

Scheme of MBA Executive

SEMESTER	CODE	SUBJECT	Marks		
			Int.	Ext.	Total
SEMESTER – 1	MBAE 101	Practices of Modern Management	40	60	100
	MBAE 103	Customer, Competition & Quality	40	60	100
	MBAE 105	Managing the Human Dimension - I	40	60	100
	MBAE 107	Managing the Financial Dimension - I	40	60	100
	MBAE 109	Statistics for Business Decisions	40	60	100
	MBAE 111	Seminar on Management Philosophies & Concepts	100	0	100
	MBAE 113	Workshop on Communication for Professionals	100	0	100
SEMESTER – 2	MBAE 102	Managing the Economic Dimension	40	60	100
	MBAE 104	Managing the Marketing Dimension - I	40	60	100
	MBAE 106	Managing the Financial Dimension – II	40	60	100
	MBAE 108	Managing the Operations Dimension	40	60	100
	MBAE 110	Managing the Information Dimension	40	60	100
	MBAE 112	Seminar on Ethics, Values and CSR	100	0	100
	MBAE 114	Workshop on Team Building & Leadership	100	0	100
SEMESTER – 3	MBAE 201	Implementing TQM	40	60	100
	MBAE 203	Managing the Marketing Dimension - II	40	60	100
	MBAE 205	Legal Aspects of Business & IPR	40	60	100
	MBAE 207	Supply Chain Management	40	60	100
	MBAE 209	Managing the Human Dimension – II	40	60	100
	MBAE 211	Seminar on Creativity, Innovation & Entrepreneurship	100	0	100
	MBAE 213	Workshop on Research Methodology	100	0	100
SEMESTER – 4	MBAE 202	Evaluating & Managing Projects	40	60	100
	MBAE 204	Developing Competitive Advantage	40	60	100
	MBAE 206	Elective 1	40	60	100
	MBAE 208	Elective 2	40	60	100
	MBAE 210	Elective 3	40	60	100
	MBAE 212	Final Project	150	100	250

SPECIALISATION & ELECTIVE SUBJECTS

Specialization	Elective	Choose any three			
Operations	1	MBAE 901 Quality Management Tools	3	MBAE 903 Lean Management	
	2	MBAE 902 Applied Operations Research	4	MBAE 904 Six Sigma and Business Frameworks	
Marketing	1	MBAE 911 Customer Relationship Management	3	MBAE 913 Product & Brand Management	
	2	MBAE 912 Marketing of Services	4	MBAE 914 Emerging Marketing Trends	
Finance	1	MBAE 921 Management Control Systems	3	MBAE 923 Financial Engineering	
	2	MBAE 922 Management of Financial Services	4	MBAE 924 Security Analysis & portfolio Management	
HR	1	MBAE 931 Performance & Compensation Management	3	MBAE 933 Industrial Relations & Social Security	
	2	MBAE 932 Training and Organization Development	4	MBAE 934 Strategic HRM	

Note:

- 1) All papers will carry 100 marks, the break up will be: Internal 40 marks and External 60 marks.
- 2) The workshops and seminars will be fully evaluated internally out of 100 marks.
- 3) A team of two examiners will evaluate the Final Research Project. There will be one external and one internal examiner. The institute will select and invite an external examiner for the evaluation.
- 4) There should be around 40 contact hours per subject per semester.
- 5) Case-study method will be given due importance and hence 20-25 case-studies will be discussed in each semester in the relevant subjects.
- 6) Contact hours for different subjects will be adequately divided in lecture, group learning and case-studies.

Syllabus for MBA Executive Semester 1

MBAE 101 PRACTICES OF MODERN MANAGEMENT

Internal Marks : 40
External Marks : 60
Total Marks : 100

Objective: The objective of the course is to acquaint learners with the importance of management in our day to day life, help them to trace the evolution of management thought and appreciate the various functions of management. They learn to implement, coordinate and monitor plans to create surplus in organisations. Learners also discover the global perspective of organisations.

UNIT 1 : Management basics

- Definition – Nature, purpose and scope of management – Skills and roles of a manager – How are managers different from operative employees? – Three common characteristics of organizations – Is managing a science or an art?
- Management theories: From scientific management to human school
- Management functions: Planning – Organising – Staffing – Leading – Control
- Systems approach: Key concepts in systems – Closed system Vs. Open system – Subsystems – System boundary
- Challenges of operating in pluralistic society – Concept of corporate social responsibility – Ethics in managing

UNIT 2 : Planning and its purpose

- Planning: Types of plans – Steps in planning – Process of planning
- Objectives: Nature of objectives – Setting objectives – Concept and process of managing by objectives
- Planning tools & techniques
- Nature and purpose of strategies and policies

UNIT 3 : Decision making

- Decision making: Importance and steps in decision making – Comparison of premising and forecasting
- Traditional approaches to decision-making
- Decision making under certainty & uncertainty – Programmed decisions & non-programmed decisions

UNIT 4 : Organising

- Organizing: Nature and concept of organizing – Formal and informal organization – Organization divisions
- Levels of organization – Span of management
- Structure and process of organizing
- Organization structure: By function – By territory – By product – Matrix organization – Strategic business unit

UNIT 5 : Delegation

- Concept of delegation – Elements of delegation – Authority & power, concept & distinction
- Line & staff concept – Responsibility – Accountability – Reasons for failure of delegation & how to make delegation effective
- Decentralization: Concept – Reasons for decentralization – Methods of decentralization

UNIT 6 : Coordination & control

- Coordination: Concept and importance of coordination – Factors which make coordination difficult – Techniques or methods to ensure effective coordination
- Control: Concept – Planning-control relationship
- Process of control – Setting objectives – Establishing standards – Measuring performance – Correcting deviations
- Types of control: Feed forward control, Concurrent control, Feedback control – Traditional & modern techniques of control

UNIT 7 : Communication in business

- Corporate communication: Meaning, nature & importance – Difference from general communication – Essentials of effective business communication
- Communication: Process & models of communication
- Channels of communication: Their effectiveness – Their limitations – Media of communication – Barriers to communication
- Strategic communication: The congruence model – Upward, Downward, Horizontal, Cross-channel communication – Informal communication – Grapevine

