SYLLABUS

Postgraduate Programme in Human Resource Management

Batch 2012-14

Office of the Dean

XLRi
Xavier School of Management

1949
EXCELLENCE & INTEGRITY

For the greater good

June 2012

CONTENTS

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   HR Issues in Mergers & Acquisitions
IV.15   Human Resource Management in Service Sector
IV.16   Industrial Jurisprudence
IV.17   International Human Resource Management
IV.18   Labour Law Applications
IV.19   Managerial Competencies and Career Development **[4.5 credits] [also OB]**
IV.20   Managerial Counselling **[also OB]**
IV.21   Managing Diversity in the Workplace
IV.22   Managing Redundancy
IV.23   Measuring HR **[1.5 credits]**
IV.24   Occupational Testing **[also OB]**
IV.25   Organisational Change and Development **[also OB]**
IV.26   Participative Management **[1.5 credits]**
IV.27   Principles of Labour Administration
IV.28   Role of HR in Knowledge Management **[1.5 credits]**
IV.29   Selection **[1.5 credits]**
IV.30   Strategic Human Resource Management **[also OB]**
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IV.32   Training and Development

V. INFORMATION SYSTEMS

ELECTIVES

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V.3   Business Modeling Through System Dynamics
V.4   Cyber Law
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V.6   DBMS with Oracle
V.7   Decision Support Systems
V.8   e-Business **[also POM]**
V.9   Enterprise Resource Planning **[also POM]**
V.10   Human Resource Information System
V.11   I S Strategy **[also SM]**

VIII. PRODUCTION, OPERATIONS & DECISION SCIENCES

CORE COURSES

VIII.1   Production Management

VIII.2   Quantitative Techniques for Human Resource Management

ELECTIVES

VIII.3   e-Business **[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   Building Learning Organisations **[also OB]**

IX.7   Business Networking **[1.5 Credits]**

IX.8   Competition and Globalisation

IX.9   Designing Organisations for Uncertain Environment **[also OB]**

IX.10   Entrepreneurship and New Ventures **[also ECONOMICS]**

IX.11   Entrepreneurship Planning and Development: with special reference to Tech-
          Entrepreneurs and Professionals

IX.12   International Management

IX.13   I S Strategy **[also IS]**

IX.14   International Relations and Management

IX.15   Introduction to Social Entrepreneurship

IX.16   Managing Private-Public Partnerships **[also ECONOMICS]**

IX.17   Resource Based Strategy

IX.18   Strategic Game Theory for Managers **[also ECONOMICS]**

IX.19   Strategies of Co-operation

IX.20   Transformation for Sustainable Superior Performance

PREFACE

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 2012

XLRI Jamshedpur.

PROGRAMME DESIGN AND REQUIREMENTS: HRM 2012-14 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.

(3) MS-Power Point and Excel Workshop

A three-day Workshop to develop professional presentation and business use of Excel Spreadsheet will be conducted. It is mandatory for the students to attend the workshop.

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) for HRM. The Term-wise distribution of courses in the first year shall be 7-6-7. The remaining three core courses shall be scheduled in the second year. During the second year, in addition to the three core courses, a student is required to do 14 (fourteen) elective courses. The total workload for a student in any Term should not exceed 6 courses (18 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

This course exposes students to an overview of an exchange based economy and draws out the relationship between crucial macroeconomic variables like the level of income, employment, prices, investment, money supply, trade and forex, etc. The design of government policy measures in regulating and planning for the economy will be discussed. Specific problems like inflation, growth and the control of business cycles will be addressed, with respect to the Indian economy. The purpose is to provide the students with a fundamental knowledge of the macroeconomy on the basis of which policy decisions can be analysed and business decisions can be made.

Topics

1. Introduction : Schools of Macroeconomic Thought

2. National Income Accounting

3. The Simple Keynesian Model: Multiplier

4. The Complete Keynesian Model – IS-LM Framework

5. Monetary and Fiscal Policies in a Closed Economy

6. Aggregate Demand and Aggregate Supply, Long-run Aggregate Supply and Growth Models

    Applications:

    - Indian experience with overall and sectoral growth,

    - Inter-sectoral linkages and role of foreign direct investment

7. Balance of Payment and Exchange Rate Determination

    Applications

    - India's experience with exchange rate

    - Impact of fluctuations in exchange rate on export, import and growth of domestic

      Industry

8. Open Economy Macroeconomics – IS-LM Framework

9. Fiscal and Monetary Policies in an Open Economy

    Applications:

    - Capital account convertibility debate in India

    - Macroeconomic crises: explaining the experiences around the world

10. Inflation, Unemployment and the Labour market

I.2   MANAGERIAL ECONOMICS

[3 Credits]

Objectives

The objective of this course is to equip the manager with the methodology of decision making using the concepts of microeconomics. Starting out with an exposition of the theory of decision making by households and firms, the participants will be made to comprehend the working of the markets, the determination of prices and the techniques of decision making that the players in the market can adopt to ensure that sound decisions are made.

Topics

1. Introduction to Managerial Economics; The roles of the firm and the House hold
2. Decision Making in the Household
   - Consumer Choice
   - Demand; its Determination, Estimation and Forecasting
3. Decision Making in the Firm
   - Production
   - Cost
   - Supply : its Determination and Derivation
4. Equilibrium in Different Market Structures
   - Competitive markets- Equilibrium in the short run and longrun
   - Monopoly equilibrium
   - Oligopoly: Strategic interactions and Game Theory

5. Markets for Factor inputs
6. The Economics of Information
7. Market Failure
   - Externalities
   - Public Goods

I.3   BASIC ECONOMETRICS OF HR

[3 Credits]

Objectives

Objective of the course is to introduce the students to basics of theory and application of econometric methods. Emphasis is on understanding and interpreting relations among economic variables which have a direct impact on the way business is conducted in the world market. The course would take hands-on approach to help students get comfortable with working with dataset. The course would address the problems typically encountered in conducting empirical econometric research, in evaluating results and testing hypotheses in making predictions.

The course aims at

☞ Familiarizing students with the basic concepts of econometrics
☞ Help students learn the theoretical aspects of simple and multivariate regression analysis

☞ Carry out econometric applications on problem sets and interpret the results of multivariate regression using statistical software program SAS.

Topics

1. Introduction to Econometrics
   - Introduction to what is econometrics and steps taken by an econometrician in carrying out an empirical study.
   - Different data types – cross section, time series and panel data and problems associated with them – examples from Indian context

2. Linear Regression Model
   - Basic concepts of regression analysis – Illustration with two variable Linear Regression Model
   - Estimation using the method of Ordinary Least Squares (OLS)
   - Properties of Estimators
   - Introduction to Multiple Linear Regression Model
   - The Precision of the Estimators and the Goodness of Fit
   - Tests of Hypothesis
   - Scaling and Units of Measurement

3. The Multiple Linear Regression Model
   - Estimation using the method of OLS – CLRM assumptions and properties of Estimators
   - Goodness of Fit and General Criteria for Model Selection
   - Testing Hypothesis
   - Specification Errors
   - The assumption of Multicollinearity – Exact Multicollinearity; near Perfect Multicollinearity

4. Choosing Functional Forms and Testing for Model Specification
   - Extensions of the Simple Linear Regression Model – Regression through the Origin
   - Functional Forms – like Exponential and Logarithmic Functions – Linear Log; Log-Linear; Double Log; Reciprocal Transformation; Polynomial Curve Fitting,
   - Introduction to Dynamic Models – Lags in Behavior
   - Hypothesis Testing
   - Dummy Variable Regressors – Qualitative Variables and their Impact Analysis

5. Identifying and Correcting for Violations of the CLRM Assumptions
   - Specification Errors
   - Heteroskedasticity
   - Autocorrelation

6. Qualitative and Limited Dependent Variables
   - Regressions on Dummy Dependent Variables – Binary Choice Models
   - Logit Model – Probit Model – Tobit Model Estimation; Assumption; Problems

7. Simultaneous Equation Models
   - Structure and Reduced Forms
   - Consequence of Ignoring Simultaneity – Identification Problem
   - Estimation and Inference

I.4   DEVELOPMENT ECONOMICS

[3 Credits]

Objectives

This course is intended to provide a review of the main issues in Development Economics, a field that has *several* facets. Analysis of theories, learning from empirical evidence, wherever available and looking at policy measures in the relevant areas will yield a critical understanding of issues that are otherwise left to government (public policy) or NGO (social work) realms. Though managers must accept some national and international level decisions as given, this course is nonetheless important in that it will lead to more aware and sensitive decision-making at a micro level, which also demands an understanding of the larger picture. It will of course, be useful to those aiming for a career in development research and planning, which often provides the base for policy-making. The business manager, with additional skills in development methodology will undoubtedly deliver more effectively.

It is expected that, at the end of this course, students will, *inter alia,* be in a position to :

☞ understand and apply the main theories of economic development

☞ appreciate the role of markets and institutions in facilitating development

☞ apply the knowledge and skills acquired to study the main forces sustaining and limiting economic development

☞ critically analyse and thereby design effective policy interventions

Topics

1. Introduction: Economics of Development

2. Theories of Economic Growth

3. Poverty, Inequality and Economic Growth

4. Industrial Development

5. Rural-Urban Dynamics

6. Population and Development

7. Finance for Development

8. Trade and Development

9. State and the Market

10. Privatisation and Regulation

11. Institutions and Growth

I.5   ECONOMICS OF HUMAN RESOURCES

[3 Credits]

Objectives

As there is sea-change in the economic front, the labour market is bound to be influenced. With the transfer of technology and the increasingly competitive business environment such transformation is often been quite dramatic.

In this course, which is a branch of applied economics, there will be an attempt to identify the principal theoretical approaches and to indicate the direction of empirical research in each area. Theories and examples that are applicable to free market mechanism will be discussed together with the problems and limitations of these tools when there exists a sizeable public sector in the economy.

Topics

1. Demand for Labour
   - Short run and long run demand for labour
   - Firm's demand and Market demand for labour
   - Competitive and non competitive product markets and changing demand for labour
   - Hiring from alternative skill sets
   - Selection – probation, contingent contract
2. Supply of Labour
   - Individuals decision to work
   - Market supply of labour
   - Retirement and voluntary retirement schemes
   - Some labour legislations and impact on individual supply of labour
3. Labour Market Equilibrium
   - Wage determination
   - Changing market conditions and wages
   - Income taxes and wage
   - Wage regulations and wage
   - Monopsony
   - Internal job markets and different considerations behind wage setting
4. Investment in Human Capital
   - Individual's choice of educational attainment
   - Costs and benefits of human capital investments
   - Who should invest in human capital – the individual or the firm?
5. Employment Contracts and Problems of Information
   - Lack of information about applicant's exact productivity / ability before employment
   - How to best use the signals so that the right person is chosen?
   - Lack of information about efforts put in by employee after appointment
   - How to ensure, without monitoring, that the employee puts in hard work?
   - Team related moral hazards – free riding problem
6. Compensations and Incentives
   - Straight pay and variable pay
   - What kind of variable pay is best to encourage effort?
   - How to design compensation schemes to motivate older employees to work harder?
   - Compensation for risk of injury – designing economically efficient and incentive compatible wage contracts
   - Benefits – taxes on benefits vis à vis taxes on wages
7. Labour Unions and Collective Action
   - Individuals decision to join the union
   - Product market structures and bargaining powers of unions
   - Economics of Strikes
   - Is bargaining by unions good for the economy?
8. Labour Mobility
   - Why workers migrate?
   - when to lay off workers? When to expect that the employee will quit?

- How to design incentives for retaining critical worker?

9. Discrimination in the Labour Market
   - Why some workers are discriminated against?
   - Prejudice and lack of information as sources of discrimination
   - Skill differences between social groups as a result of discrimination
   - Laws against discrimination –
   - Employer reaction to such laws
   - How useful are these laws in combating this social evil?

10. Evaluation
    - Why does the employer need to evaluate?
    - Which workers should be evaluated? And how frequently?
    - What should be the criteria for evaluation? – achievement or ability to achieve?
    - Who should evaluate? – an insider or an outsider to the firm?

1.6   ECONOMICS OF INFORMATION AND NETWORK INDUSTRIES

[3 Credits]

Objectives

The objective of this course is to explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies in these industries. Managers of tomorrow who understand the economics of these technology intensive industries would be better prepared to beat the competition and be more successful than the 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, on designing product lines for such goods, and on management of intellectual property.

Topics

- Introduction to Economics of Information Goods/ Services Industry
- Network Economics
- Pricing of Information and Network Goods
- Compatibility, Product Introduction and Versioning Decisions

I.7   ENTREPRENEURSHIP AND NEW VENTURES

[3 Credits]

Objectives

The major emphasis of the course will be on creating a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. This will involve working together to investigate, understand and internalize the process of founding a startup. Bootstrap and guerilla tactics to gather resources - the technology, team, finance and market - to give birth to entrepreneurial businesses will be discussed.

The course is designed primarily for those who at some point of their career want to start their own ventures, or run their own family businesses. But it is equally useful to those who plan to work in or with new ventures either as venture capitalists, consultants to new firms or in new business development units of larger corporates.

