where does Power come from?
- Resources, Allies, and the New Golden Rule
- Location in the Communication Network
- Formal Authority, Reputation, and Performance
- The Importance of being in the Right Unit
- Individual Attributes as Sources of Power
- Framing: How we look at things affects how they look
- Interpersonal Influence
- Timing is (almost) Everything
- The Politics of Information and Analysis
- Changing the Structure to Consolidate Power
- Symbolic Action: Language, Ceremonies, and Settings
- Even the Mighty Fall: how Power is Lost?
- Managing Political Dynamics Productively
- Toward a General Theory
- Managing with Power



VII.12 MANAGEMENT OF CREATIVITY

[3 Credits]

Objective:

This elective aims to help you to develop:

1. an understanding of creative processes and creative problem solving techniques;
2. managerial\behavioural skills conducive to encouraging creative efforts in self and others; and,
3. an insight into organisational systems and structures which facilitate creativity and innovation.

II. Course Outline:

1. Managing Creativity: An Overview
2. Understanding Creativity
3. Unblocking Creative Potential
4. Creative Process and Person
5. Creativity Techniques (Brainstorming; Lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing, etc.)
6. Creativity in Organisations
7. Selling Creative Ideas
8. Managing Creativity in Organisation
9. Strategies for Innovation



VII.13 MANAGEMENT OF RELATIONSHIPS

[3 Credits]

Objectives

As an application of the psychoanalytic explorations and principles of human relationship, this course aims at

- A deeper understanding of the psychological dynamics of human relationships, as they are applicable to social and professional life; and
- Helping participants establish effective and satisfactory relationships in personal life and managerial practices.

Topics

- Psychoanalysis of Human Relationships: Basic Concepts
- Psychoanalysis of Relationships within the Indian Context
- Applications to the Organizational Relationships:
 - ✓ Oedipus in the Office
 - ✓ Leadership
 - ✓ Subordinacy
 - ✓ Interpersonal Conflicts
- Applications to Family Relations
 - ✓ Partnership
 - ✓ Parenting
 - ✓ Emotional Spillover
 - ✓ Deviant Relations
- Psychoanalysis of Social Life in India
 - ✓ Women in India
 - ✓ Psychoanalysis and the Indian Culture



VII.14 MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

[4.5 Credits]

Objective: The course 'MCD' describes the career orientations of the new careerists and suggests ways to manage them effectively by minimizing the discrepancy between what they want and what the organisation wants. On completion of the course, the students should be able to:

- (1) appreciate the importance of career strategies in a rapidly changing environment.
- (2) develop an awareness of various Career Orientations and strategies of Individual Career Planning as well as appropriate Organizational Career Development Tools.
- (3) appreciate the importance of Competencies, their assessment and their role in Career Development.
- (4) appreciate the ways in which HR Systems could be made Competency Based.

SESSION-WISE TOPICS

1. Introduction and Overview
2. Concept of Competency
- 3-4. Competency Modeling Tools (BEI, RG, and other tools)
5. Designing Situational Exercise
- 6-7. Competency Mapping Tools
- 8-10. Assessment Centre Approach to Competency Mapping
- 11-12. Psychometric approach: Competencies and Emotional Intelligence
13. Situational Judgment Tests for Competency Mapping
14. Mid-Term Exam
15. Competency Based HRM
- 16-17. Theoretical Foundations in Career Development
18. Introduction to Organizational CD Interventions
19. Succession Planning, Fast-Tracking & Dual Ladder
20. Career Transition & Plateauing
21. Mentoring For Employee Development
22. MCC and Job Sculpting
23. Assessment Centre Design
- 24-28 Conducting Assessment Centre
29. Integrating the AC Data
30. Summary and Conclusion

VII.15 MANAGERIAL COUNSELLING

[3 Credits]

Objectives

1. To help the participants understand the basics of counseling processes
2. To enhance the knowledge of the participants with regard to basic processes and techniques involved in different schools of Counseling
3. To help participants develop the essential Skills for counseling:
 - Identification of stages of counseling: feelings & contents
 - Empathy, Listening & Responding & Effective Feedback
 - Understanding one's own abilities and strengths and areas that need improvement while rendering counseling service to other & plan for further development in future through consistent practice.

Topics

This course focuses on understanding what counseling is and the skills that are required to make our counseling practices effective now and in the days to come. More specifically, this course aims at providing a basic understanding of the counseling processes and techniques involved in various approaches like Freudian, Eric Berne's model, Fritz Perls Model, Rogerian Model, Albert Ellis' RET & Richard Bandler & John Grinder's N.L.P and by creating a forum the course attempts to help the participants practise the basic counseling skills.



VII.16 OCCUPATIONAL TESTING

[3 Credits]

Objectives

- To create awareness about different types of psychological tests in vogue.
- To provide a theoretical background for supplementing the understanding of psychological assessment.
- To learn to interpret test profiles and explore patterns in interpretation from several tests.
- To develop a perspective about the intricacies and ethics of use of psychological tests.

Topics

- Theory and Issues in Psychological Testing
- Intelligence Testing- Theoretical Background
- Aptitude Testing - The D.A.T.
- Personality Assessment - Theoretical Background
- Self-Report Inventories- The M.M.P.I.
- Multi-factor Personality Tests- The 16 P.F.
- Typological Tests - The M.B.T.I.
- Projective Techniques - The T.A.T.
- Assessment Centres
- Integration of Profiles



VII.17 Organisational Change and Development

[3 Credit]

Objectives :

By end of the course you will be able to

Develop a framework for understanding planned change and organizational effectiveness Understand the process of organization development

Understand the skills and strategies needed to design and implement effective change

Have insights into your own skills, values, and styles as change agents and leaders

Tentative session plan Session No.	Topic
• 1-2	Introduction to OD, History of OD
• 3	Core values of OD, Foundations of Organisational Change
• The Organization Development Process	
• 4	Consulting Process: Entry and Contracting
• 5-6	Consulting Process: Diagnosing organizations: systems and frames
• 7	Consulting Process: Data gathering and Feedback
• 8	Application of OD
• Designing Interventions	
• 9-10	Individual interventions – Tools for leadership development
• 11-12	Team/Intergroup interventions – Handling departmental conflict
• 13-14	Techno-structural interventions – Work Design
• 15	HRM interventions – Talent management
• 16	Comprehensive OD interventions – GE Workout and other comprehensive interventions
• Dealing with the Soft stuff	
• 17	Assessing organizational culture & attempting cultural change
• 18	Handling Power and Politics
• Industry Experiences	
• 18-19	Practicing change management levers – A simulation
• 20	Review and Recap

VII.18 PERSONAL EFFECTIVENESS AND SELF-LEADERSHIP

[3 Credits]

Objectives

- To identify the course participant's strengths and weaknesses as a person and a member of a group or organization using personality typing.
- To enhance one's own self awareness and to understand others utilizing methods from Neuro-Linguistic Programming (NLP).
- To sensitize students to the emerging perspectives on spiritual foundations of personal effectiveness and leadership.

Topics.

- Understanding your Thinking Process
- Identifying the Filters on your World
- Enriched Communication Through Sensory Specific Language
- Managing your Internal Dialogue
- Perceptual Positions for Assertiveness
- Anchoring a Resourceful State for yourself to Manage Conflicts
- Creating Rapport
- Powerful Persuasion Strategies
- Personality Typing using Enneagram
- Introduction to Briggs-Myers Personality Types
- NLP Test
- Selling with NLP
- Managing with the Power of NLP
 - ✓ Life Planning: Personal Mission and Vision
- Principle Centered Leadership
- Emotional Intelligence
- The Road Less Travelled
- The Seven Habits of Highly Effective People
- Effective Life and Time Management
- Spiritual Foundations of Personal Effectiveness

VII.19 PERSONAL GROWTH LAB

[3 Credits]

Objectives

- To provide a conceptual framework for understanding human behaviour using NLP.
- To identify the student's strengths and weaknesses as a person and a member of a group or organisation using personality typing.
- To explore feelings and behaviour using the TA model so as to discover the inner springs of one's behaviour system.

Topics

- Understanding Thinking Process Using NLP
- NLP Basics
- Enriched Communication Through Sensory Specific Language
- Life Positions
- Ego States
- Transactions
- Games
- Strokes and Stamps
- Time Structuring
- Scripts
- Introduction to Enneagram
- Personality Types According to Enneagram



VII.20 POLITICAL BEHAVIOR & IMPRESSION MANAGEMENT IN ORGANIZATIONS

[3 Credits]

Course Objectives:

Familiarize the participants to:

- The nature and context of political behaviour and impression management
- The strategies and tactics of positive organizational politics
- The impression management techniques
- Forms of dysfunctional politics and methods to overcome it

Session wise outline

Sl No	Module	Session Theme	Readings & Exercises
1	Module 1 Nature & Context (Session 1 - 4)	Introduction to Political Behaviour and Impression Management	<ul style="list-style-type: none"> • Impression Management: Multilevel Review • Power and Politics in Organizational Life • Framework for Effective Use of Organizational Politics <p>Preparation: Comprehend the movie “ Erin Brockovich</p> <p>Experiential Exercise: Understanding Office Politics & Your Tendency to Play Organizational Politics</p>
2		Organizational Context and Ethics	<ul style="list-style-type: none"> • The Ethics of Organizational Politics. • Promote Yourself with Integrity • Ethical Lobbying <p>Experiential Exercise: Impression Management through Story Telling</p>
3	Module 2 Strategies & Tactics of Positive Politics (Session 5 - 16)	Initiatives for Acquiring Power	<ul style="list-style-type: none"> • Power Dynamics in Negotiations • Development and Transfer of Power across Organizational Levels <p>Experiential Exercise: Creating an Impression of Power</p>
4		Upward Relations	<ul style="list-style-type: none"> • The politics of Impression Management in Organizations: Contextual Effects • Managing Your Boss <p>Experiential Exercise: Engaging in Effective Flattery</p>
5	Module 2 Strategies & Tactics of Positive Politics (Session 5 - 16)	Lateral Relations	<ul style="list-style-type: none"> • Political Tactics to Enhance Team Play • Protective Impression Management • Relationship Quality & Relationship Context • Building a Savvy Team <p>Experiential Exercise: High-Quality Exchanges with</p>

			Coworkers
6	Module 3 Managing Dysfunctional Politics (Sessions 17 - 20)	Downward Relations	<ul style="list-style-type: none"> • The Symbiosis of Organizational Politics and Organizational Democracy • The Team Trust/Competence Grid • Antecedents, Processes and Outcomes of Collective Politics in Organizations <p>Experiential Exercise: Effective Downward Relations: Appropriate Mix of Humanistic and Politically Astute Impressions</p>
7		Influence Tactics	<ul style="list-style-type: none"> • Organizational Politics: Building Positive Political Strategies in Turbulent Times • Influence Tactics Used by Subordinates • The Impact of Political Skill on Impression Management Effectiveness • Role of Subordinate Political Skill on Supervisor's Impressions <p>Experiential Exercise: Not Yet Decided</p>
8		Social Networks within Organizations	<ul style="list-style-type: none"> • Social Network Theory • Weaving a Safety Network • Capabilities of the Consummate Net-worker • Competent Jerks, Lovable Fools and the Formation of Social Networks <p>Experiential Exercise: Building Your Network</p>
9		Negative Tactics & Blunders	<ul style="list-style-type: none"> • Negative Political Tactics • Detecting Power Dynamics, Agendas and Unwritten Rules • Rethinking Political Correctness <p>Experiential Exercise: Blunder Recovery and Damage Control</p>
10		Controlling Dysfunctional Politics	<ul style="list-style-type: none"> • Consequences of Disfunctional Impression Management • Forging a High Integrity Politics Culture • The Bigger Picture: A Societal Wake-Up Call <p>Experiential Exercise: Confronting a Backstabber</p> <p>Group Presentations during last one/two sessions</p>

VII.21 STRATEGIC HUMAN RESOURCE MANAGEMENT

[3 Credits]

Course Description & Objectives

The course of SHRM looks at the implementation of organization's strategy and its impact and interface with human resource management practices.

Designed as an intensive case based course, the course offers the participants ample opportunities to engage with real life complex problems.

SESSION PLAN

(Cases can be changed based on requirements)

Note: All readings and cases, unless otherwise indicated, are included in the course package. Articles (or chapter reading) are given along with each case, not as a key to the case, **but to offer certain perspective on the issues in the case**. In no way it is implied that candidates have to confine themselves to reading allocated. Cases may also require reverting back to previous articles / reading additional articles.

Session No.	Case	Topic (s)
1	-	Industry Lifecycle and HR System consequences
2	-	Industry analysis and HR systems consequences
3-4	Brainard, Bennis & Farrel	
5		Value vs. Uniqueness and HR system consequences
6		Theories of the firm and HR system consequence
7		Theories of the firm and HR system consequence
8	CEO compensation at GE	CEO-HRM link
9	A P Moller- Maersk Group: Evaluating Strategic Talent Management Initiatives	Talent Management
10	Morning Star Company	Self-Management
11	Infosys Technologies Limited: The Global Talent Program	Understanding strategy and its implication for HR : a holistic case
12	The Cane Mutiny: Managing a Graying Workforce	do
13	Someland furniture	do
14	Nobody to take over	do
15	Old Hand or New Blood	do
16	Ritz Carlton	do
18-19	ABIT Infosystems	do
	How Netflix Reinvented HR: additional reading	do
	No Excuses Management: additional reading	do
	Xenitis: additional reading	do
20	Course Review	do

VII.22 STRESS MANAGEMENT

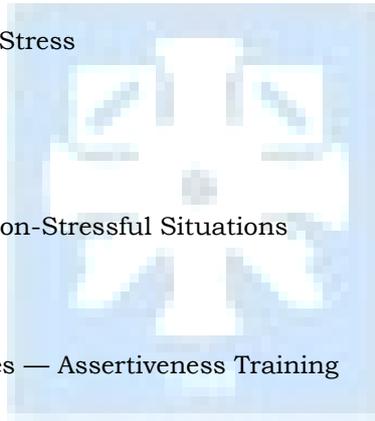
[3 Credits]

Objectives

- To understand the nature of stress, and the relationship between stress and managerial problems.
- To examine the various methods of assessing personal and organisational stress, and indicating ways of coping with stresses.