UNIT 8 : Global perspective of management

- Global management: Nature and purpose of global management – Comparative study of main features of country specific business styles – Japanese, American management philosophies and Theory Z
- Most advanced companies of the world and their management philosophy: GE, Toyota, IBM, Microsoft, Apple
- Cultural and country differences – Factors influencing managing in other countries
- International entry strategies – Strategic alliances – MNCs
- Porter's competitive advantage of nations – Global advantage through quality

Recommended books:

1. **Koontz, Harold;** *Essentials of Management: An International Perspectives*; 8th Edition; Tata McGraw Hill, New Delhi
2. **Robbins, DeCenzo and Bhattacharya, Agarwal;** *Fundamentals of Management*; 6th Edition; Pearson Education
3. **Prasad, L.M.;** *Principles and Practice of Management*; 6th Edition; Sultan Chand & Sons, New Delhi
4. **Stoner, James A.F. and Freeman, Edward R.;** *Management*; 6th Edition; Pearson Education, New Delhi

MBAE 103 CUSTOMER, COMPETITION & QUALITY

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to help learners develop an understanding of customers and their needs, identifying the changes in customer needs due to environment dynamics, and how organisations may fulfill these needs. Learning aims at creating value by analyzing the changes in the environment and understanding the nature of competition. The learners are introduced to the TQM approach and analysis of cost of poor quality in order to develop an appreciation for using quality as a tool for achieving competitive advantage.

UNIT 1 : Understanding customers and creating value

- Who is my customer – Who can be my customer
- Understanding customer needs and expectations – Sources of customer needs
- Customer value – Customer satisfaction – Customer delight
- Customer loyalty and retention

UNIT 2 : Changing market scenario

- Globalization and opening up of the Indian market
- Choice of goods and the emergence of a buyers market
- Sensitivity to change – New urban family – Bottom of pyramid – The might of middle class – Shift in income levels – Changing role of women

UNIT 3 : Business environment

- Components of organisation's macro environment
- Components of organisations's micro environment
- Environmental scanning – Responding to the environment

UNIT 4 : Analyzing own organization

- Dynamics of internal environment
- Organisational capability factor: Financial capability – Marketing capability – Operations capability – Personnel capability – Information Management capability – General Management capability
- Methods and techniques for organizational appraisal

UNIT 5 : Understanding competition & Building competence

- Why competition – Stages of competition – Forces driving competition
- Forms of competition – Framework for competitor analysis – Responding to competition
- Core competence: Concept – Importance – Building and use of core competence
- Industry standards and benchmarking – Identification of Critical Success Factors (CSF)
- Quality as a tool for achieving competitive advantage

UNIT 6 : The Quality revolution

- Brief history of global quality movement – India's quality journey
- Principal quality philosophies – Quality Gurus (Deming, Juran, Crosby) – Other contributors
- Various definitions of quality
- Other quality initiatives: Quality circles – Suggestion schemes – Kaizen – Six Sigma – Lean – TPM

UNIT 7 : TQM Way

- Concept of Total Quality
- Principles of TQM
- Four pillars of TQM
- Benefits of TQM
- Developing culture of TQM & Excellence
- Quality Awards: International awards (Malcolm Baldrige, EFQM, Deming Prize) – Quality awards in India

UNIT 8 : Connecting quality to the bottom line

- Effects of quality on costs and income
- Cost of Poor Quality (COPQ)
- Categories of COPQ: Internal failure – External failure – Appraisal – Prevention
- Reducing COPQ – Calculation and analysis of COPQ

Recommended books:

1. **Kotler, Philip; Armstrong, Gary; Agnihotri, P.Y., and Haque, Ehsan ul;** *Principles of Marketing*, 13th Edition; Pearson Education, New Delhi
2. **Gryna, Frank M., Chua, Richard C.H., Defeo, Joseph A.;** *Juran's Quality Planning & Analysis for Enterprise Quality*; 5th Edition; Tata McGraw Hill, New Delhi
3. **Rajan, Saxena;** *Marketing Management*, 4th Edition; Tata McGraw Hill, New Delhi
4. **Besterfield, Dale H.;** *Total Quality Management*, 3rd Edition; Pearson Education, New Delhi

MBAE 105 MANAGING THE HUMAN DIMENSION - I

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is learn how to leverage technical business skills through the understanding of 'human skills'. Learners will gain an overview of factors that influence individual work performance and techniques to improve overall performance individually and in teams. Course develops foundations of leadership, while improving understanding of group dynamics

UNIT 1 : Introduction to organisation behaviour

- Organization behaviour (OB): Meaning – Its nature – Replacing intuition with systematic study
- Contributing disciplines to OB – Challenges and opportunities for OB
- Developing an OB Model
- Foundations of individual behaviour: Ability – Learning

UNIT 2 : Values, attitudes, and job satisfaction

- Values: Importance of values – Types of values – Values, Loyalty, and Ethical behaviour – Values across cultures
- Attitudes: Types of attitudes – Attitudes and consistency – Cognitive dissonance theory – Measuring the A-B relationship – Attitude surveys – Attitudes and workforce diversity
- Job satisfaction: Measuring job satisfaction – How satisfied are people in their jobs? – The effect of job satisfaction on employee performance
- Impact of job satisfaction on customer satisfaction – Employee dissatisfaction

UNIT 3 : Personality and emotions

- Personality: What is personality? – Personality determinants – Personality traits
- Major personality attributes influencing OB – Personality and national culture – Achieving personality fit
- Emotions: What are emotions? – Emotional labour – Felt versus displayed emotions
- Emotional dimensions: Gender and emotions – External constraints on emotions – Affective events theory – OB applications

UNIT 4 : Perception and individual decision making

- What is perception? – Factors influencing perception
- Person perception: Making judgments about others – Attribution theory – Frequently used shortcuts in judging others – Link between perception and individual decision making
- Decision making in organisations: Rational model, Bounded rationality & Intuition – Common biases & errors in decision making
- Individual differences & organisational constraints – Ethics in decision making

UNIT 5 : Basic motivation concepts & theories

- Defining motivation
- Early theories of motivation: Hierarchy of needs theory – Theory X and Theory Y – Two-factor theory ERG theory – McClelland's theory of needs
- Contemporary theories of motivation: Cognitive evaluation theory – Reinforcement theory– Equity theory – Expectancy theory
- Goal-setting theory – Management by objectives – Linking MBO with Goal-setting theory

UNIT 6 : Motivation: From concept to application

- Motivating by job design – Job redesign – Alternative work arrangements
- Employee involvement programs – Linking employee involvement programmes and motivation theories
- Using rewards and recognition to motivate employees