Topics

1. The Early Career Dilemmas of an Entrepreneur
   - The Entrepreneur's Role, Task and Personality
   - A Typology of Entrepreneurs: Defining Survival and Success
   - Entrepreneurship as a Style of Management
   - The Entrepreneurial Venture and the Entrepreneurial Organisation

2. Choosing a Direction
   - Opportunity recognition and entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition
   - The Strategic Window of Opportunity : Scanning, Positioning and Analysing
   - Intellectual Property : Creation and Protection

3. Opening the Window: Gaining Commitment
   - Gathering the Resources you don't have
   - The Business Plan as an Entrepreneurial Tool
   - Financial Projections: how to do them the right way
   - Debt, Venture Capital and other forms of Financing
   - Sources of External Support
   - Developing Entrepreneurial Marketing: Competencies, Networks and Frameworks

4. Closing the Window: Sustaining Competitiveness
   - Maintaining Competitive Advantage
   - The Changing Role of the Entrepreneur: Mid Career Dilemmas
   - Harvesting Strategies versus Go for Growth

I.8   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

☞ To acquire the knowledge/skill to evolve competitive strategies and thereby determine the conduct of a firm in the market.

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
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

PERFORMANCE

11. Market Structure and performance – Overall appraisal.

PUBLIC POLICY & REGULATION

12. Issues in Antitrust Economics
13. Issues in Regulatory Economics
14. The legal framework

I.9 INTERNATIONAL BUSINESS ECONOMICS

[3 Credits]

Objectives

The broad focus of this course will be

☞ To understand the important linkages between domestic economy and its external sector
☞ To gain the conceptual clarity of the theoretical aspects of international trade and finance
☞ To examine the broad pattern of changes in the international economic policy
☞ To examine the business implications of international economic environment
☞ To identify the basic macroeconomic relationships as they affect the behaviour of firm
☞ To incorporate international issues in designing corporate strategies in a fast changing environment.

Topics

1. International Monetary Systems
   - International Business Environment
   - International monetary System
   - European Monetary System and Emergence of Euro

2. Developing Countries' Concerns
   - Exchange Rate Policy of Developing Economies
   - India's Exchange Rate Regimes and Experiences
   - Nominal vs Real Exchange Rates, Bilateral vs Effective
   - Exchange Rates and the Economy

3. International Financial Flows
   - Emergence of International Financial Intermediation
   - Recent Changes in the International finance
   - Resource Flows to Developing Countries

4. Emerging Market Analysis
   - Country Risk Analysis
   - Foreign Investment Analysis: Direct and Portfolio
   - Currency Convertibility: Current Account and Capital Account
   - South Asian Currency Crisis

5. International Trade
   - Developments in International Trade Theory
   - Trade Policy Instruments and Liberalization
   - World Trade Organization

6. Legal Dimension in International Business

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).

3. Issues in Regulation that come about with privatization.

4. Pricing mechanisms available to a regulator to ensure universal access and efficiency.

5. Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.

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

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

8. Project Finance and its application in Public Private Partnership.

9. Monitoring and Evaluation Methods in a Public Private Partnership.

10. Dispute Resolution in Public Private Partnerships.

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
   - Interlinkages

I.12 SOCIAL BANKING AND MICROFINANCE

[3 Credits]

Objectives

Access to financial services by a cross section of the society is recognized all over the world as one of the key requirements of inclusive socio-economic development. Social banking in India is perceived as a policy-induced orientation of banks and other financial institutions aimed at achieving financial inclusion and thereby attainment of 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 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 (the students) with the initiatives taken in the country for addressing the said issues. The course also seeks to underline how the tenets of social banking and inclusive financial system may not always be in conflict with the goal of maximizing the operating surplus of a 'commercial' entity like a banking institution. In this context reference is sought to be made to the evolution of the so called 'micro finance' initiative as a socially responsive and yet commercially viable proposition.

Topics

1. Study of the inherent challenges of financing small economic operators like moral hazard, adverse selection, high transaction cost and information asymmetry etc.

2. Examination of the working of an informal moneylender as a form of monopolistic competition

3. Justification of intervention in the financial market in the light of the need to achieve efficiency and distribution goals

4. Tracing the genesis and evolution of the process of institutionalization of financial services in India as a precursor to intervention in the financial market.

5. Composition of the Institutional Credit System (ICS) in India operating at the ground as well as apex levels; roles played by different constituents of ICS

6. Major policy initiatives launched in India for aligning the banking system to socio-economic goals of the national development process including the following:
   (a) Evolution of the concept of *priority sector* in lending and stipulation of quantitative targets therefor;
   (b) Nationalisation of major commercial banks; and
   (c) Introduction of Lead Bank Scheme (LBS) followed by Service Area Approach (SAA), etc.

7. Outline of subsidy-linked credit programmes of the Government like PMRY, SGSY, SJSRY & SLRS, etc.

8. Initiatives of the Government (without subsidy-link) like *Kisan Credit Card* (KCC) scheme, *Financing of Agriclinics/Agribusiness Centres* etc. and the *Differential Rate of Interest (DRI)* scheme.

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 problems encountered in implementation of social banking initiative in India including, notably, (a) inter-spatial disparity manifested, among other things, by varying credit-deposit ratio (CDR) across areas, (b) inadequate linkage support and (c) unsatisfactory repayment climate etc. Search for solutions to the contextual problems and defining the roles of various stakeholders like the government, the non-government organizations (NGOs) and the civil society besides the constituents of institutional credit system (ICS) in achieving effective operation of the social banking initiative.

I.13 STRATEGIC GAME THEORY FOR MANAGERS

[3 Credits]

Objectives

People rarely make decisions in a vacuum. The choices we make affect others, and their choices impact us. Such situations are known as "games" and "game-playing", while sounding whimsical, is serious business. Managers frequently play "games" both within the firm with employees, other stake-holders, other divisions etc. as well as outside the firm with competitors, customers and regulators! The goal of this course is to enhance your ability to think strategically in complex, interactive environments. Knowledge of game theory will give you an advantage in such strategic settings.
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.

Topics

1. Games of complete information

Theory:
- Simultaneous move games and Nash equilibrium
- Pure strategy vis-à-vis mixed strategy
- Sequential move games and sub-game perfect Nash equilibrium
- Repeated games
- Commitment and Strategic Moves - Credibility, threats, and promises as ways to change the game being played.
- Evolutionary games.

Applications:
- Static and Dynamic games of Price and non-price competition
- Commitment strategies
- Entry and exit decisions and entry deterrence strategies
- Pricing strategies, capacity commitment
- War of attrition
- Co-ordination games
- Reputation formation
- Bank runs
- Bargaining and Tournament games
- Collective-action games.

2. Games of incomplete information

Theory:
- Static games of incomplete information and Bayesian Nash equilibrium
- Dynamic games of incomplete information and Perfect Bayesian equilibrium
- Signaling games.

Applications:
- Brinkmanship
- Reputation and strategic irrationality
- Auctions
- Contracts
- Adverse selection and moral hazard in capital, labor and insurance markets (e.g., takeovers, wage contracts, insurance contracts)
- Job market signaling.

II FINANCE

II.1 ACCOUNTING FOR MANAGEMENT

[3 Credits]

Objectives

☞ To create an awareness of the importance and usefulness of the accounting function.

☞ To develop an understanding of financial statements and the principles and concepts underlying them.

☞ To lay foundation for developing skills to interpret Financial Statements.

☞ To create an awareness about cost accounting for cost management.

☞ To review the developments in accounting.

Topics

1. Accounting Concepts, Techniques and Conventions
   - Need for Accounting
   - Book Keeping
   - Financial Statements
   - Key Concepts and Fundamental Accounting Assumptions
   - Depreciation Accounting
   - Inventory Valuation etc.

2. Costing Systems
   - Elements of Cost
   - Cost Behaviour, Cost Allocation, OH Allocation
   - Process Costing, Job Costing
   - Cost Volume Profit Analysis
   - Budgets
   - ABC Analysis, EOQ, JIT

3. Company Accounts and Annual Reports
   - Audit Reports and Statutory Requirements
   - Directors Report
   - Notes to Accounts
   - Pitfalls

4. Current Trends
   - Customer Profitability
   - Balance Score Card

II.2 BASIC FINANCIAL MANAGEMENT

[3 Credits]

Objectives

For any business organization, financial success is arguably the principal purpose around which all management activities revolve. So, there is an imperative need to be conscious of financial management basics by all the management students including *the HRM students.* This course provides necessary exposure to the students on the basics of financial

management. The objective of the course is also to acquaint the students with the key financial management techniques such as financial analysis, valuation, capital budgeting, raising finance, and working capital management, where emphasis is laid on sound concepts and their managerial implications.

Topics

1. Understanding Financial Statements (An Overview)

2. Interpreting Financial Statements (An Overview)

3. Accounting Mechanics, Process and System
   - Introducing Book Keeping and Record Maintenance
   - The concept of double entry and fundamental principles
   - Journal
   - Ledger
   - Trial Balance
   - Cash Book
   - Subsidiary Books
   - Bank Reconciliation Statement
   - Rectification of Errors
   - Final Accounts
   - Extended Trial Balance to Final Accounts
   - Final Accounts from Incomplete Records

4. Significant Accounting Policies, Accounting Standards

5. Certain Special Features of Corporate Accounting

6. Form and Contents of Financial Statements and Interfaces with Companies Act

7. Creative Accounting and Implications thereof

8. Analysing and Interpreting Financial Statements

9. Cash Flow and Fund Flow Techniques

II.3 FINANCIAL CONSIDERATIONS IN MANAGING HR

[3 Credits]

Objectives:

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, the 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.

Topics:

- Cost Considerations in Management Decisions
  (A Case Based Approach)

- A Re-Look at Cash Flows
  (Their Utility & Importance)

- Analyzing Financial Information
  (The tricks of the trade – Case Based Approach)

- Explaining the first Assignment of FCMH
  (Sector vis-à-vis The Company – A Comparison)
- Value & Value Drivers (Cases)
  (Re-visiting the Conceptual Framework)

- The Legal Framework (Overall Understanding)

- Creative Accounting Practices
  (Their implications on HR Function)

- Explaining the second assignment of FCMH
  (Manipulating Financial Statements)

- Bottom Line Focus of Management Decisions
  (HR repercussions – A Case)

- Introducing the Statement of Value Added
  (Creation, importance & utility in HR function)

- Various Performance Measurement Yardsticks
  (Looking at non conventional parameters)

- Potential Sickness & Distress Restructuring
  (Identification, whistleblower role & Revival)

- Explaining the third assignment of FCMH
  (Identifying & Tackling Financial Distress)

- Valuing & Reporting Human Resources
  (The Concepts, Models & Practical Relevance)

- Developing Quality Management Reports Promoting Decision Making Process
  (Focusing on Relevant Reports for HR Function)

- A Financial Perspective to various considerations in the Corporate Restructuring Process
  (Creating an awareness for promoting cross functional decision making process)

II.4 SOCIAL FINANCE, IMPACT INVESTING & INSURANCE
[3 Credits]

Introduction

Social finance deals with savings, credits, pension, insurance and other forms of financial products that help the asset poor households and the marginalized communities, including micro entrepreneurs, engage in income-generating activities and to cope with risk. Providing business and employment opportunity to the population at the bottom of the pyramid require finance. Widening financial market access to these vast segments requires the design of innovative financial contracts and instruments, unbundling risk of lenders as well as borrowers, and most importantly credit enhancements and guarantees. Such 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 to lend asset poor. Social Finance therefore is concerned with the design of financing mechanism and regulations which would cater to the financial needs of the asset poor, micro-entrepreneurs, and social venture start-ups.

Scope

This elective course intends to integrate the broader areas of finance that have implications for social sector involving asset poor. The course will address broadly the following issues:

- How do poor households organize their savings and consumptions, and meet their deficit spending, make investment decisions? What are the specific characteristics of cash flows of asset poor (on the demand side)?

- And how are traditional financial systems meet such demands (basically supply side perspectives, to serve only as a prelude)?

- What are some of the recent innovations in the markets for the Poor that facilitate risk unbundling, and made financing viable for the formal structure?

- What are some of the innovations introduced by the modern financial systems that have potential applications in financial inclusion? (micro insurance, securitization, weather insurance, etc)

- What are the financial market innovations that support savings & Investments of asset poor households?

- How innovations in transaction banking space do enables poor to have broader financial market access, while at the same time reducing transaction costs?

- How do companies in social sector create sustainable social value while working profitably?

- What are the governance issues, board composition, disclosures, and fiduciary responsibilities of companies that are in the social investing space?

Pedagogy:

The course is built around conceptual rigor, international best practices and, most importantly, Indian case situations. Students present case situations in groups, and prepare finally a financial design in a social enterprise setting.

Topics:

1. **Financial Market Architecture and Access to Poor**

Introductory overviews of demand and supply side issues of the financial markets for poor are discussed (on the supply side, contrasting formal vs informal credit markets and on the demand side, understanding the cash flow/budgeting pattern of low income households).

Portfolios of the Poor, by Daryl Collins, Jonathan Morduch, Stuart Rutherford, and Orlanda Ruthvan, Princeton University Press

2. **Financial Innovations as Market Access**

Here we delve on pro-poor financial innovations that have gone beyond microcredit but with commercialization, pro-poor urban finance, low income housing finance (e.g. micro mortgages), micro-insurance products; etc.

Building Houses, Financing Homes: India's Rapidly Growing Housing and Housing Finance Markets for the Low-income Customer, Monitor Inclusive Markets (2010).