Topics

- Nature of Stress — Constructs and Problems
- Occupational Stressors
- Role Stress
- Sources of Managerial Stress
- Stress and Thought Processes — Learning
- Stress and Personality - Behavioural and Situational Modifiers
- Stress and Motivation
- Verbal and Non-verbal Indicators of Stress
- Assessment of Stress
- Stress and Management Change
- Stress and Conflict
- Leadership Styles in Stressful and Non-Stressful Situations
- Decision Making under Stress
- Burnout
- Coping with Resources and Processes — Assertiveness Training
- Stress and Social Support
- Group Processes and Changing Values for Understanding and Coping with Stress



VII.23 TRANSACTIONAL ANALYSIS

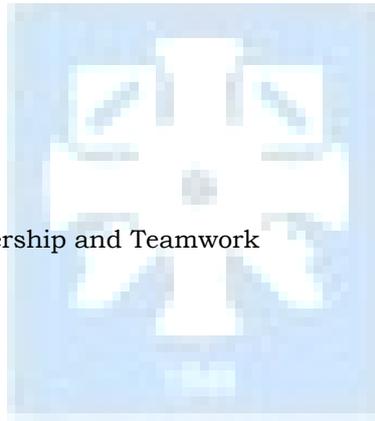
[3 Credits]

Objectives

- To provide a theoretical framework for understanding human behaviour.
- To explore one's own feelings and behaviour using the TA model.
- To understand the application of TA in several areas of people management organizations.

Topics

- TA and Self Awareness
- Concept of Script
- Winners and Losers
- Structural Analysis
- Life Positions
- Transactions
- Games and Strokes
- Life Scripts
- TA Applications in Motivation, Leadership and Teamwork
- TA in Counselling
- Contracting for Change



VII.24 ZEN AND THE EXECUTIVE MIND

[3 Credits]

Overview and Course Objectives

The job of an executive today is more challenging than it has ever been in the past. His pace of work is hectic and unrelenting, and the content of his work is varied and fragmented. Much of his work is reactive rather than proactive in nature, requiring him to react to decisions taken by others and actions initiated by others. The decision making processes are disorderly, characterised more by confusion and emotionality than by rationality and frequently involve hard negotiations, organizational politics and self-serving interests of individuals and groups complicating the process.

While his job involves dealing with his boss and higher executives on one side, it involves dealing with direct and indirect subordinates, peers, lateral superiors and lateral juniors on another side and officials in government agencies, clients, suppliers, colleagues in the same position and important people in the community on yet another. His responsibilities involve supervising, planning, organizing, decision making, monitoring, controlling, representing, coordinating, consulting and administering and he is called upon to play the leader role, the liaison role, the entrepreneur role, the disturbance handler role and the negotiator role, to mention just a few. And he has to do all these under severe constraints of numerous kinds imposed upon him.

The executive today requires a mind that is capable of meeting effectively both the challenges this situation offers and thrive under them. Zen and the Executive Mind is a course designed to enable future executives develop precisely such a mind.

To achieve its aim, the course uses the wisdom, insights and training techniques from Zen, the Japanese tradition that is one of the secrets behind Japan's supremacy in the world. Besides Zen, the course will be using insights from other eastern wisdom traditions like Tao [Chinese], Vajrayana [Tibetan], Sufism and Yoga as well as from modern western mind training programmes. An area of special focus will be insights from contemporary neurobiology, which studies the brain and the way it functions, from the standpoint of the modern executive. The course involves a variety of exercises from different body-mind traditions, both eastern and western with special emphasis on meditation.

Main Topics

1. Leadership Now: The Zen Imperative
2. Understanding Zen And Other Wisdom Traditions
3. Cultivating Intelligence: Sem, Rigpa and Tibetan Psychology
4. Zen Mind, Beginner's Mind: Shoshin And Ordered Flexibility
5. Zen, Shambhala and The Habits Of Highly Effective Executives
6. The Wisdom of Zen: Zen stories for the Corporate World
7. The Psychology Of Flow, the State of Performance Excellence
8. Imagination, Resourcefulness and Creative Problem Solving
9. Visual Thinking, Ambidextrous Thinking and Whole Brain Synchrony
10. Developing Mind Competencies: the Leonardo da Vinci Way
11. Neurobics: The New Science Of Brain Exercise
12. Manasam: Dharanas for Developing Mind Powers
13. Managing Stress: The Zen Way
14. Zen and The Executive Mind

Sessions: Details

SESSION 1

UNDERSTANDING ZEN AND OTHER WISDOM TRADITIONS

Central texts: Zen Mind, Beginner's Mind, The Three Pillars of Zen.

SESSION 2

CULTIVATING INTELLIGENCE: SEM, RIGPA AND TIBETAN PSYCHOLOGY

Central texts: Tibetan Yoga and Secret Doctrines; Tibetan Book of Living and Dying

SESSION 3

ZEN MIND, BEGINNER'S MIND: SHOSHIN AND ORDERED FLEXIBILITY

Central texts: Zen Mind, Beginner's Mind; Zen in the Art of Archery; and Dao De Jing.

SESSIONS 4 & 5

[Including exercises and small group discussions/presentations]

ZEN, SHAMBHALA AND THE HABITS OF HIGHLY EFFECTIVE EXECUTIVES

Central texts: Shambhala: the Sacred Path of the Warrior

SESSION 6

THE WISDOM OF ZEN: ZEN STORIES FOR THE CORPORATE WORLD

Central texts: Zen Flesh, Zen Bones; Zen Koans

SESSION 7

THE PSYCHOLOGY OF FLOW, THE STATE OF PERFORMANCE EXCELLENCE

Central texts: Finding Flow], The Ultimate Athlete.

SESSIONS 8 & 9

[Including exercises]

IMAGINATION, RESOURCEFULNESS AND CREATIVE PROBLEM SOLVING

Central texts: Imagination and The Fourth Eye

SESSIONS 10, 11 & 12

[Including exercises and small group discussions/presentations]

VISUAL THINKING, AMBIDEXTROUS THINKING AND WHOLE BRAIN SYNCHRONY

Super Brain Power, On Knowing: Essays for the Left Hand, The Fourth Eye

SESSIONS 13, 14 & 15

[Including exercises and small group discussions/presentations]

DEVELOPING MIND COMPETENCIES: THE LEONARDO DA VINCI WAY

How to Think Like Leonardo da Vinci.

SESSIONS 16 & 17

[Including exercises]

NEUROBICS: THE NEW SCIENCE OF BRAIN EXERCISE

Central text: Keep Your Brain Alive.

SESSIONS 18 & 19

[Including exercises]

MANASAM: DHARANAS FOR DEVELOPING MIND POWERS

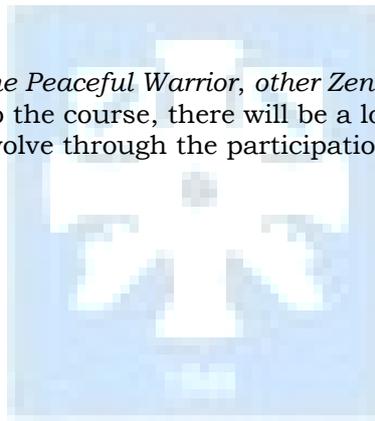
Central texts: Dharana Darshan

SESSION 20

ZEN AND THE EXECUTIVE MIND

Visual Texts: The Karate Kid series, The Peaceful Warrior, other Zen-related movies

[While this is the general framework to the course, there will be a lot of flexibility to the course, which is highly interactive in nature and will evolve through the participation of the students, their pace and their needs.]



VIII PRODUCTION, OPERATIONS & DECISION SCIENCES

VIII.1 PRODUCTION MANAGEMENT

[3 Credits]

To get acquainted with the basic aspects of Production / Operations Management. The course attempts to discuss various important concepts of Operations Management and also to study its interrelationship with other functional areas of management. In the exposition of the topics of the course, the primary focus is given to bring out the decision making element, for instance what type of Production System fits which type of Production Process, how one decides on capacity, location etc., how do design products and services, how to manage projects, how to decide on various operational aspects like, forecasting, inventory, production planning, lean, quality etc.

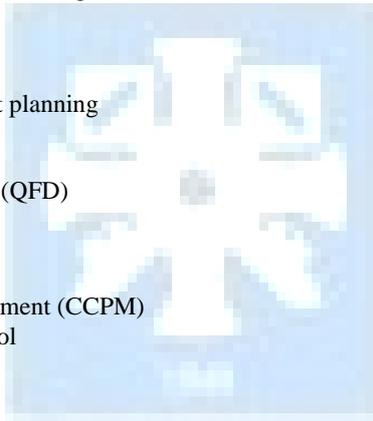
Topics

1. Introduction
 - a. History and Overview of Operations Management
 - b. Types of Production Process.
 - c. Process Analysis

.....Process Analysis (Contd.)
2. Interface with HRM
 - a. Job Design, Job Analysis and Learning Curve
 - b. Work Measurement
3. Strategic Issues
 - a. Capacity Management
 - b. Location Analysis and Layout planning
 - c. Product & Service Design

...Product & Service design (Contd.)

 - a. Quality Function Deployment (QFD)
 - b. Waiting Line Management
4. Project Management
 - a. Theory of Constraints (TOC)
 - b. Critical Chain Project Management (CCPM)
5. Production Planning & Inventory Control
 - a. Forecasting
 - b. Inventory Management
 - c. APP, MPS , MRP , ERP
 - d. Scheduling
 - e. JIT and Lean manufacturing
6. Quality Management
7. Supply Chain Management



VIII.2 QUANTITATIVE TECHNIQUES FOR HUMAN RESOURCE MANAGEMENT

[3 Credits]

Objective

- To provide a basic understanding of the value and use of quantitative methods in solving Human Resource Management problems and decision-making.
- To develop an understanding of a variety of statistical and quantitative techniques applicable specially to Human Resource Management as well as some other areas of Business Management.
- To provide basic computing skills using software, such as Excel or R.
- To provide a probabilistic base for all functional areas of management.

Topics

Part -1

1. Representation and Visualization of data using software
2. Descriptive statistics for Univariate data and Detection of Outliers by Z-Score /Boxplot
3. Descriptive statistics for Bivariate data ; Use of scatterplot and different measures of correlation
4. Elementary concept of Regression
5. Probability and Laws of Probability
6. Random Variables ,expectation and variance
7. Discrete distributions (Geometric , Binomial and Poison)
8. Continuous random variables (Exponential , uniform and Normal Distribution)

Part -2

9. Decision making under uncertainty
10. Concepts of sampling ; Point estimation
11. Parametric Inference : including various testing of Hypothesis and Interval Estimation Problems
12. Analysis of Variance (One way and Two way layout)
13. The Chi -square test of independence
14. Nonparametric Inference
15. Regression Diagnostics

VIII.3 LEADING DIGITAL :TURNING TECHNOLOGY INTO BUSINESS TRANSFORMATION

[3 Credits]

Course Objectives

This course will provide you with an analytical and technical framework to understand the emerging world of e-Business. e-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from "real" business settings. They also need to acquire a hands-on knowledge of the underlying technological infrastructure in order to have a clear idea of the business and organizational possibilities inherent in these developments. This course will attempt to fill this need.