UNIT 7 : Foundation of group behaviour

- Defining & classifying groups – Stages of group development – Group structure – Group decision making
- Understanding work teams: Differences between Groups & Teams
- Types of teams – Crafting effective teams
- Conflict and negotiation

UNIT 8 : Leadership

- Managers versus Leaders
- Leadership theories and approaches: Trait theories – Behavioural theories – Contingency theories
- Contemporary leadership styles: Transformational – Transactional – Charismatic – Visionary – Team leadership
- Leadership roles – Finding and creating effective leaders
- Leadership issues: Managing power – Developing trust – Empowering employees – Moral leadership

Recommended books:

1. **Robbins, Stephen P. and Sanghi, Seema;** *Organizational Behaviour*; 13th Edition; Prentice Hall of India, New Delhi
2. **Parikh, Margie and Gupta, Rajen;** *Organization Behaviour*; Tata McGraw Hill, New Delhi
3. **Prasad, L.M.;** *Organizational Behaviour*; Sultan Chand & Sons, New Delhi
4. **Dick, Penny;** *Introduction to Organization Behaviour*; Tata McGraw Hill, New Delhi

MBAE 107 MANAGING THE FINANCIAL DIMENSION - I

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: Effective financial decisions are the lifeblood of any company and ability to take such decisions separates the ordinary from extraordinary managers. The course will expose learners to the basic principles of book keeping and importance of cost accounting. Learners will also learn principles of budgeting and control.

UNIT 1 : Introduction to accounting and managerial control

- Accounting elements and principles – Role of accountant in an organization
- Branches of accounting: Financial, Cost and Management accounting, and their inter-relationships
- Basic concepts and goals in management control systems: Management control – Operational control – Task control
- Responsibility accounting – Concept of cost centers, Profit centers and investment centers – Sources of cost information

UNIT 2 : Primary book keeping

- Double entry book keeping – Book keeping basics
- Data entry in the primary and secondary books of accounts
- Preparation of trial balance

UNIT 3 : Secondary book keeping

- Preparation of final accounts
- Bank reconciliation statement
- Profit and loss account
- Balance sheet

UNIT 4 : Cost accounting basics

- Introduction to cost accounting – Objectives of cost accounting – Concept of cost – Elements of cost – Classification of costs
- Material cost: Material purchasing, receiving, storing, issuing including pricing of issues
- Labour cost: Direct labour and indirect labour – Time keeping and time booking – Idle time – Labour turnover
- Overheads: Concept – Fixed, semi-variable and variable overheads – Identifying overheads with the cost center – Allocation, apportionment and absorption of overheads

UNIT 5 : Costing methods and audit

- Job costing
- Process costing
- Service costing
- Reconciliation of cost and financial accounts
- Cost audit: Scope of cost audit – Types, advantages, limitations

UNIT 6 : Budgetary control

- Purpose of budgetary control – Types of budgets – Budget preparation
- Advantages & limitations of budgetary control
- Installation of budgetary control system
- Zero base budgeting
- Fixed & flexible budgeting
- Performance budgeting

UNIT 7 : Standard costing & variance analysis

- Standard costing: Introduction to standard costing – Advantages and limitations of standard costs – Determination of standard costs – Reporting system – Revision of standards
- Variance analysis: Material variance – Labour variance – Overheads variance – Sales variance – Profit variance
- Control of variance

UNIT 8 : Marginal costing and profit planning

- Concept of marginal cost – Marginal costing – Difference between marginal and absorption costing
- Advantages and limitations of marginal costing
- Cost-Volume-Profit (CVP) analysis

Recommended books:

1. **Maheshwari, S.N. and Maheshwari, S.K.;** *Accounting for Management*; Vikas Publishing House Pvt. Ltd.
2. **Pandey, I.M.;** *Management Accounting*; 3rd Revised Edition; Vikas Publishing House Pvt. Ltd.
3. **Lal, Jawahar;** *Cost Accounting*; 3rd Edition; Tata McGraw Hill, New Delhi
4. **Horngren, Charles T., Datar, Srikant M. and Foster, George;** *Cost Accounting – A Managerial Emphasis*; 11th Edition; Prentice Hall of India, New Delhi

MBAE 109 STATISTICS FOR BUSINESS DECISIONS

Internal Marks : **40**

External Marks : **60**

Total Marks : **100**

Objective: The objective of this paper is to train the learners to use various statistical methods in order to understand, analyze and interpret various business, managerial and economic problems. Topics include basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. Numerous examples are chosen from quality-control applications, finance, marketing and management

UNIT 1 : **Introduction**

- Origin and growth of statistics
- Why should managers study statistics?
- Is statistics science or art – Functions of statistics – Applications of statistics – Limitations of statistics
- Statistics and business decisions
- Sub-divisions of statistics: Descriptive statistics – Inferential statistics
- Terminology used: Universe – Population – Sample – Parameter and statistic

UNIT 2 : **Data collection, graphs & charts**

- Primary & secondary data – Attribute & variable data – Interval, Nominal & Ordinal data
- Planning for data collection
- Data collection forms: Check sheet – Data sheet – Checklist
- Interpretation of collected data: Validating results – Pitfalls
- How to collect data
- Rounding – Representativeness – Missing or erroneous data
- Graphs & charts: Concept – How to construct – How to interpret

UNIT 3 : **Data analysis and presentation**

- Measures of central tendency: Arithmetic Mean – Weighted Mean – Geometric Mean – Median – Mode
- Measures of dispersion: Range – Mean deviation – Standard deviation – Coefficient of variation
- Skewness and its measures
- Frequency distribution: Frequency distribution table – Histogram – Frequency graphs – Frequency polygon – Cumulative frequency distribution

UNIT 4 : **Correlation and regression**

- Significance of correlation: Types of correlation
- Methods of correlation analysis: Scatter diagrams – Graphic method – Karl Pearson's correlation co-efficient – Rank correlation coefficient
- Regression analysis: Use of Regression analysis – Difference between correlation & regression analysis
- Regression equations and standard error

UNIT 5 : Introduction to probability

- Basic concepts: Relevance of probability theory – Definition – Events and experiments
- Types of probability: Classical approach – Relative frequency approach or empirical probability – Subjective approach to probability
- Theorems of probability rules: Addition theorem – Multiplication theorem
- Conditional probability