3. **Micro Enterprise Financing Innovations**
We examine the finance constraints faced by microenterprises, the institutional legal constraints restricting access to finance, Financial market innovations supporting SME finance(securitization, leasing, factoring, value chain lending with case studies); financing start-up and venture capital fund, credit guarantee mechanisms, etc

4. **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.

Bridges Ventures: "Investing for Impact, Case Studies across Asset Classes" March 2010; Augustin Landier and Vinay Nair, Investing for Change, Oxford University Press, Dec 2008

5. **Venture Capital Funds, Initial Public offers and Equity Infusion**

Examine how finance companies in social sector could create sustainable social value while working profitably, or if the profitability issue was overstretched.

Nothing Ventured, Nothing Gained: Addressing the Critical Gaps in Risk-Taking capital for Social Enterprise,"Jed Emerson, Skoll Centre for Social Entrepreneurship at Oxford SAID Business School;

Acumen Fund: Valuing a Social Venture: Michigan Business School; Initial Public Offers: SKS in India, Havard Business School Case Study.

6. **Structured Products, Credit Enhancements and Guarantees, Micro loan securitization, structuring deals and legal issues**

Cases will drawn extensively from ICRA and CRISIL Data base

7. **Capital Markets & Access to Finance**

We discuss here also the financial innovations to support savings & Investments of asset poor households, framework for managing inflation risks, etc, drawing from global as well as Indian experience. We also draw evidence from field studies as to how poor save and invests, with typical risk-return analysis.

Micro-SIP(SBIMF Chhota SIP fund), Micro-Pension(context of Indian Pension Reform); investment linked insurance products; GDP & Inflation-Indexed Bonds(case of RBI 2003 Inflation Indexed Bond); community-based health mutual fund

8. **Investment and Insurance-linked Products**

Transition from a credit-based to credit-insurance based financing arrangement, thereby including micro-insurance products.

9. **Weather Derivatives & Crop Insurance**

Weather insurance in Agriculture, Livelihood Risk Management using Crop Insurance; Index Based Insurance are discussed, with valuation of insurance products workings.

Index- based weather insurance adopted by BASIX-ICICI Lombard; Barish Bima Yojana; etc

10. **Commodity Finance and Risk Management**

We also discuss the Indian commodity derivatives markets and how have they benefitted farmers.

Cases such as eliminating middlemen in rural markets suing the ITC e-Choupal lnitiative(Harvard Business School Case Study); Price dissemination and Commodity Hedging model of Gramin Suvidha Kendra(MCX Case Study) are discussed.

11. **Technology Innovations for Financial Inclusion**

We discuss here the innovations in transaction banking enabling poor to have financial market access; while at the same time reducing transaction costs.

Discussed by drawing cases from FINO, Micro-Save, M-Pesa(Kenya), etc.

12. **Credit Rating Models of Social Finance, Credit Scoring Model, Credit Information for Microenterprises, SME Exchange in India**

Here we also discuss the distinct features of micro loans such as unique borrower profile, dependence on group credit behavior and relatively lower rating of originators, etc that define unique risks faced by the institutions.

Scoring: The Next Breakthrough in Microcredit?" Mark Schreiner. CGAP Occasional Paper (2003)

13. **Corporate Governance & Social Finance**

We address here the governance issues, including board composition, disclosures, and fiduciary responsibilities of companies that are in the social investing space. We compare and contrast with the governance mechanisms of private listed/unlisted companies as per SEBI Guidelines.

SKS Microfinance Valuation/ Post IPO

14. **Preparing B Plan**

Here we understand the practical issues of leveraging formal finance in a social enterprise setting, combining market based financing, with/out guarantees and assistance. Students prepare investment-ready proposals, possibly taking guidance from social entrepreneurs, use traditional project financing/valuation skills that they are provided in CAPEX/Valuation courses. This portion may be combined with a presentation from a guest faculty.

III GENERAL MANAGEMENT

III.1   MANAGERIAL COMMUNICATION

[3 Credits]

Objectives

☞ To enable the students become aware of the importance of managerial communication and the need to master it in order to successfully function in their day-to-day work

☞ To introduce them formally and systematically, to some of the current practices in industry

☞ To enable them to acquire some of the skills that are routinely needed

☞ To build up their self-confidence by giving them a true picture of themselves as well as of their organization, so that they learn to project their image in all their understandings.

Topics

1. Introduction to managerial communication

2. Understanding communication in the context of an organization

3. Skills needed for a competent manager : time management

4. Reading documents, understanding, assimilation, and reviewing

5. Principles and practices concerning nonverbal communication

6. The role of managerial clothing in building up an image of a manager

7. Control of one's body language to project oneself as a mature person

8. Developing one's own style of nonverbal communication

9. Nature and scope of managerial speeches

10. Preparing and delivering speeches of introduction and of the occasions

11. Importance of listening

12. Understanding one-to-one communication

13. Conversation control for managers

14. Guidelines to successful interviews

15. Group interactions by way of meetings and group discussions

16. Writing business letters that get results

17. Knowing the principles for writing effective minutes, emails, and reports

18. Making effective presentations

19. Integrating audiovisual media with a presentation

20. Acquiring appropriate business and social etiquette

III.2 MANAGERIAL ETHICS
[2 Credits]

Objectives

- To understand why human beings are ethical, why they are not
- To gain insight into and awareness of ethical behavior
- To become familiar with inherent conflicts in being ethical [if it weren't hard, everyone would do it]
- To gain practice in seeing the ethical dilemmas in common business situations, to recognize them and to find ways to resolve
- To broaden ones understanding of what it means to act rightly while in business
- To commit oneself to mutual ethical treatment of the human person and do ethical business and ethical leadership
- To make ethical decisions effectively and decisively based on ethical thinking and decision making processes using decision frameworks

Topics

1. Introduction: Why human beings are ethical, why they are not
2. Moral development in humans, theories, concepts
3. Definitions, theories of ethics and ethics projects
4. A Decision Making Model: Ethics as Making decisions and choices
5. Decision – making frameworks
6. Conflicts and Ethical Dilemmas – moral & ethical dilemmas
7. Ethics and Business: A sense of business ethics
8. Ethics and International Business: Ethics Issues beyond borders
9. Ethics and Economics: Ethical concerns of economic individuals and societies
10. Ethics and Environment: Environmental Ethics Awareness
11. Business and Social Responsibility: Connecting people with their communities and inspiring positive change
12. Behaviour of Business to its colleagues / competitors
13. Business Disciplines – Ethics of Marketing & advertising
14. Business Disciplines – Ethics of Finance & Accounting
15. Business Disciplines – Ethics of IT / ICT / Internet etc
16. Business Disciplines – Ethics of HR / and related aspects
17. Business Disciplines – Business response to environmental problems – environmental ethics
18. Business Disciplines – Production related ethical issues
19. Business Disciplines – International standards, corporate governance, corporate citizenship, Global reporting initiatives, Global compact, Millennium development goals, etc.
20. Summary & Concluding session

III.3   SOCIAL RESEARCH METHODS

[3 Credits]

Objectives

The course is designed to acquaint the students with methods of conducting systematic inquiry in the social sciences. The course while familiarizing the students with the different research methods and techniques will also focus on the considerations which enter into every step of the research process and understand the usage and limitations of various univariate and multivariate techniques of data analysis. It is designed to equip students with skills and knowledge needed to undertake the research project competently. The course will also enable the students to critically evaluate empirical literature in the field of management.

Topics

1. Scientific Approach : Conceptual Foundations

2. Research Design : Types of Research

3. Research Process and Research Proposal

4. Experimental Research

5. Measurement : Validity, Reliability & Scaling Techniques

6. Questionnaire and Scale Development

7. Sampling Techniques and Design

8. Methods of Data Collection

9. Hypothesis Testing

10. Data Analysis : Descriptive Statistics, Univariate & Bivariate Analysis

11. Multivariate Data Analysis

12. Qualitative Methods

13. Research Report

III.4   ANALYSIS FOR MANAGERIAL DECISION MAKING

[3 Credits]

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.

Topics

1. Critical Incident Method
    - Introduction to Critical Incident Method in Management – a *post-facto* 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

2. Situational Analysis
    - Understanding and appreciating the situational nature of management
    - The contingency model of management
    - Situational Management and political implications of stakeholders' coalitions

3. Soft System Analysis
    - 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

4. Industry/ Policy Analysis
    - Industry Analysis and deriving implications for an organization
    - Policy analysis and deriving implications for an industry/ organization

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

1. Corporate Image in Contemporary Management Studies

2. Components of an Individual Image

3. Advertising and Corporate Image

4. Public Relations of an Institution

5. The Grapevine and Rumours

6. Stereotype

7. Propaganda

8. 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

1. Introduction

2. Emotions and the Tripartite Brain

3. Emotional Competencies

4. Executive EQ

5. Emotions and Enneagram

6. Rational Emotive Therapy

7. Emotional Transformation

8. Script Analysis using Enneagram

9. Measuring Emotional Intelligence

10. Emotions and Childhood

11. Role of Emotions

12. Emotions and Attitudes

III.7   SOCIAL LEGISLATION FOR INDIAN MANAGERS

[3 Credits]

Objectives

The course is designed to give inputs to the students 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

1. Constitution of India
    *   Preamble
    *   Fundamental Rights
    *   Directive Principle of State policy
    *   Fundamental Duties
    *   Union and State Judiciary
    *   State Liability
    *   Service under the Union and State
    *   Freedom of Trade, Commerce and Intercourse
    *   Tribunals

2. Child Labour
    *   Meaning
    *   Socio-Legal analysis
    *   Judicial Approach
    *   International Norms
    *   National Norms

3. Sexual Harassment at Workplace
    *   Meaning and definition
    *   Legal Analysis
    *   Judicial View
    *   International Norms
    *   National Norms

4. Equal Remuneration Act, 1976
    *   Objectives
    *   Judicial approach
    *   International Norms
    *   National Norms

5. Gender Justice
    *   Constitutional Aspects
    *   Legal Aspects (Appointment, Conditions of Employment etc.)
    *   Social Norms of 21st Century

6. Pollution Control Laws
   - Environment and the Constitution
   - Air Pollution
   - Water Pollution
   - Noise Pollution

7. Public Interest Litigation

8. Liabilities under Tort

IV   HUMAN RESOURCE MANAGEMENT

IV.1   EMPLOYMENT RELATIONS LAWS: LAW OF INDUSTRIAL RELATIONS

[3 Credits]

Objectives

☞ To impart knowledge of the contents of the laws relating to Trade Unions, Standing Orders and Industrial Disputes.

☞ To enable the students to interpret and apply these laws.

Topics

1. Trade Unions Act, 1926

2. Industrial Employment (Standing Orders) Act, 1946

3. Industrial Disputes Act, 1947

IV.2   EMPLOYMENT RELATIONS LAWS: LAW OF SOCIAL SECURITY

[3 Credits]

Objectives

The course is designed to

☞ Impart knowledge of the contents of the laws

☞ Expose the students to the interpretation

☞ Stimulate thinking on rationale behind the laws and their enforcement problems

Topics

1. The Payment of Bonus Act, 1965
    - Computation of Gross Profit and Available Surplus Disqualification for Bonus
    - Payment of Minimum / Maximum Bonus
    - Set-on and Set-off of Allocable Surplus
    - Reference of Disputes under the Act
    - Penalty Special Provision with respect to Payment of Bonus Linked with Production or Productivity

2. Employees Provident Funds (and Misc. Provisions) Act, 1952
    - Exempted Establishments
    - Employee Family Pension Scheme
    - Employees' Deposit Linked Insurance Scheme
    - Mode of Recovery of Money due from Employers
    - Protection against Attachment
    - Priority of Payment of Contribution over other Debts
    - Employer not to Reduce Wages etc.

- Liability in Case of Transfer of Establishment

3. Workmen's Compensation Act, 1923 (WC Act)
   - Objective of the Act Definitions
     - Dependant , Employer, Wages, Workmen
     - Workmen's compensation
       - ► Employer's liability for compensation, Amount of compensation
       - ► Procedure for compensation

4. Employees' State Insurance Act, 1948 (ESI Act)
   - Contributions
   - Administrative arrangements
   - Benefits
     - Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependants Benefit,
       - ► Medical Benefit, Funeral Benefit, Prescribed Specification for Entitlement
       - ► Administration of Disablement Benefit
   - Provision of Medical Treatment by State Government
   - Penalties

5. Payment of Gratuity Act, 1972 (PG Act)
   - Objective of the Act
   - Payment of Gratuity
     - Compulsory Insurance of Employer's Liability for Gratuity
     - Recovery of Gratuity
   - Cognizance of Offence
   - Protection of Gratuity against Attachment

6. Child Labour (Prohibition & Regulation) Act, 1986
   - Objective of the Act
   - Constitutional Provision
   - Prohibition of Employment of Children in certain Occupation and Process
   - Regulation
   - Judicial View

IV.3   FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

[1.5 Credits]

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

2. To create an awareness of the role, functions and functioning of human resource department of the organizations

Topics

1. Human Resource Management : Concept and Challenges
2. HR Profession, and HR Department
3. Line Management Responsibility in HRM
4. HR Philosophy, Policies, Procedures and Practices
5. Designing HR systems
6. Functional Areas of HRM
7. Human Resource Development: Values and Tools
8. HR as a Factor of Competitive Advantage
9. Accountability in HR

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
     - o   The systems model
     - o   The Pluralist Approach
     - o   The Structural Contradictions Perspective

2. Various participants
   - Trade Unions
     - o   What are Trade Unions
     - o   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
     - o   Rise and status of Trade Unions in other countries
   - The State

- o   Our Constitution
- o   The Indian IR framework
- o   The role of the state in Indian IR

    Regulative and Participative bodies

- Employers / Management
    - o   Employers Associations
    - o   Objectives, Structure, Activities etc
    - o   Major approaches in managing employees

3. Contemporary Issues in Industrial Relations
- Industrial Relations in the emerging scenario
- The Future Trends

IV.5   FUNDAMENTALS OF LABOUR LAWS

[1.5 Credits]

Objectives

The legal aspects of HR and our legal system have a pervasive impact on business activities. Decisions of PM and/or IR executives frequently raise issues which should be carefully evaluated as to their legal consequences before they are implemented. The failure to appreciate these legal implications can lead to seriously damaging, if not disastrous, results for an organization. The approach of this course would be to address National Laws and APEX court decisions that relate to law of the country in general and Labour Laws in particular.