Session No/Topics

1. Introduction to SMAC Stack, background and current status of e-Biz/e-commerce
2. Leading Digital and digital transformation
3. Enabling Technologies
Case : Shopster .com
4. e-Business Infrastructure
5. e-Business Design , Capacity Planning , Performance Modeling
6. ERP Case : Keda's SAP Implementation
7. e-SCM and Case
8. e-Procurement Models
9. Cases on e-Procurement
10. e-CRM and Case
11. e-Business Strategy into action , Challenges, e-Transition ,Case : TBD
12. Leading Digital and Digital Transformation Project Presentation
13. Leading Digital and Digital Transformation Project Presentation
14. IT and Business Strategy Case , Case : TBD
15. Case : TBD

16. Changing Business Models , Case : TBD
17. Case: TBD
18. Case: TBD
19. Alignment of IT and Business Strategy , Case : TBD
20. Term Paper Presentation

VIII.4 ENTERPRISE RESOURCE PLANNING

[3 Credits]

Objectives

This Course is intended for

1. Students of Management specialising in Finance, Operations, Marketing and/or IT
2. Practising Managers who have little or no exposure on ERP
3. Practising Managers who are using ERP as an end user

This Course enables students

1. To have a managerial perspective of ERP and its use in various functions of an organisation e.g. finance and accounts, costing, procurement, planning and manufacturing, logistics and supply chain and sales.
 2. To take part in ERP driven business process re-engineering and improvement initiatives in their organisation
 3. To have basic knowledge to use SAP for executing their regular business functions in areas of sales, operations or accounts
 4. To engage with in-house and external ERP consultants and articulate the business requirements and/or issues in a meaningful way
 5. To appreciate the basic principles of managing an ERP project
- This Course will *not* equip students to become ERP consultants

Session Topics

1. ERP Then and Now – A Manager’s Perspective - I
 1. What defines an ERP – concept of “integration”, “parameterisation” and “standardisation”
 2. Difference between “configuration” and “customisation”
 3. Transformational impact of ERP on business and IT industry
 4. Benefits of ERP
 5. Critical Success Factors of an ERP
2. ERP Then and Now – A Manager’s Perspective – 2
 1. ERP and Organisational Change
 2. ERP Selection
 3. The Disruptive Forces
 4. Future of ERP
3. SAP Fundamentals
 1. Understanding SAP terminology
 2. Modules of SAP
 3. SAP products
 4. SAP and other popular ERP Licensing Policy
4. Designing Enterprise Structure using SAP
5. SAP Fundamentals – Hands On
6. Procurement Process in SAP
7. Procurement Process in SAP – Hands On
8. Sales and Operations Planning (SOP) and Planning Strategy in SAP
9. Materials Requirement Planning (MRP) in SAP
10. SOP, Planning Strategy and MRP in SAP – Hands On
11. Availability Check (ATP), Capacity Planning and Scheduling in SAP
12. Manufacturing Cycle in SAP
13. Manufacturing Cycle in SAP – Hands On
14. Product Costing in SAP
15. Product Costing in SAP – Hands On
16. Sales and Distribution Cycle in SAP
17. Sales and Distribution Cycle in SAP – Hands On
18. Types of ERP Projects, Governance and Delivery Models
19. ERP Project Management
20. ERP Project Cost Estimation

VIII.5 OPERATIONS RESEARCH FOR HRM

[3 Credits]

Objectives

Operations Research modeling is the crux of scientific approach in management decision -making. It involves a set of quantitative tools used by the managers to take decisions and formulate their business strategies. The basic objective of this course is to provide an understanding of the important techniques used for modeling in decision making in the area of human resource management, be it manpower planning, forecasting, benchmarking or even performance measurement. A certain level of mathematical and hands-on expertise will be required to ensure understanding of the tools in operations research and its application. While these quantitative tools will be used to develop the understanding and modeling of the complex business situations, the course will aim at developing the decision-making ability necessary for human resource management. *All the techniques will be explained through real life case studies.*

Topics

Introduction

Linear Programming : Mathematical Formulation

Linear Programming : An Algebra Approach

Linear Programming – The graphical Solution

Linear Programing – The Simplex Method

Linear Programing – Problem Solving

Duality and Sensitivity Analysis

Assignment Problem

Markov Analysis

Queuing Models

Multi-objective decision making (MODM)

Goal Programming

Interactive and Non –Interactive methods in MODM

Multi-attribute decision making (MADM)

Analytic Hierarchical Process

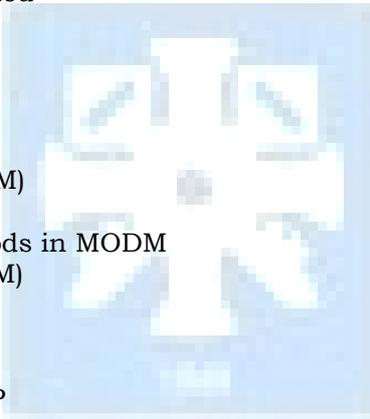
TOPSIS

Measuring efficiency through DEA

Measuring effectiveness through MOLP

Case Discussion

Case Discussion



VIII.6 TOTAL QUALITY MANAGEMENT

[3 Credits]

Objectives

This course is focused on customer oriented Total Quality Management philosophy; through Planning, Control and Implementation of various quality management concepts. Part of this course also covers topics under Six Sigma Black Belt certification program. The deliverables in this course can be broken down into following main areas/topics:

1. Various quality control tools and their uses
2. Six Sigma DMAIC and Value Stream Mapping (VSM) concepts and implementation steps, including quality inspection and Design of Experiments (DOE)
3. The concepts behind Statistical Process Control (SPC) techniques, solving SPC problems using MS Minitab® /R/ Excel® and analysis of the results
4. Application of quality concepts in Service sector and Supply chain

Topics

1. History and basics of TQM, Quality culture, Organizational issues in TQM implementation
2. Foundations and Principles of Six Sigma DMAIC methodology, Six Sigma implementation
3. Seven QC tools, Seven New Quality Tools, ISO 9000, Cost of Quality, FMEA, Benchmarking
4. Lean Six Sigma, Value Stream Mapping (VSM)
5. Statistical Quality Control (SPC), Application of SPC using MS Excel®, Minitab® and R
6. Quality Inspections, Measurement System Analysis (Gage Bias and Linearity, Gage R&R, Gage Attribute study)
7. Design of Experiments (ANOVA, Taguchi Methods and S/N Ratio)
8. Quality control in IT, Service Sector and Supply Chain, Quality Audit Process

IX STRATEGIC MANAGEMENT

IX.1 INTRODUCTION TO SUSTAINABLE DEVELOPMENT AND CORPORATE SUSTAINABILITY

[2 Credits]

This course is designed to sensitize and equip students with skills to navigate the interface between business and sustainable development. At the end of the course, the participants will be able to:-

- develop an understanding of the emerging national/global sustainable development trends and their relevance to business management
- develop stakeholder sensitivity to be able to drive management decisions to create shared value for inter and intra generational equity
- develop a familiarity with the various tools and frameworks that enable integration of sustainable development concerns into business decision making

SESSION PLAN

I. Overview of sustainability

1. What is sustainability: Economic perspective

- Readings
 - i. Historical, practical and theoretical perspectives on green management
 - ii. Tradeoffs in corporate sustainability, you can't have your cake and eat it
 - iii. Case: <https://www.youtube.com/watch?v=T6X2uwlQGQM>

2. Problems in achieving sustainability: systems perspective

- Reading: Corporate social responsibility does not avert tragedy of the commons: case study- Coca- Cola India
- Case: Sustainability challenges in the Shrimp industry- A

3. Business case for sustainability: strategic perspective

- Readings:
 - i. Shifting paradigms in corporate environmentalism: from poachers to game keepers
 - ii. Roadmap to natural capitalism
 - iii. Conceptualizing a sustainability business model
- Case: Clarke: Transformation for environmental sustainability

4. Stakeholders interests and incentives: stakeholder perspective- I

- Readings:
 - i. Sustainability: how stakeholder perspectives differ from corporate reality
 - ii. Stakeholders and sustainability: an emerging theory
 - iii. Toward a theory of stakeholder identification and salience
- Case: Balancing Stakeholder interests and corporate values: A Cummins strategic decision

5. Multistakeholder partnerships- Stakeholder perspective - II

- Reading:
 - i. The Ruggie framework: polycentric regulation and implications for CSR
 - ii. Ruggie framework guiding principles
- Case: Wilmar International Ltd.- Managing multiple stakeholders in a global palm oil agribusiness group

II. Sustainability: Functional perspectives

6. Markets for sustainable products: New product development perspective

- Reading:
 - i. Creating shared value- how to reinvent capitalism and unleash a wave of innovation and growth
 - ii. Sustainable product design- just the facts
- Case: Ecomotors International

7. Brand and marketing perspective

- Reading: Exploring the links between international business and poverty reduction
- Case: Fiji water and corporate social responsibility- green makeover or “greenwashing”?

8. Sustainability measurement and reporting

- *Reading:*
 - i. *Global reporting initiative- G4 sustainability reporting guidelines*
 - ii. *How to read a corporate social responsibility report: a users' guide*
- *Case: UPS and corporate sustainability: proactively managing risk*

9. Reducing waste: Operations perspective- I

- *Reading: Muda, service and flow*
- *Case: Six sigma implementation at Maple Leaf foods*

10. Integrating sustainability into business decisions- Operations perspective- II

- *Reading:*
 - i. *Integrating human rights into environmental, social and health impact assessments*
 - ii. *ISO 26000 and the international integrated reporting framework*
- *Case: New Balance: an integrated CSR strategy*

III. Key topics in sustainability: Business Implications

11. Climate change

- *Readings: Business responses to climate change: identifying emergent strategies*
- *Case: Adapting to climate change: the case of suncor energy and the Alberta oil sands*

12. Urban Context and solutions

- *Case: Delhi Mumbai Industrial Corridor: India's road to prosperity*

13. Biodiversity and Ecosystem services

- *Case: The convention on biological diversity: engaging the private sector*



IX.2 STRATEGIC MANAGEMENT

[3 Credits]

Course Objectives:

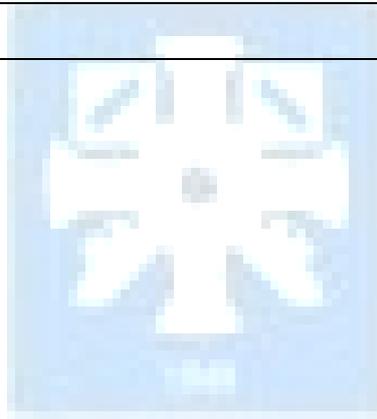
Strategic Management is a capstone course which seeks to integrate the skills and knowledge you have acquired in your previous course works (of various functional areas of management) and to develop a general management and leadership perspective, i.e. the capability to view the firm in its totality in the context of its environment. We shall study the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists, organization builders, and change agents.

While the course will deal with important analytical approaches and theoretical perspectives, the principal focus of the course is to understand the nuances of strategic decisions, strategy making, and implementation under given context. In addition to fine-tuning the cross-functional and holistic thinking of the participants, the course seeks to embed in the participant the ability to recognize the trade-offs under conditions of incomplete and imperfect information, and their implications on strategy. The topics covered include issues, concepts, and theories related to formulation of strategies at business, corporate, national and global levels in different industry/business environments and contexts as well as issues related to implementation of strategies.

Session	Topic	Study Material
1	Introduction & Overview	<p>Caselet:</p> <ul style="list-style-type: none"> • To be distributed in the class <p>Core Readings:</p> <ul style="list-style-type: none"> • Hambrick, D. C., & Fredrickson, J. W. (2001). <u>Are you sure you have a strategy?</u>, AME, 15(4), 48-59. • Mintzberg, H. (1987), <u>The Strategy Concept I: Five Ps for Strategy</u>, CMR 30(1): 11-24 <p>Supplementary Readings:</p> <ul style="list-style-type: none"> • Porter, M.E. (1996), <u>What is strategy?</u> HBR, Nov-Dec: 61-78
2	Basic Strategy Frameworks & Industry Analysis	<p>Core Readings:</p> <ul style="list-style-type: none"> • Porter, M.E. (1975), <u>Notes on Structural Analysis of Industries</u>, HBP • Chapter 3 “The competitive environment”, from the prescribed textbook
3	Industry & Competition	<p>Case:</p> <ul style="list-style-type: none"> • Cola Wars Continue: Coke and Pepsi in 2010 <p>Core Readings:</p> <ul style="list-style-type: none"> • Collis, D. J. and C. A. Montgomery (1995), <u>Competing on resources</u>, HBR, 73(4): 118-128 • Chapter 4 “The internal environment: Value creating activities”, from the prescribed textbook
4	Competitive Rivalry	<p>Case:</p> <ul style="list-style-type: none"> • Brighter smiles for the masses: Colgate vs P&G <p>Core Readings:</p> <ul style="list-style-type: none"> • Stalk G., Lachenauer R., (2004) <u>Hardball: Five killer strategies for trouncing the competition</u>, HBR
5	RBV, Core Competency, Value Chain Analysis	<p>Core Readings:</p> <ul style="list-style-type: none"> • Ghemawat, P. and J. Rivkin (2006), <u>Creating competitive advantage</u>, HBS Note: 9-798 • Prahalad C. K and. Hamel, G. (1990), <u>The core competence of the corporation</u>, HBR 68(3): 79-91 • Hagel J., Singer M., (1999), <u>Unbundling the corporation</u>, HBR

Session	Topic	Study Material
6	Growth Strategy: Product – Market Decisions	<p>Case:</p> <ul style="list-style-type: none"> Nucor at Crossroads OR Wadeshwar: Strategies for growth <p>Core Readings:</p> <ul style="list-style-type: none"> Chapter 7 “<u>Business level strategy</u>”, from the prescribed textbook
7	Introduction to Corporate Strategy & Portfolio Analysis	<p>Core Readings:</p> <ul style="list-style-type: none"> Chapter 8.6 “<u>Portfolio Analysis</u>” from the prescribed textbook <u>Corporate Strategy: A Manager’s guide</u>, HBR Short note
8	Growth Strategy: Diversification	<p>Case: Newell Co.: Corporate Strategy</p> <p>Core Reading:</p> <ol style="list-style-type: none"> Collis, D. J. & Montgomery, C. A., (1998), <u>Creating Corporate Advantage</u>. HBR, 76(3): 70-83.
9	Growth Strategy: Mergers and Acquisitions	<p>Case: Hewlett - Packard – Compaq: The Merger Decision</p> <p>Core Readings:</p> <ol style="list-style-type: none"> Anslinger, P. L. & Copeland T. E., (1996), <u>Growth through Acquisitions: A Fresh Look</u>, HBR, 74(1): 126-135. Chapter 8 “<u>Corporate level strategy (specifically the section on M&A)</u>”, from the prescribed textbook
10	Recap and Mid-course review	Recap and Mid-course review
11	Joint Ventures and Alliances	<p>Case: Xerox and Fuji Xerox</p> <p>Core Reading:</p> <ol style="list-style-type: none"> Dyer, J. H., Kale, P., & Singh, H., (2004), <u>When to Ally and When to Acquire</u>, HBR, 82(7): 108-115.
12	Internationalization	<p>Case: House of TATA: Acquiring a global footprint</p> <p>Core Readings:</p> <ol style="list-style-type: none"> Ramachandran, J., Manikandan, K.S., & Pant, A., (2013), <u>Why Conglomerates Thrive (Outside US)</u>, HBR, AOL Copy Chapter 9 “<u>International strategy and globalization</u>”, from the prescribed textbook
13	Resource Allocation. Organizational Design & Control	<p>Core Readings:</p> <ol style="list-style-type: none"> Capron, L. & Mitchell, W., 2010. <u>Finding the right path</u>. HBR, 88(7/8): 102-107. Bower, J. L., & Gilbert, C. G. 2007. <u>How managers’ everyday decisions create or destroy your company’s strategy</u>. HBR, 85(2): 72-79.
14	Strategy in Emerging Market context	<p>Case: Big Bazar</p> <p>Core Readings:</p> <ol style="list-style-type: none"> Khanna, T. & Palepu, K. G., (2006), <u>Emerging Giants: Building World-Class Companies in Developing Countries</u>, HBR, 84(10): 60-69.
15	Tools for Strategy Implementation	<p>Core Readings:</p> <ol style="list-style-type: none"> Kaplan, R.S., & Norton, D.P., (2007), <u>Using the balanced scorecard as a strategic management system</u>, HBR, 85 (7/8): 150-161.