UNIT 6 : Probability distributions

- Introduction: Difference between frequency and probability distributions – Types of probability distributions – Expected value and its calculation – Random variables
- Binomial distribution: Bernoulli process – Parameters of binomial probability distribution – Calculation of binomial probability – Graphic illustration
- Poisson distribution: Parameters of Poisson distribution – Characteristics – Calculation of Poisson probability
- Normal distribution: Characteristics of normal probability distribution – Areas under the normal curve – Probability distribution
- Exponential distribution: Introduction – Calculation of exponential probability
- Choosing the correct probability distribution

UNIT 7 : Sampling and sampling distribution

- Sample design: Sample size – Merits and limitations of sampling
- Methods of sampling: Probability and non-probability methods
- Sampling distribution: Introduction – Sampling distribution of mean – Concept of standard error – Central limit theorem

UNIT 8 : Testing of hypothesis

- Difference between small and large samples : Interpreting significance level – Type 1 & type 2 error
- Test of significance for large sample: Two-tailed test for difference between the means of two samples – Standard error of the difference between two standard deviations
- Test of significance for small sample: Student's t-test – Chi square test – F-test

Recommended books:

1. **Beri, G. C.**, *Business Statistics*, 3rd Edition; Tata McGraw Hill, New Delhi,
2. **Levin, Richard I.**; *Statistics for Management*; Pearson Education, New Delhi
3. **Gillard Keller**, *Statistics for Managers*, Cengage Publications, New Delhi
4. **Gupta, S.P.**; *Statistical Methods*; Sultan Chand & Sons, New Delhi
5. **Levins, Krehbiel and Berenson**; *Business Statistics*, Pearson Education, New Delhi

MBAE 111 SEMINAR ON MANAGEMENT PHILOSOPHIES & CONCEPTS

Internal Marks : 100

External Marks : 0

Total Marks : 100

Objective: The objective of the course is to trace the evolution of management thought over the centuries, beginning from medieval times to today. The course exposes learners to developments in the engineering management, from Sloan to Welch and from Hargreaves's Spinning Jenny to the latest computers. Learners become familiar with the changing perspective due to evolution of management thought and philosophies over the period of time

UNIT 1 : Historical perspective

- Origin and evolution of engineering management
- Impact of Inventions: Invention of Spinning Jenny, steam engine railways and steam ship – Invention of telephone, automobile, electric bulb and photography
- Industrial revolution
- Developments in science & technology
- Discussion: Survival of the fittest in business

UNIT 2 : Management approaches

- Early management thinkers: Chanakya - Machiavelli
- War strategists : Sun Tzu – Roman and Greek
- Early evidences of management practices: Adam Smith – Charles Babbage –Henry Towne
- Discussion: Management lessons from warriors and political strategists

UNIT 3 : Classical perspective

- Scientific management: Frederic W. Taylor – Frank B. Gilbreth & Lillian Gilbert
- Bureaucratic approach: Max Weber
- Administrative Principles: Henri Fayol – Mary Parker Fayollett – Chester I. Barnard
- Discussion: Relevance of Fayol principles in today's context

UNIT 4 : Behavioural perspective

- Human relations movement: Hawthorne studies
- Human resource perspective: Maslow – McGregor
- Behavioral science approach: Concept of organizational development(OD)
- Discussion: Which management approach is more appropriate, scientific or human, in Indian context?

UNIT 5 : Modern management approaches

- Management science perspective: Operations management – Information technology
- Recent trends: Systems theory – Contingency view – Total Quality Management
- Discussion: How systems approach is appropriate for understanding management?

UNIT 6 : Globalization

- Global competition – Global hunt for enlarging markets – Emerging Markets – Global outsourcing for cost reduction – Mergers & acquisitions – Birth of large venture funds
- Birth of South-east Asian tigers
- China: Rising economy
- Discussion: Impact of China on world business

UNIT 7 : Indian business growth

- Sustained higher growth – Rapid increase of affluent middle-class – Upsurge in market for global goods – Rise of modern service industry
- Bottlenecks of infrastructure – Low trickle-down impact of economic growth on rural India
- Impact of global financial meltdowns – Trade deficits – Inflation
- Rise of Indian multinationals: Tata Steel – Tata Motors – Airtel – Vedanta – IT giants
- Discussion: Indian economy ahead

UNIT 8 : Management lessons from successful executives

- International context: Alfred P. Sloan (GM), Sam Walton (Walmart), Bill Gates (Microsoft), Jack Welch (GE), Steve Jobs (Apple) etc.
- Indian context: Ratan Tata, Narayan R Murthy etc.

Recommended books:

1. **Robbins, DeCenzo and Bhattacharya, Agarwal;** *Fundamentals of Management*; 6th Edition; Pearson Education
2. **Stoner, James A.F. and Freeman, Edward R.;** *Management*; 6th Edition; Pearson Education, New Delhi
3. **Robbins, Stephen P. and Sanghi, Seema;** *Organizational Behaviour*; 13th Edition; Prentice Hall of India, New Delhi
4. **Friedman, Thomas L.;** *World is Flat*; Penguin Group, U.K.
5. **Roy, Subir;** *Made in India, A Story of Emerging Competitiveness*; Tata McGraw Hill, New Delhi
6. **Welch, Jack and Welch, Suzy;** *Winning*; Harper Collins
7. **Collins, Jim;** *How the Mighty Fall: And why Some Companies Never Give In*; Random House

MBAE 113 WORKSHOP ON COMMUNICATION FOR PROFESSIONALS

Internal Marks : 100

External Marks : 0

Total Marks : 100

Objective: The objective of the course is to improve the oral and written communication skills of learners to enable them to communicate effectively in their personal life and work place. They will learn how to prepare clear and concise business documents like Project Reports, Memos, MOMs etc. They would also be able to conduct meetings and deliver presentations with an impact.