Topics:

1. Sources of Laws

2. The Constitution of India & Labour Laws

- Constitution of India vis –a – vis Labour Legislations
- Art. 12. Definition
- Art. 13. Laws inconsistent with or in derogation of the fundamental rights
- Art. 14. Equality before law
- Article 15. Prohibition of discrimination on grounds of religion, race, caste, sex or place of birth
- Article 16. Equality of opportunity in matters of public employment
- Reservation Policy & Art. 16
- Effect of Constitutional Amendment in 1995 and 2001
- Effect of Constitutional Amendment in 2000
- Article 19. Protection of certain rights regarding freedom of speech etc.
- Test of Reasonable Restriction
- Art. 19 & Demonstration
- Art. 19 & Right to Form Unions
- Art. 19 & Closure
- Art. 21 Protection of life and personal liberty
- Art..21A. - Education for Children
- Art. 23. Prohibition of traffic in human beings and forced labour
- Prohibition of employment of children in factories, etc
- Right To Constitutional Remedies
- Habeas Corpus

- Mandamus
- Prohibition
- Certiorari
- Quo warranto
- Directive Principles Of State Policy
- Harmonious Construction Of Part III & IV
- Part IV Superior To Part III
- Judicial System
- Other related areas

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

- Introduction
- Objectives & Applicability of the Act.
- Essential ingredients of Contract Labour (Regulation & Abolition) Act, 1970.
- Determination of "Appropriate Govt." under the Act
- Registration of Establishment and who is/ would be a Principal Employer.
- License by Contractor
- Granting certificate of registration
- Circumstances in which application for registration may be rejected.
- Responsibility & Liability of Principal Employer in respect to wages, welfare etc to Contract Labour.
- Inspecting staff.
- Prohibition of Contract Labour
- Procedure for prohibition / abolition of Contract Labour system.
- Important case laws on Contract Labour Act

4. The Factories Act, 1948

- Object of the Act

Chapter I –   Preliminary
Chapter II –   The Inspecting Staff
Chapter III –   Health
Chapter IV –   Safety
Chapter V –   Welfare
Chapter VI –   Working Hours Of Adults
Chapter VII –   Employment Of Young Persons
Chapter VIII –   Annual Leave With Wages
Chapter IX –   Special Provisions
Chapter X –   Penalties And Procedure

5. Shop & Establishment Act (State Law)

IV.6   HUMAN RESOURCE PLANNING

[2 Credits]

Objectives

Planning people requirements is critical task of management as companies increasingly depend on intellectual capital as the basis for competitive advantage. This course aims at imparting relevant knowledge required to perform the functions of human resource planning within an organisation.

- ☞ To familiarize the students with the basic concepts, tools and techniques of work study to assess the human resources requirements quantitatively.
- ☞ To familiarize the students with the basic concepts, tools and techniques of qualitative measurement of human resources requirements.
- ☞ To enable the students to acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions.
- ☞ To train them in application of human resource planning techniques.

Topics

1. Productivity Management

2. Quantitative determination of Human Resource requirements : Work Study

3. The Human Factor in the Application of Work Study

4. Working Conditions and the Working Environment

5. Methods Study; the Approach to Methods Study

6. Work Measurement; the Purpose and the Basic Procedure

7. The Techniques of Work Measurement; Work Sampling, Structured Estimating, Time Study and Pre-determined Time Standards

8. Strategic Planning and Human Resource Planning

9. Human Resource Planning in Changing Context

10. Qualitative determination of human resource requirements: Job Analysis

11. Human Resource Demand Forecasting

12. Human Resource Supply Estimates

13. Action Plans – Separation

14. Action Plans – Retention, Training, Redeployment & Staffing

IV.7   PERFORMANCE MANAGEMENT AND APPRAISAL
[3 Credits]

Objectives

- ☞ The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organisations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Topics

1. Objectives of P A

2. Issues and Problems in P A

3. Job Description and P A

4. Job Analysis in P A Systems

5. Historical Review of P A

6. Research Findings in P A in India and abroad

7. Methods of P A

8. Appraisal Forms and Formats

9. Measurements in P A

10. Performance Management

11. Process and Documentation of P A

12. Appraisal Communication

13. Appraisal Interview

14. Performance Feedback and Counselling

15. Implications of Management Styles on P A

16. P A and its Organisational Implications

17. Legal and Ethical Perspectives in P A

IV.8   WAGE DETERMINATION AND ADMINISTRATION

[3 Credits]

Objectives

The course is designed broadly to:

☞ familiarize the students with the basic concepts, techniques, and tools of job evaluation, a major method of deciding monetary value of the relative worth of the jobs;

☞ promote understanding of the nature of industrial employees compensation package; principles regulating different components and their role in the compensation package; problem areas; and scope for rationalizing compensation policy;

☞ impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.

Topics

1. An Introduction to Job Evaluation

2. Methods of Job Evaluation
    - the ranking method : description, advantage and limitations
    - the classification method : description, advantages and limitations
    - factor comparison method : description, advantages and limitations
    - point rating methods : description, advantages and limitations
    - Hay guide chart – profile method : description, advantages and limitations

3. Wage Structure in the Plant and Job Evaluation

4. Labour Market : Concept, Broad Types of Labour Market

5. National Wage Policy : Objectives, Concepts,

6. Company Wage Policy : Wage Determination, Pay Grades, Economic Principles, External Equity : Wage Surveys, Wage Components

7. Dearness Allowance : Computation of CPI – Exercise

8. Wage Incentives – Concept; different kinds of wage incentives plans and their application, pay for performance, competency based pay

9. Bonus : Profit Bonus, Evolution of the Concept, Method of Determining Bonus

10. Fringe Benefits : Underlying Principles, Different Kinds of Fringe Benefits.

11. Wage Administration : Pay Roll Management, Deductions etc.

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 Manpowr 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

9. Recent Trends in HR Planning

IV.10 COLLECTIVE BARGAINING AND NEGOTIATION PROCESS

[3 Credits]

Objectives

☞ To promote <u>understanding</u> of the concept and theories of collective bargaining, collective bargaining relationship and the requisite institutional framework for collective bargaining.

☞ To build <u>awareness</u> of certain important and critical issues in collective bargaining.

☞ To provide <u>exposure</u> to the required skills in negotiating a contract.

Topics

1. What is Collective Bargaining ?
   - Definitions
   - Characteristics

2. Critical Issues in Collective Bargaining

3. Theories of Collective Bargaining
   - Hick's Analysis of Wages Setting under Collective Bargaining
   - Conflict-choice Model of Negotiation
   - A Behavioural Theory of Labour Negotiation

4. Collective Bargaining in India
   - Pre-requisites for successful Collective Bargaining in any Country
     - The State and Collective Bargaining
       - Collective Bargaining and the Indian Industrial Relations System
     - 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

5. Negotiating a Contract
   - Pre-negotiation

- o Preparing the Charter of Demand(s)
  - o Creating the Bargaining Team
  - o Submission of COD
  - o Costing of Labour Contracts
- The Negotiation Process
  - o What is Negotiation?
  - o Effective Negotiation
    - o Preparing for Negotiation
    - o Communication Style
    - o Breaking Deadlocks
    - o Strategy and Tactics/Games Negotiators Play
    - o Closing Successfully
    - o Negotiating Integrative Agreements
    - o Reviewing
  - o Negotiation and Collective Bargaining
    - o Approaches and Phases in Collective Bargaining
    - o Coalition Bargaining and Fractional Bargaining
    - o Impasse Resolution
    - o Contract Ratification

- Post Negotiation
  - o Administration of the Agreement
    - o Grievance Management
  - o Binding up the Wounds

6. Collective Bargaining & the emerging scenario

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

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

IV.12 EXECUTIVE COMPENSATION

[3 Credits]

Objectives

To comprehend and analyze the components of executive compensation, where executives are defined (for this course), as employees belonging to the senior level management cadre and to focus on designing a package that pleases all the stakeholders of the organization.

Topics

1. Compensation and organization Structure

2. Aligning compensation to organization culture

3. Pay for senior management-using financial, and market performance indicators

4. Understanding long term incentives-enter equity

5. Stock, options and stock purchase plans

6. Using stock based compensation

7. Stock based compensation in an unlikely industry

8. Stock options special cases-indexed options, under water options etc.

9. Economic value added-as an "alternative" to Stock based compensation

10. Other long term/short term performance metrics

11. Long term performance-can we do without incentives?

12. Benefits-the necessity and design of benefit plans-international and Indian experience

13. Understanding annuities, insurance and related concepts

14. Pension- understanding the various kinds of pension/annuities with a focus on the Indian scenario

15. Medical insurance-the international experience and the Indian practice

IV.13 GRIEVANCE RESOLUTION

[1.5 Credits]

Objectives

☞ To impart the basic concepts about grievance; its causes and resolution.

☞ To review the legislative backdrop of the grievance procedure with reference to the labour policy.

☞ To provide sufficient inputs to enable the participants to successfully design and install a grievance handling machinery on their picking up an assignment in the industry.

Topics

1. Concept of Grievance: Meaning and Definition

2. Causes/Sources of Grievances and how to locate them

3. Legislative Aspect of a Grievance Procedure

4. Need of a Grievance Procedure, Model Grievance Procedure: the machinery, procedure & essence.

5. Managerial Practices to Prevent Grievances

6. Grievance Resolution: Case studies

7. Union's Perspective on Grievance Resolution

IV.14 HR ISSUES IN MERGERS AND ACQUISITONS

[3 Credits]

Objectives

The specific objectives of the course are the following:

☞   To familiarize the students with the Conceptual framework relating to M&A and Organization integration

☞   To enable students to understand Human and cultural related issues arising out of M&A

☞   To outline the various roles of HR functionaries in dealing with M&A

☞   To build competencies in the participants to manage people and culture related issues during an M&A process.

Topics

The five-modular course will have the following modules and contents:

1.   Conceptual Framework

   - Concepts of M&A

   - Organizational Growth through M&A

   - M&A in historical perspective

   - The Indian Scenario of M&A

   - An overview of HR contributions towards M&A

2.   Understanding the Strategic Dynamics of M&A

   - Developing integration models

   - Human Due diligence

   - Implementing the integration plan

3.   HR Related Issues in M&A

   - Organizational Vision and Mission

   - Developmental structures and systems

   - HR policies

   - Managing Ambiguity

   - Attracting and retaining high performers

   - Managing lift-outs

   - Utilizing and managing excess manpower

- Establishing of continuity and integration of culture
- Managing insecurity and stress
- Organizational Renewal

4. HR Role in Managing M&A
- Managing Change
- HR Role in Managing change through M&A
- M&A Phases and HR Role
- Preliminary stage (establishing people and culture fit)
- M&A phase
- Post M&A roles

5. HR Competencies in Managing M&A (Project based module)

IV.15 HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR

[3 Credits]

Objectives

Transactions in service industry are characterised 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, Organisations 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 Organisation, and the strategy adopted.

The course offers the participants an opportunity to

☞ understand and appreciate the differences in employment practices in service industry vis-à-vis manufacturing

☞ understand the linkages between employee management practices and customer relationship management and

☞ 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 Organisations.

Topics

1. Similarities and Differences in Manufacturing and Service Sector - Impact on HR Practices.

2. Training and Empowerment for Customer Satisfaction - "Is the customer always right?"
   - Managing the Customer – Employee Interaction
   - Employee Empowerment and Customer Satisfaction
   - Service Failure and Customer Recovery – the Role of Communication and Training

3. Designing a Performance Management System using the Balanced Scorecard Approach for Service Based Organisation

4. Compensation and reward structures

5. Similarities and Differences in Nature of Work for the Frontline Workers and the Back-end Support Services - Impact on HR Practices Stressing Mainly on Performance Management Training and Compensation

6. Employee – Involvement and Partnership

7. Employee Attrition and Role of Employee Career Paths

8. Flexible Working Practices – Implications for HR

9. Understanding HR Practices in Professional Consultancy Firms – an overview

10. Project Presentations

IV.16 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.17 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

[3 Credits]

Objectives

Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

Topics

1. Human Resources in a Comparative Perspective

2. International Recruitment and Selection

3. Cultural Factors/Issues in Performance Management

4. Developing International Staff and Multinational Teams

5. Approaches to International Compensation

6. Repatriation

7. Managing Global, Diverse Workforce

8. Industrial Relations in a Comparative Perspective

9. Global Unions, Regional Integration and Framework Agreements

10. Emerging Trends in Employee Relations and Employee Involvement

11. International Labour Standards

12. HR/IR issues in MNCs and Corporate Social Responsibility

IV.18   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 a set of facts.