Session	Topic	Study Material
		2. Kaplan, R.S., (2005), <u>How the Balanced Scorecard complements the McKinsey 7-S model</u> , Strategy & Leadership 33(3): 41-46.
16	Corporate Process: Knowledge Management	<p>Case: McKinsey & Company: Managing Knowledge and Learning</p> <p>Core Readings:</p> <ol style="list-style-type: none"> 1. Nonaka, I., (2007), <u>Knowledge creating company</u>. HBR, 85 (7/8), 162-171.
17	Strategy and Leadership	<p>Case: GE's Two – Decade Transformation: Jack Welch's Leadership</p> <p>Core Readings:</p> <ol style="list-style-type: none"> 1. Montgomery, C.A., 2008, <u>Putting leadership back into strategy</u>; HBR 86(1); 54-60. 2. Chapter 11 "<u>Strategic leaderships</u>", from the prescribed textbook
18 & 19	Project Presentations	Project Presentations
20	Course Wrap-up	



IX.3 ADVANCED ENVIRONMENTAL MANAGEMENT AND GREEN MARKETING

[3 Credits]

Objectives

Concepts related to “sustainability”, the “triple bottom line”, and “sustainable development” have increasingly entered the MBA curricula over the last ten years. Students have been challenged to understand appropriate business responses to environmental problems as well as strategic opportunities in the areas of air and water pollution, energy supply, land degradation and global warming. Global warming is an especially important topic this December, while a new global protocol is being debated in Copenhagen.

This course is being proposed in order to provide students with a greater depth of knowledge and exposure in these areas. Particular emphasis will therefore be given to business responses and actions with regard to global warming, the triple bottom line, sustainable development, and “green” marketing and corporate strategies.

While it is assumed that most students who take the course will already have a familiarity with the basic concepts, an introductory lecture and readings will also be made available for those who have had little or no exposure to the field of sustainability.

This course will be conducted almost entirely through case analysis, group and individual written and oral presentations, role plays, etc.

The cases to be used will include the following. All but two are available through Ivey Publishing.

Topics

- THE TRIPLE BOTTOM LINE

Goedehoop – The complexities of cost-benefit analysis in triple bottom line reporting. 9B08M67

Competing for Development: Fuel Efficient Stoves for Darfur – (A,B1-6,C) – Managing sustainable development interventions – the tradeoffs between balancing economic, environmental, and social value creation. 9B08M061, 062 A-D, 063.

Google’s Way – The challenges of simultaneously meeting financial and social goals.

RBC Financial Group – The Equator Principles. Consideration of environmental management issues as part of the bank’s business strategy in an environmental setting. 9B06M55

Broad Air Conditioning – A discussion of ways to harmonize the relationship between benefitting the company and protecting the environment, especially in developing countries like China. 9B04M034

Wal-Mart – A description of the extensive global efforts to implement all aspects of the triple bottom line. HBS case.

- SUSTAINABLE DEVELOPMENT

City Water Tanzania – Illustrates the challenges of the role of private sector initiatives in reaching the 10th target in the UN Millennium Goals – “to cut in half, by 2015, the proportion of people without sustainable access to drinking water and basic sanitation – 8B07M025, -026, -027A, -027B, -028

Honey Care Africa – (A, B, C) –An innovative business model of sustainable value creation: a partnership between the development sector, the private sector, and rural communities. 9B07 M022, -023, -024

- MARKETING AND BUSINESS STRATEGY

Monsanto – The transformation of a commodity chemicals business to a Life-Sciences biotechnology company. HBS case

FIJI Water and CSR – Why contemporary marketers have to embrace Corporate Social Responsibility in order to make marketing strategies sustainable. 9B09A08

Carrefour China – Building a Greener Store. Considers environmental management issues as part of a company’s operating strategy in an international setting. 9B08M048

Terracycle – A first mover in the all-natural fertilizer industry. 9B07B008

Mearl Oil – A,B,C – The challenge of development and implementation of global environmental standards and achieving global integration and local responsiveness simultaneously. 9B05M018, -019, -020

BP and Corporate Greenwash – Examines the difficulties and the ethics of corporate green business communication. 9B05M018, -019, -020

Monsanto and the Global Water Treatment Industry – Examines the attractiveness of the industry via industry analysis techniques

Trojan Technologies – The decision on whether to introduce ultraviolet water disinfection systems into China. 9A99M028

Nano Tata-logy – the introduction of the Nano and its integration of sustainability principles. 9B08M074

The Tata Way – Evolving and Executing Sustainable Business Strategies. Reprint-9B08TB11

General Electric – EcoImagination strategy – readings

- ENERGY AND GLOBAL WARMING

Global warming films and readings

Indian Oil Corp – The integration of environmental management in operations together with capacity planning, quality and continuous improvement – the tradeoffs in strategies that must cover multiple environmental problems simultaneously 9B03D012

Global Warming and the Kyoto protocol – Implications for business as it prepares to respond to environmental problems and the proposed regulations to address these problems. 9B01M071

Hydro: From Utsira to Future Energy Solutions – the challenges of commercializing new technologies related to sustainable development. 9B06M44

IX.4 APPLIED QUANTUM INNOVATIONS

[3 Credits]

Objectives

- Understanding the basics of innovation.
- Learning and internalizing frameworks, methodologies, tools and skills required for driving and leveraging innovation.
- Applying the leanings to a live project (business challenge).
- Generating breakthrough propositions for the business challenge.

Topics

- Introduction to concepts of Orbit-shifting Innovation
- Internalizing the basic capabilities required for innovation
- Brief by the Challenge Owner : Live Project
- Insight Expedition : Market visits, insight dialogues
- Painting the Landscape
- Identifying Innovation Sensitive Areas (ISA)
- Alignment of ISAs with the challenge owner
- Generating Breakthrough Propositions using idea generation techniques
- Deep Dive Expedition
- Insight Dialogues
- Lateral Conversations
- Breakthrough Proposition Synthesis
- Insight Dialogue with a domain expert
- Presentation of Raw Propositions to Challenge Owner
- Recommended plan for B-Proto (Best Conditions Prototype)

IX.5 BALANCED SCORE CARD

[3 Credits]

Objectives

- To familiarize students with the need to evolve a more thorough and meaningful picture of business with multiple perspectives and taking long term strategic view.
- To impart knowledge about the background and development that led to the evolution of BSC and its strategic priority.
- To share exclusive corporate experience and provide practical inputs from Indian and global perspective.
- To enable students to develop a holistic performance measurement.
- To acquaint them with the methodology, process and techniques of creating a Balanced Score Card.
- To take them through cases from different industries across the world with special reference to Asia-Pacific.

Topics

- Introductory Concepts, Definitions, Developments
- Performance Measurement Systems – Fundamental Issues – An overview – Need for Holistic and Strategic Approach
- Factors that lead to conceiving idea of BSC – what is BSC and its components?
- BSC Model evolved by Kaplan and Norton – Research work done by them and conclusions
- BSC – Alternative Models
- BSC – Stages of Evolution – Communication System, Measurement Systems, Strategic Management System
- Making Score Card Actionable – Process, Methodology and Techniques.
- Industry Analysis – Internal and Market Position – Identify Initiatives and Action.
- Developing Strategic Theme – Linking Strategy and Exclusion Planning – Aligning Strategy with Action.
- Evolving Measure – Cause-and-Effect Relationship.
- Sharing Hands-on Experiences – Cement, Fertilizer and Software – Indian context.
- BSC – In Asia Pacific – Cases and examples – Analysis, how scorecard is developing in Asia?

IX.6 BEHAVIORAL STRATEGY & DECISION MAKING

[3 Credits]

Course description and objectives:

This course is not about *what* we choose, it is about *how* we choose and how we make better decisions. Wise people make them for themselves, while others follow the public opinion. High achievers make them quickly, while stragglers plod on without ever making them. Less effective managers wait until they are certain before they make them, while effective ones only wait until they have clarity. Some postpone them until they are no longer relevant, while others are willing to make them when they are necessary. From paying for coffee to losing weight; from buying a car to choosing a spouse - our decisions shape our destiny. If we are to be high achievers, effective managers, or leaders, we must understand how to make decisions. And we must understand even better how to avoid the traps that cause intelligent people to make bad decisions.

The purpose of this course is to inform future managers, analysts, consultants, and entrepreneurs, about the psychological processes and biases underlying the decisions. Understanding and improving these decisions, made by themselves and their critical stakeholders such as customers, competitors, and co-workers, will allow them to incorporate such insights to business strategies.

- Topic 1. Introduction to behavioral strategy and decision making
- Topic 2. Behavioral decision making model
- Topic 3. Behavioral strategy and top management failure
- Topic 4. Behavioral strategy and top management failure - Case Analysis
- Topic 5. Fundamental judgment strategy and comparisons
- Topic 6. Fundamental judgment strategy and comparisons – Case Analysis
- Topic 7. Agreement and disagreement in behavioral strategy and decision-making
- Topic 8. Bounded awareness and rationality
- Topic 9. Bounded awareness and rationality – Case Analysis
- Topic 10. Contextual and cultural effects
- Topic 11. Fairness and Rationality
- Topic 12. Fairness and Rationality – Case Analysis
- Topic 13. Heuristics
- Topic 14. Nudge
- Topic 15. Frames
- Topic 16. Inaction and by-standers
- Topic 17. Evaluating consequences: fundamental preferences in behavioral strategy and decision-making
- Topic 18. & 19. Effective decision-making
- Session 21. Group Presentations and Wrap-up

IX.7 BUILDING LEARNING ORGANISATIONS

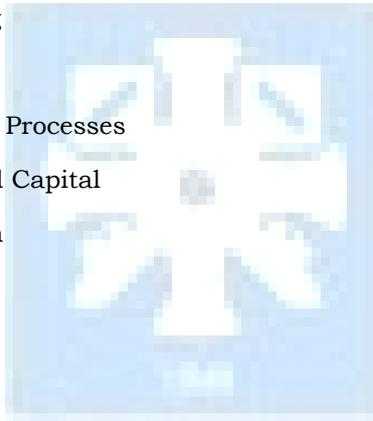
[3 Credits]

Objectives

- To develop a comprehensive framework to understand knowledge as a strategic edge in turbulent environment.
- To gain insight into the organizational learning processes, how they can be fostered and enhanced.
- To appreciate the learning techniques necessary to facilitate building corporate competency and knowledge-base.

Topics

- Emerging Business Realities
- Why Organizations Need to Learn
- Organizational Learning: A Capabilities-Based View
- Learning Tools and Techniques
- Systems Thinking
- Benchmarking and Process Mapping
- Knowledge-based Competition
- Knowledge-Creation and Acquisition Processes
- Measuring Learning: The Intellectual Capital
- Architecting a Learning Organization



IX.8 BUSINESS AT THE BOTTOM OF THE PYRAMID

[3 Credits]

Objectives:

This course is designed for students interested in exploring and analyzing the business opportunities emerging at the intersection between business needs and social reality; especially at the Bottom of the Pyramid. The focus of this course is to provide the participants insights on opportunities and challenges present at the BoP, and how such opportunities and challenges determine the nature of BoP-Business engagements. In this course our primary focus is on those business engagement and processes which help firms to create financial value while solving socio-economic problems such as poverty, and thus creating societal value. We see the engagement of BoP with business at three evolutionary levels: as customers, producers, and partners in the process of value co-creation. The course is holistic and multi-dimensional in nature and intends to provide the participants insights on

1. Business opportunities at Bottom of the Pyramid: their nature, scope, and idiosyncrasies.
2. Complexities and challenges for business at the Bottom of the Pyramid.
3. Strategic interventions at BoP: Emerging business models at the BoP.
4. The changing role of BoP participants and its implications on business.

Pedagogy:

The pedagogy for this course would be a judicious mix of lectures, and cases. The success of this pedagogy is determined largely by the preparation and the participation of the students. To aid the student in the preparation, we suggest readings for each session that would complement the case assigned. It is expected that, before attending the class, the students would have analyzed the case in the light of the readings assigned. Whenever it is required, case sessions will be complemented by lecture sessions and/or audio visuals to provide suitable perspective to the case(s), to make participants aware about the theoretical context, and to highlight the practical implications thereof.