UNIT 1 : Fundamentals of communication

- Meaning, nature & importance of communication
- Process & types of communication: Verbal & non-verbal
- Components of non-verbal communication: Para language, Kinesics & Proxemics
- Barriers & distortions in communication & dealing with communication barriers
- Practice activities

UNIT 2 : Listening & interpersonal skills

- Meaning of effective listening
- Barriers to effective listening & guidelines for better listening
- Building positive relationships
- Managing conflicts
- Practice activities

UNIT 3 : Written business communication – I

- Difference between oral & written communication
- General principles of writing – Six step approach
- Letter writing – Routine requests, routine replies, routine claims & routine adjustment letters
- Letters of promotion & warning letters
- Practice activities

UNIT 4 : Written business communication – II

- Employment communication – Drafting a resume & job application letters
- Conducting effective meetings, Minutes of meeting
- E-mail writing & email etiquettes
- Drafting memo, circular, notices & note taking
- Practice activities

Unit 5 : Written business communication – III

- Report writing & project reports – Common mistakes in project reports
- Other business documents – Enquiry, quotation, purchase order, delivery note, invoice & credit note
- Making of press releases, brochures, leaflets & e-newsletters
- Practice activities

UNIT 6 : Structuring a presentation

- Introduction: Meaning, importance & types of presentations
- Planning a presentation & content creation
- Structuring a presentation: Parts of a presentation
- Approaches to visuals
- Guidelines for fonts, colours, tables & Illustrations in visuals
- Practice activities

UNIT 7 : Delivering a presentation

- Delivery of presentation: How can we excel?
- Body language in presentation
- Voice control & appeal
- Involving the audience
- Practice activities

UNIT 8 : Individual presentation

- Each student will prepare and deliver a presentation.

Recommended books:

1. **Mitra, Barun K.**; *Effective Technical Communication*; Oxford University Press
2. **Kaul, Asha**; *The Effective Presentation*; First Edition 2005; Response Books, New Delhi
3. **Wright, Chrissie**; *Handbook of Practical Communication Skills*; 4th Edition 2003; Jaico Publishing House, Mumbai
4. **Sen, Leena**; *Communication Skills*; Prentice Hall of India, New Delhi
5. **Kozicki, Stephen and Peacock, Gary**; *The Persuasive Presenter*; Tata McGraw Hill, New Delhi

Semester 2

MBAE 102 MANAGING THE ECONOMIC DIMENSION

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to provide a basic knowledge of economics to learners. At its simplest, managerial economics is about making decisions at the individual, firm, economy, and market levels in the face of constraints and odds, be they scarce resources, pricing pressures, or global competition. This course attempts to give learners the fundamental tools of analysis and decision making at the micro level and examines the ways by which these could profitably be employed in the context of managerial decision making.

UNIT 1 : Introduction

- Basic concepts: Definition and scope of managerial economics – Types of economic analysis – Types of economic decisions
- Macro economics and Micro economics
- Economic principles: Concept of scarcity – Opportunity cost – Marginal principle – Incremental principle – Discounting principle – Contribution analysis
- Objectives of a business firm: Profit maximization theory – Sales maximization theory – Growth maximization theory – Model of managerial utility function – Behavioural theories

UNIT 2 : Theory of demand and consumer behaviour

- Demand: Definition – Types of demand – Determinants of demand – Demand function – Law of demand
- Supply: Determinants of supply – Supply function – Law of supply
- Market equilibrium: Excess supply – Excess demand – Price adjustment
- Consumer behaviour: Underlying assumptions – Concept of utility – Law of diminishing marginal utility – Cardinal & ordinal utility

UNIT 3 : Demand elasticity and forecasting

- Elasticity of demand: Meaning – Price elasticity of demand – Revenue & price elasticity – Income elasticity of demand – Cross elasticity of demand – Promotional elasticity of demand
- Demand forecasting: Meaning – Techniques of demand forecasting – Subjective methods – Quantitative methods – Limitations of demand forecasting

UNIT 4 : Production and cost analysis

- Theory of production: Factors of production – Production function – Returns to scale
- Theory of cost: Concept of cost – Types of costs – Cost functions – Costs in short run and long run – Cost-Output relationship
- Economies of scale – Break-even analysis

UNIT 5 : Market structure and pricing theory

- Market structure and degree of competition – Monopoly – Oligopoly
- Pricing decisions: Pricing under perfect competition – Pricing under pure monopoly – Pricing under oligopoly
- Pricing strategies: Cost-based pricing – Competition-based pricing – Pricing based on firm's objectives - Product life-cycle based pricing – Multiple product pricing – Transfer pricing – Competitive bidding – Peak load pricing

UNIT 6 : National income and business cycles

- National income: Definition – Measures of national income (GDP, GNP, NNP) – Methods of measuring national income – Measurement of national income in India
- Business cycles: Introduction – Features of business cycles – Phases of business cycles – Theories of business cycles – Effects of business cycles – Controlling business cycles

UNIT 7 : Money supply and Inflation

- Demand and supply of money
- Inflation – Causes of inflation
- Impact of inflation on consumers, producers and government
- Measures of inflation: Producer Price Index (PPI), Wholesale Price Index (WPI), Consumer Price Index (CPI), Rate of inflation
- Inflation and employment

UNIT 8 : Role of Government and International economic linkages

- Role of Government in economy: Fiscal policy – Monetary policy – Industrial policy
- International trade theories and business implications
- Trade Policy: Free trade Vs. Protection – Role and functions of WTO
- The rate of foreign exchange – Balance of payments and adjustment
- EXIM policy – FEMA (Foreign Exchange Management Act) – Foreign direct investment
- International monetary system

Recommended books:

1. **Geetika; Ghosh, Piyali and Choudhury, P.Roy;** *Managerial Economics*; Tata McGraw Hill, New Delhi (2008)
2. **Dwivedi, D.N.;** *Managerial Economics*; Vikas Publishing House, New Delhi
3. **Gupta, G.S;** *Managerial Economics*; Tata McGraw Hill, New Delhi
4. **Petersen, H. Craig; Lewis, W. Cris and Jain, S.K;** *Managerial Economics*, 4th Edition, Pearson Education

MBAE 104 MANAGING THE MARKETING DIMENSION - I

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to understand and appreciate the concept of marketing in theory and practice. Learners develop a feasible marketing plan (process). They also develop an understanding and ability to apply the STP of marketing (segmentation, targeting, positioning). Subject has two parts: a tactical portion and a strategic portion. The tactical portion reviews methods firms use to optimize profits in markets they choose to target. Topics include pricing, promotion, distribution and product issues. The strategic portion focuses on identifying organizational competencies and using these competencies to analyze industries and identify target markets and reaching them.