Topics

1. Origin of Law - Sources of Law - Legal Concepts: Rights - wrongs - Liability -Obligations-Duties - Powers - Immunity – Disability – Justice (distributive v. corrective)

2. Analysis of the terms "industry" and "industrial dispute" – Distinction between S. 33(1) and 33(2) - How does S. 33-A operate? – Distinction between S. 33C (1) & 33C (2) – Scope of enquiry under S. 33-C(2) as compared to S. 10 (1).

3. 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

4. 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.

5. S. 2-A. & S. 11-A: "materials on record" - right to adduce evidence before tribunal

6. 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

7. Principles and practice of drafting – Exercises.

IV.19 MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

[4.5 Credits]

Objectives

☞ Appreciate the importance of career strategies in a rapidly changing environment

☞ Develop an awareness of various career orientations and strategies of individual career planning.

☞ Develop an understanding in designing appropriate systems of organisational career development.

Topics

1. Career Development in a Changing Environment

2. Career Development: Theoretical Foundations

3. Concept of Career Anchor

4. Becoming a Professional

5. Breaking-in Process

6. People, Relationships and Politics

7. Concepts of Competence

8. Competency Approach to Development

9. Assessment Centre Approach to Competence Building

10. Career Paths, Career Transition and Plateauing

11. Succession Planning and Fast-Tracking

12. Dual-Ladder for Career Development

13. Mentoring for Employee Development

14. Career Development and Business Strategy

15. Special Issues in Career Development

IV.20 MANAGERIAL COUNSELLING

[3 Credits]

Objectives

This course aims at developing the professional counselling skills among the students by:

☞ Providing an overview of the counselling processes and techniques.

☞ Creating a forum for practising the basic counselling skills.

☞ Selecting the key areas and situations where management can and should help employees in performance planning and career advancement.

☞ Developing alternative approach to dealing with problem situations in organisations.

Topics

1. Self-Development of Managers as Counsellors
    *   Barefoot Counselling
    *   Assertiveness and Interpersonal Skills for Counsellors
    *   Counselling Relationship

2. Development of Counselling Skill
    *   Introduction to the Important Schools of Counselling
    *   Psychoanalytic Foundations
    *   Transactional Analysis
    *   Gestalt Therapy
    *   Rational Emotive Therapy
    *   Person-Centred Approach to Counselling
    *   An Integrated Model
    *   Essentials of Skills
    *   Nonverbal Clues

3. Counselling Interventions in Organisations
    *   Empathy
    *   Listening and Responding
    *   Effective Feedback
    *   Performance Counselling
    *   Counselling in Problem Situations
    *   Interpersonal Conflicts
    *   Midlife Blues
    *   Integration and Action Plan

IV.21 MANAGING DIVERSITY IN THE WORKPLACE

[3 Credits]

Managers are now faced with the challenge of leading an increasingly heterogeneous workforce that is diverse along the lines of race, age, sexual orientation, physical ability and ethnicity. Some organizations are trying to frame diversity as a process to be leveraged rather than a problem to be solved. Inherent in the diversity management agenda of these organizations is the assumption that best, talented and creative employees come from diverse backgrounds. Effective management of diversity would ensure retention of best and brightest employee pool and thereby ensure sustainable competitive advantage.

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

IV.22 MANAGING REDUNDANCY

[3 Credits]

Objectives

The liberalisation policy of the Government and many other factors have led to structural adjustment in many of the industries, which finds a part of the existing employees either surplus or unsuitable for the newly restructured organisations. While many have welcomed liberalisation, its impact the stark reality of human redundancy in organisations 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 organisation 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 the present scenario it is therefore essential that we have a clear perception of the concept of redundancy, its asspciated implications and its management.

This course aims at

☞ Understanding employee redundancy and appreciating its critical aspects

☞ Ways and means of managing redundancy

Topics

1. What is redundancy
   - Causes / Sources of Redundancy
   - Government Policy and Redundancy

2. Impact of Redundancy on Organisation, Employees and Society
   - Exiting and Existing Employees
   - Ethical Dimensions
   - Employee Collectives and their Reactions

3. What has been done so far both at the Micro and the Macro Level
   - NRF in India

- Social Security Systems around the World

4. Managing Redundancy
   - Planning, Implementation and Follow up
   - Law and Redundancy, Various Casses (and judgements)

5. Beyond Redundancy
   - Alternatives to Managing Redundancy and their Relevance to Indian Context.
   - Concept of "death" and Resurrection in HRM
   - Managing Death in Organisations
   - Implication of this concept on organisation (management) / government (society) and employees (collectives)

IV.23 MEASURING HR

[1.5 Credits]

Objectives

As HR professionals respond to the challenge of taking a more strategic perspective regarding their role in the organisation, measuring HR's performance and its contribution to the firm's performance consistently emerge as a key theme. This course addresses the question of how HR practitioners can measure their contribution to their firm's growth.

The course specifically aims to achieve the following objectives

☞ To appreciate the importance of bottom-line focus to the Human Resource function and the trend toward HR accountability

☞ To understand the various approaches and techniques of measuring HR

☞ To get hands on experience of studying the HR function of an organisation to understand its impact on bottom-line

Topics

1. Introduction and Overview
   - Changing Role of HR
   - HR as a Strategic Partner
   - The Need for Measuring HR

2. Approaches to Measuring HR
   - Competitive Benchmarking
   - HR Accounting
   - HR Auditing
   - HR Cost Monitoring
   - HR Effectiveness Index
   - HR Key Indicators
   - HR MBO
   - HR Profit Centre
   - HR Reputation
   - Return on Investment
   - Surveys

3. Measuring Specific Impact
   - Measuring HR's Contribution to Enterprise Goals
   - Cost Benefit Analyses for HR Interventions
   - Measuring HR's Impact on Processes
   - Measuring HR's Value Added
   - Balanced Scorecard and HR Scorecard

4. Special Issues in Measurement Process
   - Principle of Good Measurement
   - Integrating Alternative Measures of Behavioral and Performance Outcomes
   - End-to-end HR Value Report
   - Measuring HR Alignment

5. Conclusion
   - The Next Generation HR Valuation
   - Human Resource Valuation Strategy for Inventing Future

IV.24 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

1. Theory and Issues in Psychological Testing

2. Intelligence Testing- Theoretical Background

3. Aptitude Testing - The D.A.T.

4. Personality Assessment - Theoretical Background

5. Self-Report Inventories- The M.M.P.I.

6. Multi-factor Personality Tests- The 16 P.F.

7. Typological Tests - The M.B.T.I.

8. Projective Techniquies - The T.A.T.

9. Assessment Centres

10. Integration of Profiles

IV.25 ORGANISATIONAL CHANGE AND DEVELOPMENT

[3 Credits]

Objectives

The purpose of this course is to learn to plan and implement change at the individual, group and organisational level. The course is designed to help the students develop as potential change agents and OD professionals. After completing this course you should:

☞ be able to understand the theory and practice relating to the processes of organisation development and change.

☞ develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organisations.

☞ gain necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

Topics

1. Introduction

2. Planned Organisational Change

3. Foundations of OD

4. Entry and Contract

5. Organisational Diagnosis

6. Feedback and OD

7. OD Interventions: An Overview

8. Individual and Interpersonal Interventions

9. Team / Group Interventions

10. Intergroup Interventions

11. Comprehensive Interventions

12. Organisational Transformation

13. The OD Consultant: Role, Skills and Dilemmas

14. Success and Failure of OD

15. Future of OD & New Perspectives

IV.26 PARTICIPATIVE MANAGEMENT
[1.5 Credits]

Objectives

Participative Management is one of the important areas of Personnel Management and Industrial Relations. It is the process in which employees contribute their ideas and involve in management process. Many organisations are obliged to provide some means of permitting their employees to participate in the process of decision-making. This course

provides the basic inputs that are necessary to understand and appreciate the concept of Participative Management and its forms and levels.

The specific objectives of this course are as follows :

☞ To know the concept of and perspectives on Participative Management

☞ To understand the process of planning and developing participative schemes

☞ To examine the experiences of Participative Management in different countries

☞ To gain an insight into the functioning of Participative Management in Indian Organisations

Topics

1. Concept and Philosophy of Participation

2. Perspectives on Participation: Political, Sociological, Classical, Human Relations and Human Resource Perspectives

3. Forms and Levels of Participation: Direct and Representative

4. Planning for Participation and Problems in Developing Participation

5. Participative Management in Different Countries

IV.27   PRINCIPLES OF LABOUR ADMINISTRATION

[3 Credits]

Objectives

As labour is on the concurrent list of the Indian Constitution, both Central and State Governments enact legislation, formulate various programmes and schemes for the betterment of working class. They also create structures with specific responsibilities and powers for the administration of legislations and schemes. 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 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 that enforce various labour laws in India; and

☞ To help the students to gain hands-on-learning experience in submission of various forms and returns under various labour laws

Topics

1. ILO and Labour Administration
2. Approaches to Enforcement of Labour Law: Traditional and Modern
3. Labour Administration at the Central level
4. Labour Administration at the State level
5. Office of Labour Commissioner (Central and State)
    a) Objectives of the Department
    b) Powers, functions and jurisdiction under various labour laws
    c) Administrative set up (from head office to local)

d) Conciliation Procedure.
e) Dispute settlement through conciliation
f) Quasi Judicial Authority under various labour laws, their role, functions and powers.
g) Enforcement of labour laws: role of inspectorate, functions, and powers.
h) Common violations of employers in various labour laws
i) 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 the Labour court/Industrial Tribunal.

7. The Directorate of Factories/ Chief Inspector of Factories
   a) Objectives of the Department
   b) Administrative set up (from head office to local)
   c) Powers, functions and jurisdiction of Inspector.
   d) Inspection Procedure
   e) Common violations of the various statutory requirements
   f) Types of forms and returns under the Factories Act

8. The Employee State Insurance Corporation
   a) Brief History of the E.S.I Corporation
   b) Objectives of the Corporation
   C) Administrative set-up (Head Office to Local)
   d) Powers, functions and jurisdiction of the E.S.I local office
   e) Administration of various benefits under E.S.I Act.
   f) Problems in Administration of the benefits.
   h) E.S.I records keeping

9. Employees' Provident Fund Organisation
   a) Objectives of the organisation
   b) Administrative set-up (Head Office to Local)
   c) Powers, functions and jurisdiction
   d) Administration of various benefits under PF Act
   e) Problems in Administration of the benefits.
   f) Forms and Returns under PF Act

10. The Office of the District Employment Exchange
    a) Objectives of the employment exchanges
    b) Administrative set up (from head office to local)
    c) Powers, functions and jurisdiction of the district employment exchange.
    d) Procedure for registration and renewals.
    e) Procedure for attending requisitions from organizations
    f) Vocational guidance and counseling
    g) Employment Market Information
    h) Forms and returns under Employment exchanges (Compulsory Notification of Vacancies) Act

11. Directorate of Labour Bureau: Labour statistics
12. Office of Director General of Employment and Training: Apprentice training
13. Labour Research and Training
14. Workers Education
15. Administration of Welfare Funds
16. Reforms in Labour Administration

IV.28 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

   - Discussion of the case of Infosys, Tata Steel and other organizations that are experimenting with KM
   - The problems Indian organization face with respect to KM

IV.29 SELECTION

[1.5 Credits]

Objectives

Organizations serious about obtaining profits through people will expand the effort needed to ensure that they select the right people. The Organization need to be clear about what are the most critical skills and attributes needed in its applicant pool and these skills and attributes must be consistent with the particular job requirements and the Organization's approach to its market. Organizations should screen primarily on important attributes that actually differentiate among those in applicant pool. In this context, this course is designed with the following objectives.

After completion of the course you will be able to understand

☞ The process of identifying job performance dimensions that are the basis for knowledge, skills and abilities required to perform the job assigned

☞ The process of assessing knowledge, skills and abilities required to perform the job assigned

☞ The process of incorporating knowledge, skills and abilities that are required for job performance, in the selection measures and

The process of developing some of the assessment devices those aim at assessing the knowledge, skills and abilities of the applicants in selection.

Topics

1. Job Analysis in Human Resource Planning, Recruitment and Selection

2. Application Forms and Reference Checks

3. Selection Interview

4. Other Selection Devices

5. Selection Decision Making

6. Selection in New Type of Organizations

IV.30 STRATEGIC HUMAN RESOURCE MANAGEMENT

[3 Credits]

Objectives

The objective of the course is to develop the perspective of strategic human resource management. Specifically the course has the following objectives:

☞ Distinguish the strategic approach to human resources from the traditional functional approach.

☞ Understand the relationship of HR strategy with overall corporate strategy.

☞ Understand the strategic role of specific HR systems.

☞ Appreciate SHRM in the context of changing forms of organisation.

Topics

1. Business Strategy and Organisational Capability

2. Global Environment of HR: Change & Diversity

3. SHRM: Aligning HR with Corporate Strategy

4. SHRM: Universalistic, Contingency and Configurational Approaches

5. Strategic HR Planning Acquisition and Development

6. Corporate Strategy and Career Systems

7. Managing Employee Relations: Unions and Strategic Collective Bargaining

8. Change, Restructuring and SHRM

9. Corporate Ethics, Values and SHRM

10. Competencies of HR Professional in a SHRM Scenario

11. Evaluating the Effectiveness of SHRM

IV.31 TAXATION

[1.5 Credits]

Objective:

HR manager is the first contact for taxation in most firms. Though he/she shall not be a tax consultant, they should know the basics of taxation of salaries. The objective of the course hence is to facilitate HRM students to design a tax friendly compensation package after learning the basics of taxes. The course is of 10 sessions. The course starts with fundamentals of taxation and ends with the students designing a tax friendly compensation package.