Session Details:

Session No.	Topic/s	Readings & Cases
1	Introduction and Overview	Case (Visual): Voices of the Poor Readings: 1. Sachs J.(1999) Helping the world's poorest. The Economist. 2. Easterly W. (2007). The Ideology of development. FP 3. Prahalad, C. K. (2005). Aid is not the answer. WSJ
2	Opportunities and Challenges at the BoP	Case : Patrimonio Hoy Readings: 1. Prahalad and Hammond (2002) Serving the world's poor profitably. HBR 1. Prahalad and Hart (2002) Fortune at the Bottom of the Pyramid. B+S
3	BoP Interventions: Cases and non-cases	Case (Visual): Cases of BoP (From the fortune at the BoP, Prahalad, 2007) Readings: 1. Karnani, A. (2007) "Doing well by doing good: Fair and Lovely", SMJ 2. Karnani, A. (2007) "The Mirage of Marketing at BoP" CMR., and Prahalad's response to Karnani, SSRN

4	Understanding and developing BoP market	Case: Hindustan Levers Project Shakti: Marketing FMCG to Rural Consumers Readings: Hammond et al (2008), The next four billion: characterizing BoP market (in Business and Poverty)
5	Beyond market based Intervention: Importance of local context	Case: Baring Private Equity Partners India Limited: Banking Services for the Poor in Bangladesh Readings: 1. Akula, V. (2008), Business basics at the base of the pyramid. HBR 2. Mor, N. & Ananth, B. (2008), Access to finance and markets as a strategy to address poverty. (in Business and Poverty)
6	BoP : Managing Challenges through management innovation	Case: Danimal in South Africa Reading: Olsen, M. & Boxenbaum, E. (2009), Bottom of the pyramid: Organizational barrier to implementation. CMR
7	Business for BoP: Correcting market failures	Readings: 1. Elkington, J. & Hartigan, P. (2008). Creating successful business models. HBP 2. Dees, J.G. (1998). The Meaning of Social Entrepreneurshi
8	Fortune for BoP: Value co-creating business models	Case: Fab India: Crafting Success Reading: Ramachandran J., Pant A., & Pani S. K., "Reinventing the Artisan Community Ecosystem", JPIM
9	Presentations and Discussion	Group presentation
10	BoP Protocol for practitioners, and Course Wrap-up	Reading: Simian and Hart (2008) The BoP protocol* In-class visual: How Does the Base of Pyramid Impact Assessment Framework Work?

Optional Readings:

1. Anderson and Markides (2007). Strategic Innovation at Base of the Pyramid, SMR
2. Banerjee and Duflo (2006), The economic lives of the poor
3. Hammond and Prahalad (2004). Selling to the poor. FP
4. Hart and Christensen (2002) The great leap- Driving innovation from the BoP, CMR
5. London & Hart. (2006). Emerging market strategy. World Business.
6. London (2008). The Base of the Pyramid Impact Assessment Framework: Understanding and Enhancing Value Creation
7. Simanis and Hart (2006). Expanding Possibilities at the BoP, Innovations
8. Varadarajan (2009). Fortune at the bottom of the innovation pyramid: The strategic logic of incremental innovation, BH.
9. Prahalad (2004). The fortune at the bottom of the pyramid. Pearson Publications
10. London and Hart (2010). Next generation business strategies for the BoP. HP Press

***Note:** The reading for session-10 (The BoP Protocol) can be downloaded from <http://www.bop-protocol.org/docs/BoPProtocol2ndEdition2008.pdf>



IX.9 BUSINESS NETWORKING

[1.5 Credits]

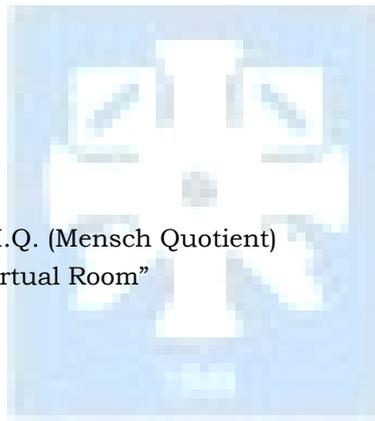
Objectives

In an increasingly globalizing business world, networking has gained strategic importance not only for outsourcing, supply chain management but also for marketing and finance.

This course aims through practical examples, experiential studies and case studies to understand the problems and prospects of networking. It also imparts on issues such as, how to use it for strategic management. Two business veterans, who have successfully used networking to make impossible as possible, teach this course.

Topics

- The Role of Networking
- Origins of Networking
 - ✓ Traditional purposes and avatars
 - ✓ Modern purposes.....
 - ✓ Surrogate Networking
- Networking as a Strategic Tool
- Competition Vs Cooperation
- Networking in Action
- Some techniques of Networking
 - ✓ Big deal about small talk
 - ✓ How to create your own luck
 - ✓ Networking: How to raise your M.Q. (Mensch Quotient)
 - ✓ Networking: How to work the "Virtual Room"
 - ✓ How to work an Audience
 - ✓ Create a Network of Cronies
- Models & cases
 - ✓ The Tipping Point Theory
 - ✓ Digital Imperatives – The Meme Marauder
 - ✓ A/c carrier flight ops at sea
 - ✓ Special Interests as a basis for Networking
- Six Degrees of Separation



IX.10 BUSINESS MODELS FOR ORGANIZATIONAL EXCELLENCE

[3 Credits]

Course Objective

Conventional wisdom suggests that an innovative organization would be able to earn supernormal profit with respect to its peers. However, anecdotal evidences in recent times suggest that success in the marketplace depends on a good business model. A business model describes how a company creates, delivers and captures value for all its stakeholders. In this course, we will explore the importance of business model and its role in achieving sustainable competitive advantage. This course would explore a diversified range of successful business models across different industry sectors to pinpoint the key element of business models that contribute most towards the success. This course would expose participants to various tools, concepts and frameworks that would help them to analyze an existing business model and create a new business model. This course would also encourage participants to develop skills to continuously reevaluate the feasibility and potential of existing business model in the context of rapidly changing environment.

Session 1: Introduction

Topic(s):

- What is Business Model?
- How is it different from strategy and tactics
- How is it different for business plan
- Importance of business model
- Various examples and short cases

Session 2: Competing Through Business Model

Topic(s):

- Business model as competitive advantage
- Various examples and short cases

Session 3 and 4: Types of Business Models

Topic(s):

- Discuss various types of business models
- Learning from influential and disruptive business models

Session 5 and 6: Business Model Generation

Topic(s):

- Key attributes and components of business models
- Business model canvas

Session 7: Analyzing Business Models

Topic(s):

- Tools and framework to analyze business models (Own & Competitor)

Session 8: Workshop, Exercise & Presentation – Idea to Business Model

Topic(s):

- Initial participant presentations on generating business model and feedbacks from the peers

Session 9: Replicating Successful Business Model

Topic(s):

- Importance of replication
- Things to keep in mind while replicating business mode

Session 10-16: Disruptive Business Models in various sectors and Case Analysis

Topic(s):

- Discuss multiple business models for each sector
- Education Sector
 - Case Analysis: TedEd (or some other education business model)
- Banking and Financial Services Sector
 - Google Wallet (or some other financial services business model)
- Technology Sector
 - iCloud (or some other technological services business model)
- Media Sector

- Netflix (or some other media based business model)
- Mobile and Telecom Sector
 - WhatsApp or Skype (or some other mobile or telecom based business model)
- Healthcare Sector
 - Narayana Hrudayala (or some other healthcare based business model)
- Travel Sector
 - Airbnb (or some other travel based business model)
- Government and Public Sector
 - Indian Railway (or other government or public sector based business model)
- Consumer Goods and Service Sector (Food & Beverages)
 - Subway (or some other consumer goods based business model)
- Retail Sector
 - Walmart / Amazon (or some other retail sector based business model)
- Energy Sector
 - SELCO or Husk Power (or some other energy sector based business model)

Session 17-19: Student Business Model Presentation

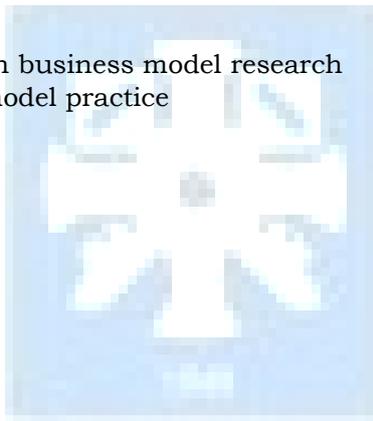
Topic(s):

- Present the developed business model

Session 20: Recap of the sessions and future trends in business model

Topic(s):

- Recap of previous sessions
- Emerging trends and finding on business model research
- Emerging trends in business model practice



IX.11 COMPETITION AND GLOBALISATION

[3 Credits]

Objectives :

1. Equip the students with several viewpoints, concepts and frameworks to study competition and globalization.
2. To study the business environment in emerging economies and how the companies there attempt to globalize their business.
3. To explore the strategies that could be followed by firms from developed countries to approach various opportunities in emerging markets
4. To study the new business models that have changed the way of doing business in today's digital world.

Topics

MODULE 1

UNDERSTANDING GLOBALISATION AND COMPETITIVENESS- CONCEPTUAL

Readings –

- Competitiveness conundrum
- Creating Competitive advantage
- IMD vs GCR
- Core competence of the corporation
- Case – Indigo Airlines
- Globalisation of markets
- Borderless world

BUSINESS CONTEXT IN EMERGING MARKETS

Readings

- Why study emerging markets
- Spotting institutional voids
- Market failures
- Exploiting institutional voids
- Case Monsanto in India and Brazil

MODULE 2

Challenges faced by emerging market companies and attempt to globalize their business.

EMERGING MARKET GIANTS

Reading - CHINA AND INDIA

- Emerging giants
- Diaspora's causes and effects

Case

- o Asian Paints
- o ICICI Bank
- o Bharti Airtel in Africa
- o Haier in India /Haier

MODULE 3

MNC'S IN EMERGING MARKETS

Challenges MNCs face in emerging markets. How should MNCs tailor their product to local market without undermining their value proposition.

Readings

- How local companies keep MNCs at bay
- Strategies that fit emerging markets

Cases

- o Metro cash and carry in India
- o KFC's approach in China
- o Baidu and google in china
- o Maggi in India

MODULE 4

New Business models emerging in Today's world

Readings

- Competiting with ordinary resources
- Transformation of business
- Lessons from late movers

Cases

- o Air BNB
- o Coursera
- o Driverless Cars
- o Radio taxi in India



For more

IX.12 DESIGNING ORGANISATIONS FOR UNCERTAIN ENVIRONMENT

[3 Credits]

Objectives

This course aims to provide a comprehensive perspective on new emergent organisational forms by discussing them in the perspective of environment, strategy and systems and processes. Specifically, it will help the participants to

- Develop and acquire cognitive framework to understand and analyse the hyper-turbulent business environment.
- Gain insights into strategic models which successful organisations deploy to develop their strategies.
- Learn designing principles to create organisations capable of performing in uncertainty and hyper-turbulence.
- Appreciate the HR/People systems and processes required for emergent organisational forms.

Topics

- Understanding Emerging Environment:
 - ✓ Emergence of Vortical/Type-5 Environment
 - ✓ Understanding Hyper-turbulence
 - ✓ Networks and Business Eco-Systems
 - ✓ Role of Information Technology in Shaping Business Environment
 - ✓ Understanding Impact of Technological Discontinuities
 - ✓ Law of Increasing Returns in Networked, Knowledge-Based Economy
- Changing Models of Strategy :
 - ✓ Strategy-Making under Uncertainty
 - ✓ Application of Complexity/Chaos Theory to Strategy
 - ✓ Strategy as “Sense-Making”
 - ✓ Shaping and Adapting to Networks
- New Forms of Organisation :
 - ✓ Organisations as Networks
 - ✓ Types of Network Organisations/Clusters : Kingdom and the Republic
 - ✓ Self-Organising Systems
 - ✓ Organisational Designs for Change and Innovation
 - ✓ Designing Principle for New Forms of Organisations
- People and Process issues in Emerging Organisational Forms
 - ✓ Systems for Team-Based Functioning
 - ✓ High Performance Work Systems
 - ✓ Managing Empowerment and Accountability
 - ✓ Designing Roles and Systems for Flat, Networked Organisations
 - ✓ Developing Competencies for New Organisational Forms

IX.13 ENTREPRENEURSHIP AND NEW VENTURES

[3 Credits]

Course Objective

The objective of the course helps the participants to design and develop a lean start-up either as entrepreneur or intrapreneur. The course is more practical and hands on rather than theoretical and text book based. At the end of the course, a student must demonstrate concrete business proposition, beyond idea stage, through some forms of proto-type/beta testing.

The course would not only be focused on building and evaluating new venture opportunities both as an entrepreneur and a manager inside a big company. The course treats Entrepreneurship as a form of Strategy. It would focus on identifying opportunities, developing opportunities, getting funding, and scaling up opportunities, both as a start-up and established company.

I think being hands-on rather than focusing solely on business plans is the hallmark of great entrepreneurial success stories.