UNIT 1 : Defining Marketing and Marketing Process

- Definition of marketing – Scope and importance of marketing – Marketing process
- Customer needs, wants and demands – Market offerings – Customer value and satisfaction – Exchange and relationship – Modern marketing system – Types of markets
- Selecting customers – Choosing a value proposition – Marketing orientations towards market place – Difference between marketing and selling – Societal marketing – Ethics and social responsibility – Not for profit marketing
- Expanded model of marketing process

UNIT 2 : Market Strategy and Information

- Need for a customer driven marketing strategy
- Developing an integrated marketing mix – Four Ps of marketing – Four Cs of marketing
- Managing the marketing effort: Market Analysis – Market planning – Marketing implementation – Marketing Organisation – Marketing control
- Marketing information: Customer insight – Marketing intelligence – Developing marketing information systems

UNIT 3 : Market segmentation and targeting

- Designing a customer-driven marketing strategy: Market segmentation – Targeting – Differentiation – Positioning
- Market segmentation: Segmenting consumer markets – Requirements for effective segmentation
- Target marketing: Evaluating market segments – Selecting segments
- Differentiation and positioning: Positioning maps – Choosing a differentiation and positioning strategy – Communicating & delivering chosen positions

UNIT 4 : Shaping market offerings

- Product decisions: Product characteristics – Classifications – Product & Service attributes – Packaging – Labeling
- Product Line decisions – Product mix decisions – Product and brand relationship
- Brand equity: Role and scope of brands – Defining brand equity – Brand equity models
- Building strong brands: Choosing brand elements – Designing marketing activities
- Marketing of services: Nature and characteristics – Marketing strategies for service firms– 7 P's of service marketing – Services marketing environment in India

UNIT 5 : Pricing strategies

- Setting prices: Value based pricing – Cost based pricing – Demand based pricing
- New product pricing strategies: Market skimming pricing – Market penetration pricing
- Product-mix pricing strategies: Product line pricing – Optional product pricing – Captive product pricing – By-product pricing – Product bundle pricing
- Price adjustment strategies: Discount pricing – Segmented pricing – Psychological pricing – Promotional pricing – Geographical pricing – Dynamic pricing – International Pricing
- Price Changes: Initiating price changes – Responding to price changes

UNIT 6 : Delivering value

- Marketing channels: Nature & importance of channels – Role of channel members in adding value – Channel levels
- Channel behaviour & Organization: Channel behaviour & conflict – Vertical marketing systems – Horizontal marketing systems – Multi channel distribution systems
- Channel-design decisions: Setting channel objectives – Identifying major channel alternatives – Evaluating the major alternatives
- Channel-management decisions: Selecting channel members – Managing & motivating channel members – Evaluating channel members
- Marketing logistics & Supply Chain Management: Nature & importance of logistics – Logistics functions

UNIT 7 : Marketing communication

- Promotion mix: Advertising – Sales promotion – Personal selling – Public relations – Direct marketing
- Integrated marketing communication: Process – Developing effective marketing communication – Setting promotion budget and mix – Socially responsible marketing communication
- Advertising: Advertising objectives – Advertising budget – Developing advertising strategy – Evaluating advertising effectiveness
- Public Relations (PR): Role and impact of PR – Major PR tools

UNIT 8 : Direct marketing & personal selling

- Personal selling: Nature of personal selling – Role of the sales force – Managing the sales force – Personal selling process
- Sales promotion
- Direct Marketing: Direct marketing model – Growth and benefits of direct marketing – Customer databases and direct marketing – Forms of direct marketing – Online marketing – Public policy issues in direct marketing

Recommended books:

1. **Kotler, Philip; Armstrong, Gary; Agnihotri, P.Y., and Haque, Ehsan ul;** *Principles of Marketing*; 13th Edition; Pearson Education, New Delhi
2. **Ramaswamy, V.S. and Namakumari, S.;** *Marketing Management: Planning, Implementation and Control*; 4th Edition; McMillan, New Delhi
3. **Kurtz;** *Principle of Marketing*; Cengage Learning (Thompson), New Delhi

MBAE 106 MANAGING THE FINANCIAL DIMENSION - II

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to continue our exploration of corporate finance with a focus on the advanced financial management skills required to evaluate assets and manage risk in a global market. You will learn such analytical approaches as capital budgeting and the weighted average cost of capital, and then apply them to resource decisions. You will also gain a deeper understanding about the financial and profit analysis, financing and dividend decisions and managing value and risk.

UNIT 1 : Introduction

- Overview of financial management
- Goal of financial management
- Forms of business organization: Sole proprietorship – Partnership – Private company – Public company – Society
- Financial Systems: Overview – Financial assets – Financial markets – Financial intermediaries – Regulatory infrastructure

UNIT 2 : Financial analysis and planning

- Cash flow statement
- Ratio analysis: Profitability ratios – Liquidity ratios – Turnover ratios
- Financial forecasting: Proforma profit and loss account – Proforma balance sheet
- Financial modeling using spreadsheets

UNIT 3 : Fundamental valuation concepts

- Time value of money
- Valuation of securities: Valuation concepts – Bond valuation – Reference stock valuation – Equity valuation – Stock markets
- Risk and return: Single asset – Portfolio – Measurement of market risk – Relationship between risk and return

UNIT 4 : Capital budgeting

- Capital budgeting techniques: Capital budgeting process – Net present value – Internal rate of return – Payback period – Accounting rate of return
- Estimation of project cash flows for investment analysis
- Cost of capital: Cost of debt – Cost of equity – Weighted average cost of capital

UNIT 5 : Long-term financing

- Sources of long-term finance: Equity capital – Preference capital – Debentures – Term loans
- Raising long-term finance: Venture capital – Initial public offer – Secondary public offer – Rights issue – Private placement – Preferential allotment – Dilution
- Asset-based financing: Lease – Hire purchase – Project finance

UNIT 6 : Capital structure and dividend decisions

- Capital structure and Firm value: Net income approach – Net operating income approach – Traditional approach – Modigliani Miller hypothesis
- Planning the capital structure: EBIT-EPS analysis – ROI-ROE analysis – Leverage analysis – Ratio analysis – Cash flow analysis – Guideline for capital structure planning
- Dividend decisions: Formulation of dividend policy – Payout ratio – Bonus shares – Stock splits – Repurchase of stock – Legal and procedural aspects

UNIT 7 : International financial management

- Foreign exchange markets and rates
- Financing international business operations
- Documents in international trade
- Managing foreign exchange risk

UNIT 8 : Working capital management

- Principles of working capital management
- Credit management
- Inventory management
- Cash and liquidity management
- Working capital finance

Recommended books:

1. **Chandra, Prasanna;** *Fundamentals of Financial Management*, 7th Edition; Tata McGraw Hill, New Delhi
2. **Pandey, I.M.;** *Financial Management*, 9th Edition; Vikas Publishing House, New Delhi
3. **Khan, M.Y. and Jain, P.K.;** *Financial Management*, Tata McGraw Hill, New Delhi

MBAE 108 MANAGING THE OPERATIONS DIMENSION

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to provide learners with a broad understanding and knowledge of several operations management concepts. Whether you are running a factory or a restaurant or a bank, business comes down to the efficient delivery of high-quality goods and services to the customer. To get things done, you need a laser-like focus on operations. Such concepts include, but are not limited to, operations strategy, process design, facility location, forecasting, inventory management, scheduling, and OR models. Emphasis is also placed on the application of these concepts in modern manufacturing practices.