Topics

1. Understanding employer-employee relationships in the light of taxation

2. Taxation, the underlying principles and conventions

3. Current rules of taxation of salaries

4. Exemption in income tax-and the rationale

5. Fringe benefit tax and its implication for the employers and employees

6. Taxation of stock options

7. Taxation of expatriate salary

8. Understanding double taxation

9. Designing a tax friendly package

10. Taxation issues after termination of employment

IV.32 TRAINING AND DEVELOPMENT

[3 Credits]

Objectives

In the context of global competition, Organisations 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:

☞ To enable you understand the concepts, principles and process of training and development

☞ To develop an understanding of how to assess training needs and design training programmes in an Organisational setting

☞ To familiarize you with the levels, tools and techniques involved in evaluation of training effectiveness

☞ To develop an understanding on various non training solutions to improve employee performance

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

Topics

1. Human Resource Development

2. A Systematic Approach to Training

3. Needs Assessment

4. Objective Setting

5. Programme Design: Incorporating Learning Principles

6. Instructional Techniques: An Overview

7. Training Evaluation: Evaluation Designs, Reaction, Learning, Job Application, Business Impact and ROI Process Model

8. Training Trends Worldwide

9. Strategy and Training

10. Training Department and Trainers' Roles

11. Moving from Training to Performance

V   INFORMATION SYSTEMS

V.1   BUSINESS AND DATA COMMUNICATIONS NETWORKS
[3 Credits]

Objectives

The convergence of computing and telecommunication technologies revolutionised 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 personalised 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 organisation. The wide use of this technology will make it pervasive in the near future.

The purpose of this course is to familiarise 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 organisation 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

1. Introduction

2. Fundamental to Digital Data Communications

3. Introduction to Communication Protocols and OSI Reference Model.

4. Choice of Communication Media

5. Techniques to Ensure Reliable Data Communications

6. Different LAN Technologies- merits and demerits

7. Network Topologies, Types of Networks, Network Components

8. Control and Operational Issues in Data Communication Network

9. Addressing Schemes for Internet

10. Design and Technology of Back Bone Networks

11. Current and Next generation Networks and Related Issues (Infrastructure)

12. Current and Next generation Networks and Related Issues (Mobility)

13. Techniques for Network Operation and Management

14. Pricing of Network Services

15. Pricing models for Network Bandwidth

16. Case - (Network) to Derive Competitive Advantages
17. 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

☞ Recognise 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, Centralised
     - 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 Clgorithm, 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.

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 recognise opportunities to intervene in and improve systems

☞ Explain the value of Systems Dynamic approach in business today

Topics

1. Introduction

2. System Dynamics Paradigm

3. System-concepts and Theory

4. Elements of System Dynamics Modeling

5. Causal Loop Diagramming

6. Game- Beer Game

7. Behavior of Linear low-order System-analytical Solution

8. Learning of a Simulation Tool

9. Hands on with a Simulation Problem

10. Steps in System Dynamic Modeling

11. Steps in Dynamics Modeling

12. Building and Simulating System Dynamics Models

13. Validation of System Dynamic Models

14. Business Case – Revenue Growth for a Restaurant

15. Business Case- Software Development Schedule Overrun

16. Business Case- Indian Tea Industry

17. Business Case – Environmental impact analysis caused due to Industrial Growth

18. Business Case – Stock Price Movement

19. 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 analyse 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 organising data as fundamental aspect of developing a computer application. The course will cover numerous structures, techniques and algorithms.

Topics

1. Fundamentals of Data Structures

2. Abstract Data Types

3. Complexity of Algorithms

4. Array, List Stacks and Queues: Implementation

5. Recursion: Recursive Program, Simulating Recursion

6. Trees: A VL-Tree, B-Tree

7. Graphs: Representation of Graphs, Shortest Path Algorithms, Minimal Spanning Tree Algorithms, Depth-first and Breadth-first Search

8. Searching: Sequential Search, Binary Search

9. 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 familiarise the students with major DBMS concepts

☞ To emphasise effective ways of building a model of the real world and optimising it through normalisation 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 organised 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
   - Normalisation
   - 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, 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 Visualisation

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 Organisational 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   e-BUSINESS

[3 Credits]

Objectives

This course will provide the students 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. At the end of this course, the student will be capable of :

☞ Evaluating the opportunities and risk factors involved in conducting e-Business.

☞ Identifying organizational processes and relationship that may have value added through the application of an e-business strategy.

☞ Assisting in the incorporation of an e-business strategy into the organization's goals and objectives.

☞ Understanding the current state of e-business and the possible advantages and disadvantages of an e-business strategy.

☞ Aiding in the development of managerial e-business tactics and objectives for the organization's supply chain management functions.

☞ Exploring and explaining the legal and international implications of conducting e-Business.

☞ Analysing and evaluating how the Internet, e-business technologies, and e-business concepts can assist an organisation realise its goals and objectives.

Topics

1. Introduction, Background and Current Status

2. e-Business Architecture

3. Enabling Technologies

4. e-Business Infrastructure

5. e-Business Design, Capacity Planning, Performance Modeling

6. e-Business Models

7. e-Marketing, e-CRM

8. e-Business Security/Payment Services

9. e-SCM, e-Procurement

10. Knowledge Management

11. ERP, e-Business Backbone

12. e-Business Strategy into Action, Challenges, e-Transition and Summary

13. Business Plan Presentation and Demonstration "Materialising e-Business: From Idea to Realisation".

V.9   ENTERPRISE RESOURCE PLANNING

[3 Credits]

Objectives

The course aims to provide an understanding of the issues involved in design and implementation of ERP systems. It focuses on the cross-functional processes and integration of events/transactions across different functional areas in organizations. On completion of the course, it is expected that the student would be able to demonstrate :

☞ An understanding of the architecture of the ERP systems.

☞ The understanding of ERP models and information flows underlying the ERP softwares.

☞ How integration works in an enterprise system, and the linkages with organizational processes.

☞ The basic principles and issues behind the ERP system design and configuration.

☞ Understanding of issues involved in ERP implementation.

Topics

1. Introduction to ERP Systems

2. Review of DBMS and Transaction Processing Concepts

3. Business Processes and Integration Across Functions

4. MRP II Model and Organisational Processes :
   - Sales and Distribution
   - Procurement
   - Production Planning
   - Order Fulfillment

5. Financial Model :
   - Financial Accounting
   - Controlling

6. Information Model :
   - Introduction to Business Information Flows
   - Introduction to Business Work Flows

7. Issues in Customising ERP Systems for Organisations

8. Top Management Concerns and ERP Systems

9. Introduction to Extended ERP (ERP II)/Advanced Planning Systems

10. ERP Implementation.

11. Issues in Utilisation Enhancement.

V.10 HUMAN RESOURCE INFORMATION SYSTEM

[3 Credits]

Objectives

Today it is self-evident that information technology is fundamental to the practice of general management. The Human Resource Information Systems elective is designed to improve student's understanding of this technology, the people who work with it, and its role in organizational performance. With the advent of this technology, comes a need for its use in the human resources function, which this course particularly focuses on.

Information technology spans all business functions. From their genesis as automated accounting systems, information systems have evolved to become the core of (and sometimes the impediment to) many organizations' competitive strategies. The course is designed to investigate both the challenges and the opportunities that are the result of this pervasiveness. It is intended to improve fluency with and comfort in addressing the issues relating to the management of information technology in the human resources function facing most organizations today. In particular, the course aims to:

☞ create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

☞ understand various Management Information Systems operating in an organization particularly in the Human Resources Management functional area and explain its relationship with the various other activities of the organization.

☞ understand how Human Resources Information Systems are bought/developed and implemented for various levels in an organization.

☞ explore the use of some common Information Systems development tools.

Topics

1. Computers and Computer Based Information Systems / Introduction to Computer Based Information Systems –TPS/MIS/EIS/ES/DSS/OA

2. Management Concepts and CBIS / Case Study

3. Management Information Systems

4. Functional Applications / Exercise

5. HRIS Life Cycle/HR responsibility in each phase of HRIS development

6. Pre implementation stage of HRIS:
   - HRIS Planning
   - HRIS Expectation
   - Productivity Through HRIS
   - HRIS Cost-benefit Value Analysis
   - Getting Management Support for HRIS
   - Limitations of Computerisation of HRIS

7. Implementation of HRIS:
   - Tools in HRIS Development
   - Cases and Exercises

8. Human Resources Information Systems in large and small _rganizations: Cases & Exercises

9. Packaged Human Resources Information Systems / Business Process Re-engineering, Enterprise Resource Planning Systems

10. Emerging Trends in HRIS, Networking, Internet, Intranet, Technology Implications, etc.

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 prioritise 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, Analysing 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
   - Organisational 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
   - Massage 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

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 objected 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 benefit 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.

☞ OOP 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

1. Basics

2. Loops and Decisions

3. Structures

4. Functions

5. Objects and Classes

6. Arrays

7. Polymorphism and Overloading

8. Inheritance

9. Graphics

10. Animation

11. Pointers

12. Virtual Functions

13. Object-Oriented Databases

14. Programming of Intelligent Games

V.15 SOFTWARE PROJECT MANAGEMENT

[3 Credits]

Objectives

In this course, we will focus on the issues that are crucial to the development of good quality software. We will look at several approaches to the process of software development and issues they attempt to address. We will understand what the important steps in the development of software are and how to perform them. We will learn how to perform the task of software project management. Since any project management task is incomplete without cost and time estimation, we will learn some of the approaches, which have been developed to do so.

Topics

1. Introduction to software development
2. Life Cycle Models
3. Requirements Analysis and Specification
4. Software Design Fundamentals
5. Testing
6. Course Project – Group Presentations on Software Requirements
7. Software Size and Cost Estimation
8. Software Quality Assurance
9. Software Configuration Management
10. Software Risk Management
11. Modern Software Development
12. Agile Methods for Software Development
13. Global Software Development
14. Course Project – Group Presentation on Software Project Plan

VI MARKETING

VI.1 MARKETING

[3 Credits]

Objectives

It is an introductory course in marketing. It gives basic concepts of marketing. It also develops an interest in the subject matter and skills to understand, analyse and integrate marketing situations in what one is doing. The major aims of the course are to:

☞ Define essential concepts and principles of marketing and highlight their value.

☞ Develop skills and pragmatic approaches in scanning the contemporary trends in the market place.

☞ Acquire a marketing and customer orientation in approaching and dealing with organisational challenges and opportunities.

Topics

1. Fundamentals
   - Marketing Concept and Role in the Modern Firm
   - Marketing Constituents and Planning
   - Understanding Customer Behaviour
   - Analysing Organisational Buying
   - Market Segmentation and Targeting
   - Marketing Environment and Marketing Planning
   - Planning and Executing Marketing Research

2. Competition
   - Creating a Competitive Advantage
   - Marketing in a Competitive and Changing Market
   - Marketing Mix
   - Managing Products and Brands
   - Managing New Products
   - Advertising and other Promotional Tools
   - Sales and Distribution Planning

3. Application and Extension
   - International Marketing
   - Services Marketing
   - Relationship Marketing

VI.2 MARKETING DECISIONS FOR HR

[3 Credits]

The objective of the course is to provide an HR perspective to the Marketing function. The course is designed for the PMIR students as an elective course. The course builds on the concepts learnt in the first year marketing course.

The industry classifies the jobs under "Marketing" and "Sales". So, the course is divided into two sections, the first section deals with the Marketing function and the second section deals with the Sales function.

Section I: Marketing Functions

1. Introduction and Review of Marketing concept
   The session would review the marketing concepts taught in the first year. The session would also discuss about the specific HR issues relating to the Marketing people.

2. Developing a Customer Centric Organisation
   Developing a marketing orientation that permeates the entire organization is essential in the current competitive world. This session discusses about the marketing orientation and the need for developing training modules to equip the marketing staff to perform in a competitive environment.

3. Buying behaviour
   Understanding the buying behaviour is critical for marketing any brand or idea. In an era where the HR personnel are also involved in marketing ideas to its employees, an understanding of the buying behaviour would be important.

4. Marketing Organization
   Designing a marketing organization which would facilitate better functioning of the Marketing function is important. This session deals with the different ways in which the marketing functioning could be designed to allow a better flow of information and a better way of satisfying the end consumer.

5. Relationship Marketing
   Its relevance for different sectors such as FMCG, Durables, Industrial and Services Sector.

6. Internal Marketing
   As the HR personnel are involved in Marketing several new ideas within the organization, this session discusses about internal marketing.

7. Brand Management
   Understanding the concepts of brand management is important for the HR personnel as they would be involved with building the corporate brand. This session deals with the brand management concepts.

8. Building a corporate Brand
   Building a corporate brand is essential for acquiring important resources for the organization. This session discusses ways in which the corporate brand can be developed.

9. Recruitment advertising
   An important element of the HR professionals is to attract good talent. In a competitive environment, ensuring that the company's advertisement stands out is critical. This session focuses on recruitment advertising.