Tentative Topics

- Innovation, Entrepreneurship and Intrapreneurship
- Creativity & Lateral Thinking
- Design Thinking
- Effectual Thinking
- Market Validation (Hands on)
- Development and Evaluation of Business Idea (Hands on)
- Introduction to Business Model Generation
- Developing Lean Business Model for the Business Idea (Hands on)
- Developing Prototype and Evaluating assumptions in Business Model using prototype cheaply (hands on)
- Presentation of Business Model
- Raising Finance
- NDAs and Term Sheets
- Exit Strategies
- Scaling up the venture
- Developing Business Plan
- Business Fair
- Developing Business Plan

IX.14 ENTREPRENEURSHIP PLANNING AND DEVELOPMENT: WITH SPECIAL REFERENCE TO TECH-ENTREPRENEURS AND PROFESSIONALS

[3 Credits]

Objectives

This course has five basic objectives:

- First, an understanding of the concepts of “entrepreneur”, “entrepreneurship” and their development in all forms and shapes;
- Secondly, a deeper understanding of the technological entrepreneurship versus traditional entrepreneurship;
- Thirdly, a discussion of two major components of a new enterprise development namely, (1) the legal issues involved while setting up an enterprise and (2) entrepreneurial financing;
- Fourthly, exploration of an entrepreneurial environment impacted by the social, economic, and cultural conditions;
- The fifth and final objective arises from the fact that the Central and State governments in the country are increasingly getting involved in designing, funding and managing entrepreneurship development programs mainly for creating jobs. How these programs be designed and managed? Where does a manager begin the work? What should he/she be looking at critically for the program’s success? These thoughts and similar considerations are the basis behind the last objective which is,5. The guidelines for designing better entrepreneurship development programs for those who would like to manage such programs.

Topics

- Entrepreneurship and its development - Reviewing them one more time
- Traditional entrepreneurship – Nature and characteristics
- Technological Entrepreneurship
 - ✓ Characteristics and special needs
 - ✓ Business/project planning
 - ✓ Business Plan preparation
 - ✓ Implementation Process (B. plan)
 - ✓ Planning support systems (enterprise operation)
 - ✓ Legal Issues (licensing, patents, contracts etc.)
- General legal aspects of organizing an enterprise
 - ✓ Available options
 - ✓ Evaluation of options
- Entrepreneurial Financing sources
 - ✓ Assessing financial needs
 - ✓ Structuring finance
 - ✓ Sources of finance
 - Debt-Equity financing alternatives
 - How venture capitalists (VCs) evaluate and structure deals
 - How to interface VCs
- Social, economic and cultural conditions (operating environment)
 - ✓ Ethical and Environmental challenges
- Issues in the designing of a successful entrepreneurship development programs
 - ✓ Available regular programs/models
 - ✓ Difficulties with these programs
 - ✓ Proposed new programs
 - ✓ Why new programs are better – a rationale

IX.15 I S STRATEGY

[3 Credits]

Objectives

The objective of this course is to arm the students, from both Business and Technology sides, with the knowledge to create substantial shareholder value by creating a well thought out and clearly articulated IS Strategy i.e. aligning IT capability with business strategy.

This course introduces a business focused and quantitative approach and framework to IS Strategy. It helps you understand:

- The “big picture” of IS Capability – where does IS Strategy fit in?
- IS Strategy – what is it and how is it created?
- How to assess current alignment, identify and prioritize initiatives to achieve alignment and monitor and control value creation?
- How to work collaboratively between business and IT?

Topics

- Introduction: Forces that Shape Business Strategy, Analysing the Impact of IT on Strategic Decision Making
 - ✓ IT Evolution and its Implications for Business (Business—IT Alignment)
- IT Productivity Paradox
 - ✓ Factors Contributing to the IT Productivity Paradox. Does the Paradox Still Exist? Moving Beyond the Paradox.
- Building the Networked Economy
 - ✓ Value Chain and Value Creation: The Notion of Value and Value Creation is Examined in Relation to Value Chains and Business Processes.
- Reasons for Success and Failure of IT Projects
- A Portfolio Approach to IS Development
- Process Perspective of Valuation: To Mix Process and Variance Approach or not. Is it another Management Buzz Phrase?
 - ✓ Advantages of Variance and Process Approaches. Combining Process and Variance Approaches.
- Valuation of IT Impact – APV Method vis-a vis other Methods
- Technology Justification Models:
 - ✓ The Real Options Approach. Economic Value Added. Statistical Approaches.
- Managing IT Infrastructure – IT Infrastructure and Strategic Alignment, Strategies for Managing Diverse IT Infrastructures
- Managing IT Outsourcing: Strategies for Managing Outsourced Operations
- Challenges and Opportunities in Assessing IT Payoff: Enterprise Resource Planning Systems
- Strategic impact of IT on Entertainment Industry:
 - ✓ Strategic Dissonance, Burgelman and Grove, California Management Review, Winter, 1996.
- Strategic impact of IT on Financial Services:

IX.16 INDUSTRIAL ECONOMICS AND COMPETITIVE STRATEGIES

[3 Credits]

Objectives

To help gain an understanding of:

- i) The structure – conduct – performance relationship in an industry.
- ii) The factors influencing these- a positive analysis.

To acquire the knowledge/skill to evolve competitive strategies and thereby determine the conduct of a firm in the market. Essentially, to learn to anchor the strategies in the validated, time-tested economic principles underlying the strategies. More specifically, the course will reinforce the economic principles which only can provide the rationale for successful, sustainable strategies which explain the conduct of a firm.

Topics

Topics:

1. Primer on economic concepts
2. 'What' & 'Why' of Industrial Economics S – C – P paradigm
3. The welfare economics of market power

STRUCTURE

4. market structure – its measures & determinants
5. Firm Boundaries – Horizontal & Vertical-Transaction costs and firm size
6. Concentration in markets – seller & Buyer Concentration
7. Product Differentiation
8. Conditions of entry

CONDUCT

9. Competition
 - Competing via commitment
 - Dynamics of Pricing rivalry
 - Entry & exit strategies
10. Strategic Positioning & dynamics
 - Competitive advantage and its sustenance
 - Innovation as a source of competitive advantage
 - Agency and performance measurement

PERFORMANCE

11. Market Structure and performance-Challenges in a digital Economy-----Session 17, 18, 19.

PUBLIC POLICY & REGULATION

12. Issues in Antitrust & regulatory Economics

IX.17 INTERNATIONAL MANAGEMENT

[3 Credits]

Objectives: Globalization has created an increasingly competitive and ever-changing business environment. Managers are expected to develop strategies for global markets and manage cross-border operations. This course attempts to explore factors that influence internationalization strategy of a firm. At the outset, we will explore: whether markets are globalized or are they semi-globalized? Next we will briefly explore the range of policy instruments that governments use to intervene in international trade; and role of institutions and nations on firms global competitive advantage. Following module will explore the link between global strategy and organizational structure of MNCs. Then we will look into what all 'differences across countries' a firm should consider in a *not so flat world*. Next we will explore trade-offs between various strategic choices faced by a firm while going global and effects of same on firm performances. Overall this course will help us to understand why some firms outperform others in terms of pursuing globalization strategy. This course has no prerequisites, but it draws heavily on concepts discussed in the core strategy course.

Session 1: Introduction & Overview of the Course

Globalization or Semi-globalization?

- **Textbook:** Chapter 1
- Friedman, T. L. (2005). It's a flat world, after all. *The New York Times*.
- TED Talk by Ghemawat – Actually, the world isn't flat

Page 2 of 3

Session 2 to 4: Role of Institutions & Globalization

International Trade and Global Institutions

- The Economic Gains from Trade: Comparative Advantage. *Harvard Teaching Note*.
- The Economic Gains from Trade: Theories of Strategic Trade. *Harvard Teaching Note*.
- Bremmer, I. (2014). The new rules of globalization. *Harvard Business Review*.
- Understanding the WTO. Fifth Edition 2015. (Optional Reading)
- **Case:** Collision Course in Commercial Aircraft: Boeing-Airbus-McDonnell Douglas--1991 (A)

Competitive Advantages of Nations: Porter's Diamond Framework

- Porter, M. E. (1990). The Competitive Advantage of Nations. *Harvard Business Review*.
- **Case:** Finland and Nokia: Creating the World's Most Competitive Economy

Session 5 to 8: Organizing MNCs

Strategy and Structure of MNC

- Bartlett, C. A. & Ghoshal, S. (1988). Organizing for Worldwide Effectiveness: The Transnational Solution. *California Management Review*.

- **Case:** Philips versus Matsushita: The Competitive Battle Continues

Headquarter-Subsidiary relationship

- Ghoshal, S., & Bartlett, C. (1986). Tap your subsidiaries for global reach. *Harvard Business Review*.
- Ghemawat, P., & Vantrappen, H. (2015). How global is your c-suite? *MIT Sloan management review*.

- **Case:** Levedary Cafe: The China Challenge

- **Case:** EMI and the CT Scanner (A) & (B)?

Managing Innovation Across Borders | Reverse innovation | Blue Ocean Strategy

- Immelt, J. R., Govindarajan, V., & Trimble, C. (2009). How GE is disrupting itself. *Harvard Business Review*.

- Khanna, T. (2014). Contextual Intelligence. *Harvard Business Review*.

- Chan, K. W., & Mauborgne, R. (2005). Blue ocean strategy: from theory to practice. *California Management Review*. (Optional Reading)

- **Case:** GE Healthcare (A): Innovating for Emerging Markets

Session 9 & 10: World of Differences & Global Value Creation

World of Differences: CAGE Framework

- **Textbook:** Chapter 2
- Ghemawat, P. (2001). Distance Still Matters: The Hard Reality of Global Expansion. *Harvard Business Review* (Optional Reading).

- **Case:** Grolsch: Growing Globally

Global Value Creation: ADDING Value Scorecard

- **Textbook:** Chapter 3
- **Case:** Mittal Steel in 2006: Changing the Steel Game

Session 11 to 14: Foreign Market Entry Strategies

Modes of Entry

□ Target Markets and Modes of Entry – A Chapter from *Fundamentals of Global Strategy: A Business Model Approach* by Kluyver

□ **Case:** AmorePacific: From Local to Global Beauty

Page 3 of 3

□ **Case:** Haier's U.S. Refrigerator Strategy 2005

FDI Trends in Developing Economies

□ Kumar, N. (2005). Liberalisation, Foreign Direct Investment Flows and Development: Indian Experience in the 1990s. *Economic and Political Weekly*.

Cross-border M&As

□ Ghemawat, P., & Ghadar, F. (2010). The dubious logic of global megamergers. *Harvard Business Review*.

□ Kumar, N. (2009). How Emerging Giants Are Rewriting the Rules of M&A. *Harvard Business Review*

□ **Case:** BP and the Consolidation of the Oil Industry--1998-2002

□ **Case:** Santander's Acquisition of Abbey - Banking Across Borders

Session 15 to 20: Competing Across Borders

Adaptation Strategies in Foreign Markets

□ **Textbook:** Chapter 4

□ Dawar, N., & Frost, T. (1999). Competing with giants: Survival strategies for local companies in emerging markets. *Harvard Business Review*.

□ **Case:** Must Zee TV

Arbitrage Strategies for Cross-border Outsourcing

□ **Textbook:** Chapter 5

□ **Case:** Tata Consultancy Services: Selling Certainty

Aggregation Strategies for Managing Foreign Operations | SCM for Trading Companies

□ **Textbook:** Chapter 6

□ Magretta, J. (1998). Fast, global, and entrepreneurial: supply chain management, Hong Kong style-an interview with Victor Fung. *Harvard Business Review*.

□ **Case:** ZARA: Fast Fashion

Playing the Differences: The AAA Triangle

□ **Textbook:** Chapter 7

□ Ghemawat, P. (2007) Managing Differences: The Central Challenge of Global Strategy. *Harvard Business Review*. (Optional Reading)

Globalization of Capital Markets

□ Stiglitz, Joseph E. (2002) Globalism's discontents. *American Prospect*

□ 'An introduction to varieties of capitalism' from *Varieties of capitalism: The institutional foundations of comparative advantage* by Hall, Peter A., and David Soskice (Optional Reading)

Course Wrap-up

IX.18 INTERNATIONAL RELATIONS AND MANAGEMENT

[3 Credits]

Objectives

An important facet of the emerging new world order is the shifting political configuration and these systemic changes demand the understanding of geo-politics and international relations, which have become important components of international business management. As India Inc goes global, firms and investment institutions are seeking newer markets, resources and skilled labour in business and investment friendly locations around the world. Knowledge of International relations helps in this search.

How, then, can we study this multifaceted phenomenon called international relations? How exactly does the existing international environment affect the decision menu? How does it affect what is possible and probable in state behaviour and what are its effects on business? This course aims to expose students to these issues focused on India to discern their effect on the management of business.

Topics

- Introduction to the Course
 - ✓ Approaches to International Management
- The Historical Context of International Relations
 - ✓ The Pre-Westphalian World
 - ✓ The Westphalian System
- World Wars I & II & the Cold War
 - ✓ The End of History? By Francis Fukuyama
- Role of the US.
 - ✓ The New World Disorder & the Emerging New, New World Order
 - ✓ What Bush got Right? By Fareed Zakaria
- The Shift of Balance of Power to Asia
 - ✓ Strategic Alignments in Asia: Convergence of Democracy and Emergence of the Asian bloc.
 - ✓ Role of Australia
 - ✓ Resurgent Japan
- India's Security in its Areas of Strategic Interest
- The Rise of China & its Implications for Asia
 - ✓ The Taiwan Issue
- The Myth of China's Miracle
 - ✓ The Bamboo Network
- The Great Game in the Stans of Central Asia
- The Indian Ocean & India's Maritime Strategy
- Pakistan: Future Portents; Democracy & Role of the Military.
- Terrorism: An International & National Scourge
 - ✓ Future of Afghanistan: Chaos or Stability?
 - ✓ 'The Father of the Taliban: An Interview with Maulana Sami ul-Haq'
 - ✓ 'Bin Laden Speaks to American People'
- India's Look East Policy: Relations with SE Asia
- The European Union: Role in Global Security & Business
- Globalization: Concepts & Issues
- Disaster Management & Business:
- India's Interaction in Africa:
 - ✓ Exploiting an Untapped Market & Seeking Resources

- India & West Asia: Transfer of Wealth & the Politics of Oil
- Energy Security : Oil, Gas & the Nuclear Deal
- Scenario Building:
 - ✓ Iran & Central Asia- Energy & Allies
 - ✓ Iran becomes a Nuclear State



IX.19 INTRODUCTION TO SOCIAL ENTREPRENEURSHIP

[3 Credits]

Objectives

To understand and appreciate the role of (and need for) social entrepreneurship in building a sustainable society.