UNIT 1 : Understanding operations

- Introduction to operations management
- Services as a part of operations
- Operations management: A system's perspective – Functions – Issues
- Operations strategy: Relevance – Strategy formulation process – Strategy options
- Emerging trends and implications for operations

UNIT 2 : Designing operations

- Design of processes: Types of processes – Process-product matrix – Process design issues in services
- Technology issues in process design – Planning premises and process implications
- Product development: Role of product development in competitiveness – Product development process
- Tools for efficient product development: QFD – Value engineering – Design for manufacturability

UNIT 3 : Facilities location & layout

- Globalization of operations: Regulatory issues – Factor advantages – Expanding markets in developing countries
- Factors affecting location decision
- Location planning methods: Location factor rating – Centre of gravity method
- Layout planning: Implications – Types of layouts – Performance measures for layout design – Layout design of services

UNIT 4 : Planning and control of operations – I

- Forecasting as a planning tool – Forecasting time horizons – Design of forecasting systems – Models of forecasting – Accuracy of forecasts
- Capacity planning: Definition – Measures – Time horizon – Capacity planning framework – Alternatives for capacity augmentation – Decision tree for capacity planning – Capacity issues in service industry
- Aggregate production planning (APP): Planning hierarchies in operations – Why necessary? – Alternatives for managing demand and supply
- Basic strategies for APP – APP methods – Master production schedule (MPS)

UNIT 5 : Planning and control of operations – II

- Resource planning: Dependent demand attributes – Planning frameworks
- Material requirement planning (MRP): MRP logic – Using MRP system
- Capacity requirements planning – Distribution requirements planning – Manufacturing resource planning (MRP-II)
- Production control: Objectives of production control – Functions of production control – Need and basis of scheduling – Scheduling rules – Scheduling of flow shops – Scheduling of job shops

UNIT 6 : Managing materials

- Purchasing : Importance of purchasing – Procurement process
- Inventory planning: Importance of inventory – Types of inventory – Costs of inventory – Inventory control systems - Selective controls (ABC classification & others)

UNIT 7 : Modern manufacturing practices

- Lean production: Concept – Just-in-time – Jidoka –Three M's (MUDA – MURI – MURA) – 5S – Visual management – Kaizen – Poka Yoke
- Flexible manufacturing system – Rapid prototyping – Total productive maintenance (TPM)
- Indian Scenario: Leading Indian companies using modern manufacturing practices – Task ahead

UNIT 8 : Introduction to OR & linear programming

- History and development of operations research (OR)
- Introduction to quantitative modeling
- Definition of OR – Application to engineering – Managerial problems – Models of OR – Features of OR models – Limitations
- Linear programming: Definition – Mathematical formulation – Standard form – Solution space – Solution feasibility – Basic feasible – Graphical method – Simplex method
- Introduction to transportation and Assignment problems

Recommended books:

1. **Mahadevan, B.;** *Operations Management: Theory and Practice*; Pearson Education, New Delhi
2. **Khanna, R.B.;** *Production and Operations Management*, Prentice Hall of India, New Delhi
3. **Krajewski, Lee J.;** *Operations Management: Processes and Value chains*; Prentice Hall of India, New Delhi
4. **Russell, Roberta S. and Taylor, Bernard W.;** *Operations Management* ; Prentice Hall of India, New Delhi

MBAE 110 MANAGING THE INFORMATION DIMENSION

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of this course is to enable to convert raw data into useful information from the organization's perspective, and then to process it into knowledge so as to refine the decision making. The course is designed to help learners understand the importance of managing information in today's global business environment. It aims to enable learners to understand information systems from a business viewpoint. Besides discussing the application and impacts of information systems, the course will also help learners understand the role of information technology in today's business scenario.

UNIT 1 : Role of information systems

- Data, information and knowledge: Meaning & importance of data, information and knowledge in business
- Information systems: Introduction, Business perspective, and Strategic objectives
- Contemporary approaches to information systems

UNIT 2 : Information systems in the enterprise

- Business processes and information systems: Sales and marketing – Manufacturing and production – Human resources – Finance and accounting
- Types of information systems: Transaction processing systems – Management information systems – Decision support systems – Executive support systems

UNIT 3 : Information systems, Organizations and Strategy

- Impact of information systems on organizations – Implications for design
- Using information systems to achieve competitive advantage
- Ethical and social issues in information systems

UNIT 4 : IT Infrastructure and Emerging technologies

- IT Infrastructure : Introduction and evolution – Technology drivers
- Components of IT Infrastructure: Hardware, Software, Emerging mobile digital platform – Management and Governance
- Telecommunications, the Internet and Wireless technology: Impact on business – Improving decision making and achieving operational excellence
- Securing information systems – System vulnerability and abuse – Security and control – Establishing framework, technologies and tools for protecting information resources

UNIT 5 : Databases and information management

- Database management systems: Fundamental concepts – Database approach to data management – Database structures – Types of databases
- Using databases to improve business performance – Data warehouses
- Business Intelligence and data mining – Databases and the web
- Establishing an information policy – Ensuring data quality

UNIT 6 : Enterprise systems

- Enterprise Systems: Introduction and business value – Enterprise resource planning
- Supply chain management systems: Introduction – Information system in SCM – Global supply chains
- Customer relationship management systems: Introduction – Information systems in CRM – Operational and Analytical CRM
- E-Commerce: Introduction – Electronic payments – Information system in e-commerce

UNIT 7 : Knowledge management and collaboration

- Knowledge: Introduction – Dimensions
- Knowledge Management: Value chain (Knowledge acquisition, storage, dissemination and application)
- Knowledge management systems (KMS): Enterprise wide KMS – Knowledge work systems – Intelligent techniques