10. Globalization and Marketing

    In an era of globalization, the need to understand the marketing needs of the different countries and train the marketing people accordingly is also gaining importance. The session focuses on the impact of globalization on marketing professional.

Section II: Sales Management

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.

Sales Management- HR perspective:
Apart from the fact that many of the roles of sales management mentioned above require an HR perspective, there are two other important dimensions which make it important to bring an HR perspective to sales management.

a) Studies in many countries have shown that "Salespeople are just not proud to be salespersons". The salesperson is not too respected when it comes to awarding credibility scores as well. This has led to a low vocational esteem of the salesperson. It is time to bring in credibility, respect and pride into the job of selling!
b) Peer contact of sales people is very low. Lack of peer contact makes it critical for the company to provide a platform for the salesperson to share / discuss their personal problems.

The outline of this section:

11 The salesperson
    While the salesperson is crucial given the current marketing environment, the session discusses the negative images that the salesperson has in the minds of the consumers and companies.

12. 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.

13. 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.

14. Integration of Sales function with Physical Distribution function
The sales and the physical distribution functions are constantly blaming each other. While the sales function blames the physical distribution function about delayed deliveries, the physical distribution blames the sales function for poor forecasting. The session discusses how to reduce the conflict between the two functions.

15. 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.

16. Recruitment.
Research has shown that demographic variables and family background have a high correlation with sales performance. Using research findings the session suggests how companies can select salespersons ideal for the company.

17. Territory Allocation
Sales territories affect the sales force morale. Designing territories such that all territories are perceived to be equal is crucial. The session describes the different methods of territory allocation and suggests the basis of deciding the best method for a company.

18. 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.

19. Motivation of Sales Force
The chapter discusses the major instruments (financial and non financial) for motivating the sales personnel. Also highlights the situations when the above instruments work best.

20. 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.

VII ORGANISATIONAL BEHAVIOUR

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

[3 Credits]

Objectives

Upon completion of the course, the students should be able to have better understanding and grasp of

☞ The basic concepts and theories underlying individual behaviour besides developing better insights into one's own self

☞ Individual behaviour in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves

Topics

1. Introduction

2. Personality, Self-awareness

3. Perception and Attribution

4. Learning

5. Values and Attitudes

6. Motivation

7. Groups, Group Dynamics, Teams

8. Skills for Managing Teams: Communication, Conflict, Power & Influence.

9. Leadership

10. Building Healthy Team Culture

VII.2 OB - II: GROUP BEHAVIOUR IN ORGANISATION

[3 Credits]

Objectives

This course introduces you to the study of Organisational Behavior at the group level. After completing this course you should have an understanding of human behavior in groups and should have developed knowledge and skills in leadership, power, communication, negotiation and conflict management

Topics

1. Foundations of Group Dynamics

2. Group Development and Cohesiveness

3. Group Performance and Decision Making

4. Intergroup Relations

5. Teams in Organisations

6. Managerial Effectiveness: Traits and Skills

7. Interpersonal Communication and Group

8. Theories and Perspectives on Effective Leadership

9. Power and Influence

10. Charismatic and Transformational Leadership

11. Conflict and Negotiation

12. Current Topics in Leadership and Teams

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

[3 Credits]

Objectives

☞ To develop an understanding of the nature, functioning and design of organisation as social collectivities.

☞ To examine the reciprocal relationship between the organisational characteristics (for example: structure, strategies, systems etc.) and managerial behaviour.

☞ To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organisational processes.

Topics

1. What is an Organisation?

2. Determinants of Organisational Design

3. Parameters of Organisational Design

4. Organisation and Environment

5. Organisational Strategy

6. Organisation and Technology

7. Types of Organisational Structures

8. Power and Conflicts in Organisations

9. Organisational Decision-Making and strategy-Formulation

10. Organisational Culture

11. Organisational Failure and Pathology

12. Organisational Change and Development

13. Organisational Learning and Transformation

14. Do "Organisations" Have a Future?

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

1. Benefits of Assertiveness : Personal Growth Lab

2. Concept of Assertiveness: Components of Assertive behaviour

3. Measuring Assertiveness

4. Assertiveness Goals

5. Rational-emotive Assertiveness Training

6. Handling Fear

7. Handling Anger

8. Handling Depression

9. Developing Assertive Behaviour Skills

10. How to Handle Put-downs

11. Assertiveness on the Job

12. Assertiveness in Interpersonal Relations

13. Assertiveness in Everyday Commercial Situation

14. Assertiveness and Others

VII.5   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 organisational learning processes, how they can be fostered and enhanced.

☞ To appreciate the learning techniques necessary to facilitate building corporate competency and knowledge-base.

Topics

1. Emerging Business Realities

2. Why Organisations Need to Learn

3. Organisational Learning : A Capabilities-Based View

4. Learning Tools and Techniques
   - Systems Thinking
   - Benchmarking and Process Mapping

5. Knowledge-based Competition

6. Knowledge-Creation and Acquisition Processes

7. Measuring Learning : The Intellectual Capital

8. Architechting a Learning Organisation

VII.6 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

1. Introduction to Management Consulting

2. Stages in Consulting

3. Gaining Access to a Client

4. Preparing a Consulting Proposal

5. Contracting Overview and Meeting

6. Roles consultants Play

7. Entering the Client Firm

8. Diagnosis : Several Approaches

9. Diagnosis: Defining the Information Need

10. Presenting Diagnosis

11. Several Data Collection Techniques

12. Review

13. Analysing Resistance

14. Developing Recommendations and Planning Intervention

15. Presenting your Analysis and Managing Group Meeting

VII.7   CROSS-CULTURAL MANAGEMENT

[3 Credits]

Objectives

☞ 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

1. Understanding Culture
   - Introduction
   - Key Concepts
   - Determinants of Cultural Identity

2. Frameworks for Mapping the Culture
   - Geert Hoefstede
   - Clyde Cluckhohn
   - TE Hall

3. Studies of National Culture

4. Implications for Management Theory and Practice
   - Adjusting to the New Culture
   - Cultural Relativity of Management Theory
   - Competencies for Global Manager

VII.8   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

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 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

4. 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

VII.9   INDIAN PHILOSOPHY AND LEADERSHIP EXCELLENCE

[3 Credits]

Objectives

☞ Understanding how the Indian worldview will affect your effectiveness as a manager.

☞ Enhancing self-awareness by delving deeper into what constitutes your true self, and hence making your life richer and less stressful.

☞ Developing greater insights regarding your life goals and the means to achieve those goals.

☞ Being able to transform others by taking them closer to their real "roots" and thereby enhance effectiveness.

Topics

1. The Vedas: General aspects; Life Goals — Dharma, Artha, Kama and Moksha.

2. Samhitas, Brahmanas, Aranyakas.

3. Upanisads: Brahman; Atman; Gross, Subtle, and Causal bodies; Panca Kosa (five sheaths); Waking, Dream, Deep Sleep, and Turiya (fourth) States; Identity of Brahman and Atman; Realisation of Brahman; The Path to Realisation; Sravana (hearing),

Manana (thinking), Nidhidhyasana (meditating); Karma and Reincarnation; Immortality, Samskara (impression), and Law of Reincarnation.

4. The Auxiliary Scriptures: The Ramayana; The Mahabharata.

5. The Bhagavad-Gita: Jnana (knowledge) and Karma Samnyasa (renunciation); Work and its Secret.

6. The Smrtis, the Puranas, the Tantras.

7. Jainism and Buddhism.

8. The Six Systems of Thought: Nyaya; Vaisesika; The Samkhya System — Three Gunas (constituents); The Yoga System of Patanjali — The Powers of the Mind, Dhyana (meditation); The Purva Mimamsa; The Uttara Mimamsa or the Vedanta Sutras — Maya and Illusion, Maya and Freedom; Practical Vedanta.

9. Saints and Thinkers: Gaudapada; Samkara; Bhaskara; Yamuna; Ramanuja; Nimbarka; Madhwa; Vallabha; Chaitanya; Ramakrishna.

VII.10   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 organisational life at the individual, group and macro levels.

☞ Be able to enhance power in organisations, 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

1. Decisions and Implementation

2. The Structure of Moral Leadership

3. Diagonising Power and Dependence

4. Where does Power come from?

5. Resources, Allies, and the New Golden Rule

6. Location in the Communication Network

7. Formal Authority, Reputation, and Performance

8. The Importance of being in the Right Unit

9. Individual Attributes as Sources of Power

10. Framing: How we look at things affects how they look

11. Interpersonal Influence

12. Timing is (almost) Everything

13. The Politics of Information and Analysis

14. Changing the Structure to Consolidate Power

15. Symbolic Action: Language, Ceremonies, and Settings

16. Even the Mighty Fall: how Power is Lost?

17. Managing Political Dynamics Productively

18. Toward a General Theory

19. Managing with Power

VII.11   MANAGEMENT OF CREATIVITY
[3 Credits]

Objectives

The course aims to develop

☞ An understanding of creative processes and creative problem solving techniques;

☞ Managerial/behavioural skills conducive to encouraging creative efforts in self and others; and

☞ An insight into organisational systems and structures which facilitate creativity and innovation.

Topics

1. Managing Creativity: An Overview

2. Understanding Creativity

3. Unblocking Creative Potential

4. Creative Person and Process

5. Creativity Techniques (Brainstorming; lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing, etc.)

6. Creativity in Organisations

7. Managing Creativity in Organisation

8. Strategies for Innovation

VII.12   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

1. Psychoanalysis of Human Relationships: Basic Concepts

2. Psychoanalysis of Relationships within the Indian Context

3. Applications to the Organisational Relationships:
   - Oedipus in the Office
   - Leadership
   - Subordinacy
   - Interpersonal Conflicts

4. Applications to Family Relations
   - Partnership
   - Parenting
   - Emotional Spillover
   - Deviant Relations

5. Psychoanalysis of Social Life in India
   - Women in India
   - Psychoanalysis and the Indian Culture

VII.13   MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

[4.5 Credits]

Objectives

☞ Appreciate the importance of career strategies in a rapidly changing environment

☞ Develop an awareness of various career orientations and strategies of individual career planning.

☞ Develop an understanding in designing appropriate systems of organisational career development.

Topics

1. Career Development in a Changing Environment

2. Career Development: Theoretical Foundations

3. Concept of Career Anchor

4. Becoming a Professional

5. Breaking-in Process

6. People, Relationships and Politics

7. Concepts of Competence

8. Competency Approach to Development

9. Assessment Centre Approach to Competence Building

10. Career Paths, Career Transition and Plateauing

11. Succession Planning and Fast-Tracking

12. Dual-Ladder for Career Development

13. Mentoring for Employee Development

14. Career Development and Business Strategy

15. Special Issues in Career Development

VII.14   MANAGERIAL COUNSELLING

[3 Credits]

Objectives

This course aims at developing the professional counselling skills among the students by:

☞ Providing an overview of the counselling processes and techniques.

☞ Creating a forum for practising the basic counselling skills.

☞ Selecting the key areas and situations where management can and should help employees in performance planning and career advancement.

☞ Developing alternative approach to dealing with problem situations in organisations.

Topics

1. Self-Development of Managers as Counsellors
   - Barefoot Counselling
   - Assertiveness and Interpersonal Skills for Counsellors
   - Counselling Relationship

2. Development of Counselling Skill
   - Introduction to the Important Schools of Counselling
   - Psychoanalytic Foundations
   - Transactional Analysis
   - Gestalt Therapy
   - Rational Emotive Therapy
   - Person-Centred Approach to Counselling
   - An Integrated Model
   - Essentials of Skills
   - Nonverbal Clues

3. Counselling Interventions in Organisations
   - Empathy
   - Listening and Responding
   - Effective Feedback
   - Performance Counselling
   - Counselling in Problem Situations
   - Interpersonal Conflicts
   - Midlife Blues
   - Integration and Action Plan

VII.15   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

1. Theory and Issues in Psychological Testing

2. Intelligence Testing- Theoretical Background

3. Aptitude Testing - The D.A.T.

4. Personality Assessment - Theoretical Background

5. Self-Report Inventories- The M.M.P.I.

6. Multi-factor Personality Tests- The 16 P.F.

7. Typological Tests - The M.B.T.I.

8. Projective Techniques - The T.A.T.

9. Assessment Centres

10. Integration of Profiles

VII.16   ORGANISATIONAL CHANGE AND DEVELOPMENT

[3 Credits]

Objectives

The purpose of this course is to learn to plan and implement change at the individual, group and organisational level. The course is designed to help the students develop as potential change agents and OD professionals. After completing this course you should:

☞ be able to understand the theory and practice relating to the processes of organisation development and change.

☞ develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organisations.

☞ gain necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

Topics

1. Introduction

2. Planned Organisational Change

3. Foundations of OD

4. Entry and Contract

5. Organisational Diagnosis

6. Feedback and OD

7. OD Interventions: An Overview

8. Individual and Interpersonal Interventions

9. Team / Group Interventions

10. Intergroup Interventions

11. Comprehensive Interventions

12. Organisational Transformation

13. The OD Consultant: Role, Skills & Dilemmas

14. Success and Failure of OD

15. Future of OD and New Perspectives

VII.17 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 organisation using personality typing.

☞ To enhance one's own self awareness and to understand others utilising methods from Neuro-Linguistic Programming (NLP).

☞ To sensitise students to the emerging perspectives on spiritual foundations of personal effectiveness and leadership.