To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector.

To help them develop sustainable “business” model for building a social enterprise that can make a difference

Course Design

- This is elective course is open to BMD & HRM student with a maximum class size of 30. The admission will be based on the SOP.
- Considerable investment of time and energy will be required from the participants for outside class activities, e.g., making field-visits, conducting surveys, preparing a project plan, etc.
- The course methodology is primarily interactive and hands-on. The focus is less on *teaching* (faculty’s responsibility) and more on *creating conditions for learning* (participants’ responsibility).
- The course is conceptualized in 5 modules. The sessions, coverage, recommended readings and tasks are described below:

1. **The Socio-Economic Context of Social Entrepreneurship & “Social Business”**

- “Social Business” & Social Entrepreneurship: Introduction
- Social Entrepreneurship & Value Creation
- The Socio-Economic Context of Social Entrepreneurship
- Understanding Disparities of Opportunity Structure
- On Becoming a Social Entrepreneur

2. **Understanding the SE Terrain: Sector Studies**

This module aims to help the participants to identify and explore the sectors/”markets” which they find of interest, and the kind of social value creation opportunities that exist in the sector.

Based on common areas of concern/ excitement/ interest, the participants will form 6 groups, and – based on existing research, and field visits – will be required to study, make a report, and present their findings

3. **Learning from Real-Life Social Enterprises (Cases)**

The purpose of this module is to develop an inductive appreciation of social entrepreneurship by studying real-life social enterprise as well as to stimulate thinking in direction of becoming a social entrepreneurship. To achieve this, the participants will be required to work in small groups, and based on secondary material, study, develop a case and make presentation on 6 well-known social enterprises.

4. Success & Sustenance of Social Enterprise

- Building & Scaling-Up/Scaling-Out a Social Enterprise
- Governance Issues in Social Enterprises
- Mobilizing Resources/ Funds for Social Ventures

5. Project Presentations



IX. 20 Introduction to Management Consulting Practice

[3 credits]

Objective

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

- Gain knowledge of analytical dimensions and process of management consulting.
- Learn problem solving techniques, tools and frameworks that are useful in management consulting
- Understand the mindset and approach required for approaching ambiguously defined problems
- Familiarize and practice techniques of field work, data collection, and analysis associated with qualitative and quantitative data required for management consulting
- Creating and presenting a solution blueprint to clients
- Understanding the nuances of client relationship management typical of management consulting engagements
- Ethics in management consulting
- Discuss and explore preference for a management consulting career

Session #	Topic
1 & 2	<p>Introduction to management consulting</p> <ul style="list-style-type: none">• An overview of the consulting industry• A look at the insides of a consulting firm <p>Readings:</p> <ol style="list-style-type: none">1. Chapter 1: “The advice business: The industry of consulting” (from the book “The Advice Business” by C.J. Fombrun & M.D. Nevins)2. Chapter 2: “The anatomy of a consulting firm” (from the book “The Advice Business” by C.J. Fombrun & M.D. Nevins)3. “Consulting is more than giving advice” by AN Turner (HBR Sept-Oct 1982)4. “Where the growth is in management consulting” – by I Sager (BloombergBusinessweek blog – 2013).5. Chapter 1 and Chapter 2: “An executive guide to employing consultants” by R.E. Zackrisson & A.M. Freedman <p>Case:</p> <ol style="list-style-type: none">1. “McKinsey and Company” by JW Lorsch & K Durante (HBS case 9-413-109)2. “Planning in professional services firms” by A Nanda and K Morrell (HBS case 9-903-805)
3 & 4	<p>Consulting Process – structuring the engagement</p> <ul style="list-style-type: none">• Typical consulting problems• The lifecycle of a typical consulting engagement• Frameworks, tools and models used frequently during engagement structuring

	<p>Readings:</p> <ol style="list-style-type: none"> 1. “Strategy as a wicked problem” by J.C. Camillus (HBR – May 2008) 2. Strategy under uncertainty” by H Courtney, J Kirkland & P Viguerie (HBR – Nov-Dec 1997) 3. “Using hypothesis driven thinking in strategy consulting” by JM Liedtka (Darden Business Publishing – Univ of Virginia, UV0991). 4. Management tools and trends 2013 – by D Rigby & B Bilodeau (Bain & Co). 5. Chapter 6: “The consultant’s toolkit” (from the book “The Advice Business” by C.J. Fombrun & M.D. Nevins) 6. Chapter 7: “Thinking like a consultant” (from the book “The Advice Business” by C.J. Fombrun & M.D. Nevins) 7. “Frameworks for general management and operations consulting” – by EN Weiss (Univ of Virginia UV1456) <p>Case:</p> <ol style="list-style-type: none"> 1. “International Profit Associates” by A Nanda, T DeLong and M Mullick (HBS case 9-801-397) 2. “Deloitte & Touche Consulting Group” by D Upton and C Steinman (HBS Case 9-696-096) 3. “The yellow pages engagement” by EK Thurston and JM Liedtka (Darden Business Publishing – Univ of Virginia, UV0961).
5	<p>The Consulting Contract</p> <ul style="list-style-type: none"> • Elements of typical contracts in consulting engagement, the contracting meeting(s), (re)negotiations at the contract stage <p>Readings:</p> <ol style="list-style-type: none"> 1. Chapter 4: “Contracting overview” (from the book “Flawless consulting: A guide to getting your expertise used” by Peter Block) 2. Chapter 5: “The contracting meeting” (from the book “Flawless consulting: A guide to getting your expertise used” by Peter Block) 3. Chapter 6: “The agonies of contracting” (from the book “Flawless consulting: A guide to getting your expertise used” by Peter Block)
6	<p>Consulting (and consultants) from the client’s perspective</p> <ul style="list-style-type: none"> • When to use a consultant; Using the appropriate consultant selection criteria; Choosing the right consultant for your organization (and for the problem at hand) <p>Readings:</p> <ol style="list-style-type: none"> 1. Chapter 1 to Chapter 4: “An executive guide to employing consultants” by R.E. Zackrisson & A.M. Freedman 2. How to choose and work with consultants” by T Rodenhauser (Harvard Management update – reprint #U9809A) 3. Evaluation questions for assessing post-merger integration consultants” by LJ Bourgeois (Darden Business Publishing – Univ of Virginia, UV1016). <p>Case:</p> <ol style="list-style-type: none"> 1. “Consultant’s comeuppance” by R Buday (HBR case Feb 2003)
7	<p>Client Relationship Management</p> <ul style="list-style-type: none"> • Political and interpersonal aspects of the consulting relationship

	<ul style="list-style-type: none"> Understanding and tackling resistance <p>Readings:</p> <ol style="list-style-type: none"> “Client vs. Consultant: Fishbowl or Foxhole?” by CF Easley Jr and CF Harding (Journal of Management Consulting: Nov 1999). “Overcome the fatal flaws of consulting: Close the results gap” by RH Schaffer (Business Horizons – Sep-Oct 1998) <p>Case:</p> <ol style="list-style-type: none"> When consultants and clients clash” by IF Kesner and S Fowler (HBR Case study – Nov-Dec 1997)
8 & 9	<p>Knowledge management and the consulting business</p> <p>Readings:</p> <ol style="list-style-type: none"> “Knowledge management in the wild” by M Weeks (Business Horizons Nov-Dec2004) “What’s your strategy for managing knowledge?” by M Hansen, N Nohria and T Tierney (HBR Mar-Apr 1999) <p>Case:</p> <ol style="list-style-type: none"> McKinsey & Company: Managing knowledge and learning (by C Bartlett - HBR case 396357) Knowledge Management at Katzenbach Partners LLC – by B Blumenstein (Stanford GSB - SM-162)
10	<p>Mid-term review and project interim presentations by groups</p>
11 & 12	<p>Executing the consulting engagement (A)</p> <ul style="list-style-type: none"> Data collection and analysis (Qualitative and Quantitative); Diagnosing situations; Generating insights from data and translating them in to executive communications <p>Readings:</p> <ol style="list-style-type: none"> Chapter 11: “Getting the data” (from the book “Flawless consulting: A guide to getting your expertise used” by Peter Block) Chapter 12: “Preparing for feedback” (from the book “Flawless consulting: A guide to getting your expertise used” by Peter Block) Chapter 11: “Gathering data and diagnosing situations” (from the book “The Advice Business” by C.J. Fombrun & M.D. Nevins) <p>Case:</p> <ol style="list-style-type: none"> (To be confirmed)
13 & 14	<p>Executing the consulting engagement (B)</p> <ul style="list-style-type: none"> Designing Interventions, solution(s) and implementation framework(s) Facilitating organizational change associated with the proposed solution <p>Readings:</p> <ol style="list-style-type: none"> Chapter 12: “Interventions: Getting the client to change” (from the book “The Advice Business” by C.J. Fombrun & M.D. Nevins) Chapter 13: “Facilitating change: Implementing a results orientation” (from the book “The Advice Business” by C.J. Fombrun & M.D. Nevins)

	<p>Case:</p> <ol style="list-style-type: none"> 1. Discuss the case on AT&T Business Services given in Chapter 17: “Large-scale change in the strategic enterprise” (from the book “The Advice Business” by C.J. Fombrun & M.D. Nevins) 2. Discuss the case on First Trust Bank & IBM given in Chapter 18: “Aligning business and technology strategy” (from the book “The Advice Business” by C.J. Fombrun & M.D. Nevins)
15	<p>Ethical dimensions of consulting</p> <p>Readings:</p> <ol style="list-style-type: none"> 1. Chapter 24: “Strong ethics: The cornerstone of professionalism in consulting” (from the book “The Advice Business” by C.J. Fombrun & M.D. Nevins) 2. “A note on ethical decision making” by AC Wicks (Darden Business Publishing – Univ of Virginia, UV0099). <p>Case:</p> <ol style="list-style-type: none"> 1. “Martha McCaskey ” - by BJ Van Dissel, J Margolis and A Kanji (HBS – 9-403-114)
16 & 17	<p>Consulting as a career</p> <ul style="list-style-type: none"> • Work life issues, lifestyle, rewards, culture, interviewing with consulting companies <p>Readings:</p> <ol style="list-style-type: none"> 1. Chapter 25: “So you want to be a consultant?” (from the book “The Advice Business” by C.J. Fombrun & M.D. Nevins) 2. “Consulting and you” by Carol Harris (Consulting to management, Mar-2001) <p>Case:</p> <ol style="list-style-type: none"> 1. “George Martin at the Boston Consulting Group (A) ” - by L Perlow and K Herman (HBS - 410117) 2. “Banking or consulting: That is the question” – by B Barker and R Levy (R Ivey School of Business) <p>In class exercises and self-evaluation (details TBC)</p>
18	<p>Value added by consulting companies and the future of management consulting</p> <p>Readings:</p> <ol style="list-style-type: none"> 1. “Consulting on the cusp of disruption” – CM Christensen et al (HBR – Oct 2013)
19 & 20	<p>Group Project Presentations – Final</p> <p>Final review and summation</p>

IX.21 MANAGING PRIVATE-PUBLIC PARTNERSHIPS

[3 Credits]

Objectives:

With the advent of Privatization since the last two decades, Public Private Partnerships (PPP) have been a popular way of financing infrastructure projects especially in highway construction, power supply, telecommunications and even for social infrastructure such as education, training and social services. The objective of this course is to familiarize students with the various issues in Public Private Partnerships that they are likely to face once they join the industry.