UNIT 8 : Building and managing information systems

- Overview of systems development: Systems as planned organizational change – System analysis – System design – Programming – Testing – Implementation – Maintenance
- Approaches to building information systems: Traditional systems life cycle – Prototyping – Application packages – End-user development
- Managing global systems: Growth of international information systems – Organising international information

Recommended books:

1. **Laudon, K.C. and Laudon, J.P.;** *Management Information Systems: Managing the Digital Firm*; 11th Edition; Pearson Education, South Asia
2. **O'Brien, James A; Marakas, George M, and Behl, Ramesh;** *Management Information Systems*; 9th Edition; Tata McGraw Hill, New Delhi
3. **Kanter, Jerome;** *Managing with Information*; 4th Edition; PHI Learning Pvt. Ltd., New Delhi
4. **Murdick, Robert G.; Ross, Joel E, and Claggett, James R.;** *Information Systems for Modern Management*; 3rd Edition; PHI Learning Pvt. Ltd., New Delhi

MBAE 112 SEMINAR ON ETHICS, VALUES AND CSR

Internal Marks : 100

External Marks : 0

Total Marks : 100

Objective: The objective of the course is to make learners aware of several ethical issues facing businesses and business people in today's world and to be able to critically assess ethical arguments relevant to such issues. The course aims to inculcate the ability in them to solve ethical problems through structured programs and practices and begin to develop thoughts on ethical leadership.

UNIT 1 : Introduction to ethics and values

- Concepts of ethics, morals and values – Characteristics of moral standards – Moral reasoning for ethics – Moral responsibility
- Ethics in business: Corporate governance – Introduction to corporate social responsibility (CSR)

UNIT 2 : Principles of ethics

- Ethical principles – Ethical theories – Justice & fairness – Ethics of care
- Indian value system and decision making – Scriptures and tradition
- Discussion/ Debate

UNIT 3 : Ethical decision making in business

- Business philosophy, systems and ethics – Ethics v/s law
- Issues: Political & administrative corruption – Most corrupt nations – Watch agencies – Whistle blowers
- Discussion/ Debate

UNIT 4 : Ethics: Individuals and the organization

- Rights and obligations of individuals in the organisation – Organisation's responsibilities to employee
- Cases of ethics violation and responsibility
- Debate/ Discussion

UNIT 5 : Ethics in business functions

- Marketing ethics – Ethics in selling and advertising – Media reporting
- Ethical issues in human resource management
- Ethics in financial services
- Ethics in production and product responsibility

UNIT 6 : Ethics and Sustainable development

- Environmental issues and Business responsibility
- Sustainability Issues – Carbon credits
- Discussion/ Debate

UNIT 7 : Corporate social responsibility

- Introduction to CSR and CSR Initiatives
- Corporate responsibility towards stakeholders and reporting
- Discussion/ Debate

UNIT 8 : Contemporary ethical issues

- Ethical implications of technology
- Ethics of genetically engineered and modified products
- Intellectual property rights

Recommended books:

1. **Mandal, S.K.**; Ethics in Business and Corporate Governance; Tata McGraw Hill, New Delhi
2. **Hartman, Laura and Chatterjee, Abha**; *Perspectives In Business Ethics*; 3rd Edition; Tata McGraw Hill
3. **Velasquez, Manuel G**; *Business Ethics*; 5th Edition; Pearson Education, New Delhi

MBAE 114 WORKSHOP ON TEAM BUILDING & LEADERSHIP

Internal Marks : 100

External Marks : 0

Total Marks : 100

Objective: The objective of the course is to focus on leadership essentials and the skills needed to elicit high commitment and productivity from people and groups. Awareness of one's own values, beliefs, decision-making tendencies and behaviors is seen as a crucial first step in becoming a leader. Thus, a significant portion of the course consists of activities designed to enhance learners' self-awareness. Methods of instruction include individualized feedback, cases, role-plays and experiential exercises.

UNIT 1 : Contemporary leadership issues

- From Charismatic to transformational leadership
- Leadership roles: Providing team leadership – Mentoring – Self leadership
- Debate: Charisma is everything in a leader
- Exercises : Choosing an effective leader

UNIT 2 : Leaders as managers

- Great leader – Great managers – Successful entrepreneurs
- Indian ethos in leadership
- Foundation of Leadership: Ethics and leadership – Trust and leadership
- Debate: Do ends justify the means?
- Discussion: Is trust in our leaders on decline?
- Exercises: Indian entrepreneur case study – Is ethical business going out of fashion?

UNIT 3 : Motivational leadership

- Key qualities & characteristics of a motivational leader
- Work culture conducive for motivation – Developing self-motivating environments
- Debate: Money is the only motivator
- Discussion: What is the key to motivating a diverse work force?
- Exercises: How to motivate minimum wage employees?

UNIT 4 : Power and politics

- Power: Definition of power – Contrasting leadership and power – Bases of power – Formal power – Personal power
- Organisational politics: Power in action – Definition – The reality of politics – Factors contributing to political behaviour
- Debate: Are women leaders more trustworthy?
- Exercise: Understanding power dynamics

UNIT 5 : Teams and teamwork

- Importance of team work
- Allocation of roles in team
- Turning individuals into teams – Resolving conflict in individual goals and team goals
- Debate: Collective decision making is key to success
- Exercise: Basic team building exercises

UNIT 6 : Building teams

- Making teams effective – Focusing teams on performance – Conflict resolution
- Debate: Does everyone need to be a team player?
- Exercise: Advance team building exercises

UNIT 7 : Change management

- Stimulants of change – Overcoming resistance to change
- Managing organisational change
- Creating a culture for change – Developing a learning organisation
- Debate: Crisis is a terrible thing to waste
- Discussion: Consequences of stress at work – Is stress good?
- Exercise: Contrast individual and organisational approaches to stress

UNIT 8 : Skill-building modules

- Creative problem solving – Goal setting – Time management – Negotiation skills

Recommended books:

1. **Robbins, Stephen P.; Judge, Timothy, and Sanghi, Seema;** *Organization Behaviour: Concepts, Controversies and Applications*; 13th Edition; Prentice Hall of India, New Delhi
2. **Welch, Jack; Welch, Suzy, and Collins, Harper;** *Winning*
3. **Jain, Sachit (2010);** *Ready for Takeoff*; Rupa Publications, New Delhi