Topics:

11. The Rationale for Public Private Partnerships.
12. Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT).
 - “Institutional Options for the Provision of Infrastructure”, Christine Kessides, World Bank Discussion Paper No. 212.
 - “The Build Operate and Transfer (“BOT”) Approach to Infrastructure Projects in Developing Countries, Mark Augenblick and B. Scott Custer Jr., World Bank Working Paper No. 498.
13. Issues in Regulation that come about with privatization.
 - “Reforming Infrastructure: Privatization, Regulation and Competition”, Ioannis N. Kessides, A co publication of the World Bank and Oxford University Press.
Chapter 1: The New Paradigm for Network Utilities
Chapter 2: Crafting Regulation for Privatized Infrastructure
14. Pricing mechanisms available to a regulator to ensure universal access and efficiency.
 - “Optimal Regulation”, Kenneth Train
Chapter 4: Ramsey Prices
Chapter 5: Vogensang Finsinger Mechanism
Chapter 6: Surplus Subsidy Schemes
Chapter 7: Multi Part Tariffs
15. Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.
 - “Water: Understanding the Basics”, Dale Whittington and John Boland, PPPIAF and Water and Sanitation Program discussion paper no. 26538.
 - “Water: A scorecard for India”, Usha P. Raghupati and Vivien Foster, PPPIAF and Water and Sanitation Program discussion paper no. 26539.
 - “Reforming Infrastructure: Privatization, Regulation and Competition”, Ioannis N. Kessides, A co publication of the World Bank and Oxford University Press, Chapter 3: Restructuring Electricity Supply.
 - Competition in India’s Energy Sector, TERI Report, Chapter 3: Competition Issues in India’s Energy Sector.
 - “Telecommunications Industry in India: State Business an Labour in a Global Economy”, Dilip Subramaniam, Social Science Press
Chapter 1: Construction of a Monopoly.
Chapter 3: The Burden of Monopoly and State Regulation.
Chapter 4: The advent of Competition: A fallout of Global Telecommunications Deregulation.
 - Telecom Revolution in India: Technology, Regulation and Policy, Sridhar Varadharajan, Oxford Publications
Chapter 1: Network Economics in Telecom
Chapter 2: Basic Telecom Services in India
Chapter 3: Cellular Mobile Services: The Indian Success Story
Chapter 4: Spectrum Management for mobile services in India: A Conundrum
 - “Bankruptcy to Billions: How the Indian Railways Transformed itself”, Sudhir Kumar and Shagun Mehrotra
Chapter 1: Bankruptcy to Billions

Chapter 2: Political Economy of Reforms

Chapter 3: The Market

- Competition Issues in Regulated Industries: Case of Indian Transport Sector, Railways and Ports, published Competition Commission of India

16. Granting and negotiating infrastructure concessions to avoid renegotiations at a later date.

- Study on Competition Concerns in Concession Agreements in Infrastructure Sectors, Piyush Joshi and Anuradha R. V, published by the Competition Commission of India.

17. Tendering and Procurement Issues in a Public Private Partnership.

- Public Procurement and the Private Sector, Ajay Pandey, India Infrastructure Report, 2003.
- Procurement and Contracting, Vajjayanti Padiyar and Tarun Shankar IL&FS
- Bidding for Concessions-The Impact of Contract Design, Michael Klein, World Bank Publication, Note No. 158
- Infrastructure Concessions-To Auction or not to Auction, Michael Klein, World Bank Publication, Note No. 159
- Designing Auctions for Concessions- Guessing the right value to bid and the Winner's Curse, Michael Klein, World Bank Publication, Note No. 160
- Rebidding for Concessions, Michael Klein, World Bank Publication, Note No. 161

18. Corruption issues in Public Private Partnerships

- Corruption and Governance: Insights from the Literature, Ajay Pandey, India Infrastructure Report, 2002.
- Why for a class of bribes, the act of giving the bribe, should be treated as legal, Kaushik Basu, Ministry of Finance, Government of India
- Performance Audit on Allocation of Coal Blocks and augmentation of coal production, Comptroller and Auditor General of India, 2011.

19. Evaluation Methods in a Public Private Partnership.

- Handbook of Economic Analysis of Investment Operations, Pedro Belli et al. Operations Policy Department Learning and Leadership Center

20. Problems of Land Acquisition in Public Private Partnerships.

- India Infrastructure Report 2009: Land: A critical resource for infrastructure
- Beyond Nandigram: Industrialization in West Bengal, Abhijit Banerjee, et al., Economic and Political Weekly 2007.
- "The Economic Approach to Law" Thomas J. Miceli
Chapter 7: Involuntary transfers and regulation of property

IX.22 RESOURCE-BASED STRATEGY

[3 Credits]

Objectives

This course deals with resources in firm and their impact on firms' strategies. The firms' management has the important tasks for identifying, developing and deploying key resources to maximize stakeholders' value. Thus an understanding of the types and characteristics of resources and their acquisition, retention and development for sustainable competitive advantage are the purpose of the present course. The course will enable the students to apply the functional area skills acquired from various courses while handling strategic management issues. Specifically, the course will help:

- To understand the types and characteristics of resources associated with the organization
- To learn the methods for assessing the resource needs of the organization; and
- To understand the process of resource acquisition, retention and development

Topic:

- Resource based strategy- theory
- Classification and mapping of resources
- Path dependence and imprinting
- Stretch and leverage
- Acquiring Resources and Acquisition capabilities
- Developing resources through alliances and Alliance capabilities
- Stakeholder Management/CSR capabilities
- HR Capabilities
- Marketing Capabilities, Brand, Reputation
- Technology Resources, Processes, Routines, Benchmarking
- Managing intellectual property- patents and intellectual property
- Managing Knowledge resources
- Innovation, learning-creating innovative organizations
- Capturing value from innovation and Complementary Resources
- Dynamic capabilities
- Capabilities for managing change, evolution
- Capabilities for managing large dispersed organizations
- Integrating resources: Implications for corporate strategy
- Group Presentations of projects

IX.23 GAME THEORY FOR MANAGERS

[3 Credits]

Course Objective:

Business managers make decisions in an interactive strategic environment. Their decisions affect other businesses, and vice versa. Such situations are known as 'business games'. Game Theory is the science of playing 'games'. Managers frequently play 'games' with competitors, suppliers, customers, complementors, as well as with internal stake-holders.

Internationally, a lot of integration is taking place between decision theory, particularly applied game theory, and business strategy. On one hand, applied game theorists are trying to draw on real life management practices to develop newer and more relevant theories. On the other hand, strategists are coming to depend on game theory to provide a general framework for organizing the otherwise incoherent mass of facts available to them. In this context, the current course seeks to provide the students with an introduction to the interface between game theory and strategy.

The goal of this course is to enhance students' ability to think strategically in complex, interactive environments. As functional managers, when the students will engage themselves in negotiating and / or contracting with customers and / or suppliers, in bidding for contracts against competitors, and in pricing or other strategic decision making, they will be able to completely reap the benefit of doing this unique course.

Course Content:

Module A (Games of Complete Information - Fundamentals) – 4 sessions

Introduction to game theory – Concept of individual rationality

Sequential move games, backward induction and foresight

Simultaneous move games - Pure strategy Nash equilibrium

Repeated games

Simultaneous move games - Mixed strategy Nash equilibrium

Module B (Business Applications of Games of Complete Information) – 4 sessions

Commitment and Strategic Moves - Credibility, threats, and promises

War of Attrition

Negotiations – Wage / price bargaining under complete information.

Investment and hold-up problem.

Revisiting Porter's Diamond in Light of Game Theory

Module C (Games of Complete Information – Advanced Topics) – 4 sessions

N-person games – Collective action and coordination

Matching games and market designing

Cooperative games and coalition formation

Behavioral game theory and experimental games

Evolutionary game theory

Module D (Non-signaling Games of Incomplete Information and its Business Applications) – 6 sessions

Introduction to games of incomplete information and Bayesian Nash equilibrium

Sequential move games of incomplete information and Perfect Bayesian equilibrium

Doing business with limited information

Negotiation failure under incomplete information

Managing "principal-agent problems" by creating incentives

Designing contracts

Auctions and bidding

Module E (Signaling Games and their Business Applications) – 2 sessions

The structure of signaling games

Job-market signaling

Certification as signal

Entry deterrence under incomplete information

IX.24 STRATEGIC IMPLEMENTATION THROUGH SIMULATION

[3 Credits]

Any strategy, if it has to be successful, requires good formulation and implementation. Strategy formulation is taught in basic strategic management course. Strategy implementation is also taught through many courses as well as tools. There is an aspect of strategic implementation (though some may call it formulation itself, depending upon how the terms are understood), which is understood but left untouched in different courses. This aspect is that of strategy fit. Strategic fit refers to how business and corporate strategies fit other functional strategies like market entry, stage of PLC, stage of industry life cycle, type of production process, research and development, type of pricing, types of organizational structures, HR practices, financing strategies and ultimately bottom-line. The course is geared towards fulfilling this need. It is geared towards concretizing "Strategy", so that students can see how strategy is linked to different facets in organization rather than being independent of ground realities. Six business strategies would be discussed along with their relationships to other functions.

These strategies are:

1. Broad Differentiation
2. Broad Cost Leadership
3. Focused Differentiation
4. Focused Cost Leadership
5. PLC based Differentiation
6. PLC based Cost Leaderships

At the corporate level, the strategies would be discussed in terms of ability of the corporate to maintain business portfolios of businesses

Tentative Class wise Schedule (Likely to change in form but not in spirit):

Class1: Strategy introduction- Revisiting Strategic Management from the Core course

Class2: Strategy: Visioning

Class3: Strategy and Fit: Case study

Class4 and 5: Introduction to Capstone-Round1

Class6 and 7: Introduction to Capstone-Round2

Class8 : Introduction to Capstone-Round3

Class9: Introduction to Capstone-Round4

Class 10: Competition Round

Class 11: Competition Round

Class 12: Competition Round

Class 13: Competition Round

Class 14: Strategy in disruptive industries-1

Class 15: Strategy in disruptive industries-2

Class 16: Mergers and Acquisition Games

Class 17: Implementing strategies with the help of scenarios

Class 18: Using balanced scorecard to implement Strategies

Class 19: Strategies in Manufacturing industry (Guest Lecture)

Class20: Presentations by students

IX.25 STRATEGIES OF CO-OPERATION

[3 Credits]

Objectives

Strategies of co-operation can take several organisational forms – strategic alliances between two or more partners, or equity joint ventures – all of which, in terms of its legal and contractual nature, are hybrid forms of economic organisation; falling somewhere between arms-length market based interaction and hierarchical interaction within boundaries of a firm. Co-operative strategies, however, are not meant to supplant competitive strategies pursued by firms – they are rather ways to strengthen its competitive position.

The focus of the course, will be on developing an appreciation of the various contexts under which firms pursue strategies of co-operation – through strategic alliances, joint ventures or through participation in networks.

The course would also seek to sensitise participants to the complexities – about administrative structures, control systems etc. – in managing alliances with partners and effectively dealing with it.

Topics

- Nature of the Firm : Markets and Hierarchies in Economic Organization
- Hybrid Forms of Economic Organization : Alliances, Networks and Equity Joint Ventures
- Typology of Strategic Alliances
- Significance of Networks as a Mode of Economic Organization
 - ✓ Knowledge Networks and Technological Innovation in Networks
 - ✓ Networks to Set Industry Standards
 - ✓ Social Networks : Competitive Significance of Relations Beyond Firm Boundaries
- Alliance Between Competitors
 - ✓ Pre-competitive Alliances
 - ✓ Market Sharing Alliances
- Organizational Learning Through Alliances
 - ✓ Structures and Systems for Effective Learning for Partners in Alliances
- Managing the Process of Alliance Formation : Partner Selection and Negotiation
- Contracts and Trust in Managing Partner Conflict in Alliances
- Evolution and Termination of Alliance Relationships

IX.26 TRANSFORMATION FOR SUSTAINABLE SUPERIOR PERFORMANCE

[3 Credits]

Course Objective

Wide sweeping changes such as globalization, industry deregulation, blurring of industry boundaries, technological revolution and disintermediation are shaping the business landscape today and threatening to erode the competitive advantages of existing firms. In order to successfully navigate these radically changing circumstances and sustain superior performance, companies embark up on strategic transformations initiatives. But only a few succeed in achieving the desired outcome. The ability of managers to successfully plan and implement strategic transformation initiatives determines the sustainability of firm performance. It is imperative for the current breed of managers to be strongly equipped to participate in, manage and lead strategic transformations of business and non business enterprises.

The objective of the course is to provide the students with a multidimensional perspective of process of strategic transformation and equip them with conceptual insights required to contribute to such processes. With such knowledge, current generation of managers will be able to play their respective roles more effectively. After completing the course the participants are expected to understand the complexity and challenges of reconfiguring the business; learn models of strategic transformation, how to control such process, roles internal and external stakeholders; and also develop an overall insight on why strategic transformation efforts fail.

Session	Topic(s)	Compulsory Reading/Cases
1.	<i>Prerequisite</i> Organizational Stability, Inertia and Change	
2.	<i>Introduction</i> • What is Strategic Transformation?	Blumenthal & Hapeslaugh (1994) Pearce & Robbins (2008)
3.	<i>Complexities of Strategic Transformation</i> • Corporate Structure • Changing the configuration	Chandler (1991) Tichy (1983)
4.	Case # 1	
5.	<i>Complexities of Strategic Transformation</i> • Challenges of alliances • Challenges of acquisition	Huges and Weiss (2007) Hapeslaugh & Jemison (1991)
6.	Case # 2	
7.	<i>Implementing Strategic Changes</i> • Frame Bending Model	Nadler & Tushman (1989)
8.	Case # 3	
9	<i>Implementing Strategic Changes</i> • Kotter's 8 point Model • Improvisational Model •	Kotter (1996) Orliwoski & Hofman (1997)
10.	Case # 4	
11.	<i>Implementing Strategic Changes</i> • Inspiring the Organization • Role of Communication	Spector (1989) Young & Post (1993)
12.	Case # 5	
13.	<i>The Change Agents</i> • Role of Managers	Kanter (1999) Chakravarthy & Lorange (2008)
14.	Case # 6	

15.	<i>The Change Agents</i> <ul style="list-style-type: none"> • Agents at grass root • External Agents – PE firms 	Meyerson (2001) Rogers, Holland & Haas (2002)
16.	Case # 7	HCL Technologies
17.	<i>Change recipients</i> <ul style="list-style-type: none"> • Why employees resist change • Trust and empowerment 	Strebel (1996) Mishra et al. (1998)
18.	Case # 8	
19.	Case # 9	
20.	Reflections	