Topics

1. Understanding your Thinking Process

2. Identifying the Filers on your World

3. Enriched Communication Through Sensory Specific Language

4. Managing your Internal Dialogue

5. Perceptual Positions for Assertiveness

6. Anchoring a Resourceful Stage for yourself to Manage Conflicts

7. Creating Rapport

8. Powerful Persuasion Strategies

9. Personality Typing using Enneagram

10. Introduction to Briggs-Myers Personality Types

11. NLP Test

12. Selling with NLP

13. Managing with the Power of NLP

- Life Planning: Personal Mission and Vision

14. Principle Centered Leadership

15. Emotional Intelligence

16. The Road Less Travelled

17. The Seven Habits of Highly Effective People

18. Effective Life and Time Management

19. Spiritual Foundations of Personal Effectiveness

VII.18   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

1. Understanding Thinking Process Using NLP

2. NLP Basics

3. Enriched Communication Through Sensory Specific Language

4. Life Positions

5. Ego States

6. Transactions

7. Games

8. Strokes and Stamps

9. Time Structuring

10. Scripts

11. Introduction to Enneagram

12. Personality Types According to Enneagram

VII.19   POLITICAL BEHAVIOR & IMPRESSION MANAGEMENT IN ORGANIZATIONS

[3 Credits]

Objectives

☞ Be able to effectively and appropriately use a variety of tactics to manage the impressions that others have of you.

- ☞ Understand why people are motivated to manage others' impressions of them, and how this motivation varies across situations and persons.
- ☞ Have the capacity to perceive clearly the effects of self-presentation in organisations and the role played by the myriad of factors that moderate those effects.

Topics

1. An Introduction to Impression Management; Impression Formation.
2. Tactics.
3. The Self-presentational Motive.
4. The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits.
5. The Social Context: Norms and Roles.
6. The Target's Values.
7. Physical Appearance; Body Language; Voice; Communication Style; Content of Communication; Actions; The Environment; Success; Changing from the Outside-in.
8. Current Social Image.
9. Instrumental Complementarity.
10. The Private Self.
11. Worrying about Impressions.

VII.20   STRATEGIC HUMAN RESOURCE MANAGEMENT

[3 Credits]

Objectives

The objective of the course is to develop the perspective of strategic human resource management. Specifically the course has the following objectives:

- ☞ Distinguish the strategic approach to human resources from the traditional functional approach.
- ☞ Understand the relationship of HR strategy with overall corporate strategy.
- ☞ Understand the strategic role of specific HR systems.
- ☞ Appreciate SHRM in the context of changing forms of organisation.

Topics

1. Business Strategy and Organisational Capability
2. Global Environment of HR: Change & Diversity
3. SHRM: Aligning HR with Corporate Strategy
4. SHRM: Universalistic, Contingency and Configurational Approaches
5. Strategic HR Planning Acquisition and Development
6. Corporate Strategy and Career Systems
7. Managing Employee Relations: Unions and Strategic Collective Bargaining
8. Change, Restructuring and SHRM
9. Corporate Ethics, Values and SHRM

10. Competencies of HR Professional in a SHRM Scenario

11. Evaluating the Effectiveness of SHRM

VII.21   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

1. Nature of Stress — Constructs and Problems

2. Occupational Stressors

3. Role Stress

4. Sources of Managerial Stress

5. Stress and Thought Processes — Learning

6. Stress and Personality - Behavioural and Situational Modifiers

7. Stress and Motivation

8. Verbal and Non-verbal Indicators of Stress

9. Assessment of Stress

10. Stress and Management Change

11. Stress and Conflict

12. Leadership Styles in Stressful and Non-Stressful Situations

13. Decision Making under Stress

14. Burnout

15. Coping with Resources and Processes — Assertiveness Training

16. Stress and Social Support

17. Group Processes and Changing Values for Understanding and Coping with Stress

VII.22   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 organisations.

Topics

1. TA and Self Awareness

2. Concept of Script

3. Winners and Losers

4. Structural Analysis

5. Life Positions

6. Transactions

7. Games and Strokes

8. Life Scripts

9. TA Applications in Motivation, Leadership and Teamwork

10. TA in Counselling

11. Contracting for Change

VII.23   ZEN AND THE EXECUTIVE MIND

[3 Credits]

Objectives

To achieve its aim, the course uses the wisdom, insights and training techniques from Zen, the Japanese tradition that is the secret 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], 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.

Topics

1. Understanding Zen and Other Wisdom Traditions

2. Cultivating Intelligence: Sem, Rigpa and Tibetan Psychology

3. Zen Mind, Beginner's Mind: Shoshin and Ordered flexibility

4. Zen, Shambhala and the Habits of Highly Effective Executives

5. Understanding Your Brain: Brain Facts, Brain Insights

6. The Psychology of Flow and finding the flow State

7. Imagination, Resourcefulness AND CREATIVE PROBLEM SOLVING

8. Visual Thinking, Ambidextrous Thinking and Whole Brain Synchrony

9. Developing Mind Competencies: The Leonardo da Vinci Way

VIII PRODUCTION, OPERATIONS & DECISION SCIENCES

VIII.1   PRODUCTION MANAGEMENT

[3 Credits]

Objectives

☞ 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.

Topics

1. History and Overview of Operations Management
2. Types of Production Process. Design of Production Processes
3. Capacity Requirement Planning
4. Location Planning
5. Facilities Layout Planning
6. Forecasting Techniques
7. Project Management through PERT/CPM
8. Inventory Management: Deterministic and Probabilistic Models
9. Quality Assurance
10. Maintenance Management

VIII.2   QUANTITATIVE TECHNIQUES FOR HUMAN RESOURCE MANAGEMENT

[3 Credits]

Objectives

The objectives of this course may be specified as follows

☞ To understand the nature of statistics and statistical inference; that is, its scope and limitations and its proper role in the process of scientific investigation.
☞ To be able to express a generally posed scientific question as a statistical question.
☞ To be familiar with a variety of commonly used techniques and the models underlying them.
☞ To be able to recognize the nature of, and to model, the random variation underlying given data.
☞ To recognize the important characteristics, key words, phrases, and concepts, statistical data analysis (i.e., professional identity).
☞ To be able to use statistical packages to perform statistical calculations.
☞ To be able to decide how to obtain a suitable random sample
☞ To be equipped with a variety of techniques for condensing statistical data, in preparing to make inferences about a population based on a sample from it.

Topics

1. Descriptive Statistics:
    *   Types of Data
    *   Data Summarisation methods, and quantitative measures of data
    *   Central tendency and dispersion
    *   Interpretation of data.

2. Probability and Probability Distributions:
    *   Introduction to probability theory
    *   Simple and compound events
    *   Mutually exclusive and independent events
    *   Bayes theorem and applications
    *   Notion of random variable
    *   Probability distribution
    *   Expected value
    *   Variance and standard deviation
    *   Binomial, Hypergeometric
    *   Poisson and Normal distributions, their important characteristics and applications.

3. Decision Theory:
    *   Nature of decision making
    *   Expected monetary value criterion
    *   Expected value of perfect information
    *   Cost and value of information and decision trees.

4. Estimation and Inference:
    *   Sampling and Sampling distributions:
    *   Population and sample
    *   Finite and infinite populations
    *   Sampling methods
    *   Sampling distributions
    *   Central limit theorem
    *   Estimation of parameters of probability distributions
    *   Estimation of mean and standard deviation
    *   Confidence Intervals:
    *   Notions of confidence intervals
    *   Point and interval estimation
    *   T-distribution

- Choice of sample size for estimation
- Estimation of proportions
- Criteria of a good estimator
- Hypothesis Testing:
- Concept of testing of Hypotheses
- Types of errors
- Level of significance
- Tests concerning means
- Standard deviation and proportions
- Non-parametric tests

5. Regression and Correlation:
   - Analysis of statistical relation between two variables
   - Scatter diagram
   - Linear regression
   - Least square methods and normal equations
   - Confidence intervals for the intercept and the slope of the regression line
   - Co-efficient of correlation
   - Co-efficient of determination and adjustment of bias
   - Extensions to multiple linear and non-linear regression

VIII.3   e-BUSINESS

[3 Credits]

Objectives

This course will provide the students 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 organisational possibilities inherent in these developments. This course will attempt to fill this need. At the end of this course, the student will be capable of :

☞ Evaluating the opportunities and risk factors involved in conducting e-Business.

☞ Identifying organisational processes and relationship that may have value added through the application of an e-business strategy.

☞ Assisting in the incorporation of an e-business strategy into the organisation's goals and objectives.

☞ Understanding the current state of e-business and the possible advantages and disadvantages of an e-business strategy.

☞ Aiding in the development of managerial e-business tactics and objectives for the organisation's supply chain management functions.

☞ Exploring and explaining the legal and international implications of conducting e-Business.

☞ Analysing and evaluating how the Internet, e-business technologies, and e-business concepts can assist an organisation realise its goals and objectives.

Topics

1. Introduction, Background and Current Status

2. e-Business Architecture

3. Enabling Technologies

4. e-Business Infrastructure

5. e-Business Design, Capacity Planning, Performance Modeling

6. e-Business Models

7. e-Marketing, e-CRM

8. e-Business Security/Payment Services

9. e-SCM, e-Procurement

10. Knowledge Management

11. ERP, e-Business Backbone

12. e-Business Strategy into Action, Challenges, e-Transition and Summary

13. Business Plan Presentation and Demonstration "Materialising e-Business: From Idea to Realisation".

VIII.4   ENTERPRISE RESOURCE PLANNING

[3 Credits]

Objectives

The course aims to provide an understanding of the issues involved in design and implementation of ERP systems. It focuses on the cross-functional processes and integration of events/transactions across different functional areas in organisations. On completion of the course, it is expected that the student would be able to demonstrate :

☞ An understanding of the architecture of the ERP systems.

☞ The understanding of ERP models and information flows underlying the ERP softwares.

☞ How integration works in an enterprise system, and the linkages with organisational processes.

☞ The basic principles and issues behind the ERP system design and configuration.

☞ Understanding of issues involved in ERP implementation.

Topics

1. Introduction to ERP Systems

2. Review of DBMS and Transaction Processing Concepts

3. Business Processes and Integration Across Functions

4. MRP II Model and Organisational Processes :
   - Sales and Distribution
   - Procurement
   - Production Planning
   - Order Fulfillment

5. Financial Model :
   - Financial Accounting
   - Controlling

6. Information Model :
   - Introduction to Business Information Flows
   - Introduction to Business Work Flows

7. Issues in Customising ERP Systems for Organisations

8. Top Management Concerns and ERP Systems

9. Introduction to Extended ERP (ERP II)/Advanced Planning Systems

10. ERP Implementation.

11. Issues in Utilisation Enhancement.

VIII.5   OPERATIONS RESEARCH FOR HRM

[3 Credits]

Objectives

☞ To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate for HRM Areas

☞ To introduce some widely used mathematical models in the areas of HRM. Your understanding of these models should allow you to communicate with persons who run them and to evaluate the results they present to you.

☞ To provide a tool that you can use to solve such management problems yourself.

The Course will deal with OR/MS Techniques in their simplest form and will attempt to cover areas of applications in the HRM. More emphasis will be given on understanding methods, appreciation, applications, problem formulations and use of computer software.

Topics

1. LINEAR PROGRAMMING PROBLEMS -

   An overview and scope of Operations Research -Introduction to Linear Programming (LP) -Illustration of LP Problems-Formulation exercises on LP Problems (LPP) in HRM areas, Simplex Method -Examples- Interpretation of Simplex Tableau -Computer Software for Solving LPP.

2. INTEGER, GOAL AND MULTIPLE OBJECTIVE PROGRAMMING PROBLEMS

3. MARKOV AND RENEWAL MODELS -
    Introduction to Markov Chain Models and Renewal models, application in Manpower Planning.

4. NETWORK ANALYSIS -
    Useof Network analysis as a tool in HRM, Determining manpower requirements using Networks, Use of Networks in Career Development Models.

5. FUZZY SETS, NUMBERS AND LOGIC AND LINGUISTIC QUANTIFIERS IN UNDERSTANDING SOCIAL SCIENCE PROBLEMS -
    Understanding semantic words in scaling and quantifying such perception in such studies.

6. FORECASTING TECHNIQUES FOR HRM -
    Time Series, Exponential Smoothing, Winter's Models, Box-Jenkins and other advanced techniques.

7. SIMULATION AND QUEUING MODELS (If time permits)

VIII.6   TOTAL QUALITY MANAGEMENT

[3 Credits]

Objectives

To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.

Topics

1. History and basics of TQM, Organizational issues in TQM implementation, Approaches to Quality Management by Deming, Juran, and Crosby

2. Foundations and Principles of Six Sigma, DMAIC and DFSS methodology, Six Sigma implementation, Lean Six sigma

3. Seven Tools of Q.C, Quality control circles, 5-S Program, Poka-Yoke, Kaizen Events

4. Cost of Quality

5. Value Stream Mapping (VSM)

6. Statistical Quality Control

7. Application of SPC using Minitab

8. Case Discussion on TQM implementation

9. Various Quality Standards and Awards

10. Business Process Reengineering (BPR), Reliability, World Class Benchmarking

11. Design of Experiments (ANOVA, Taguchi Methods and S/N Ratio)

12. Quality control in Supply Chain & Service sector

IX STRATEGIC MANAGEMENT

IX.1 INTRODUCTION TO SUSTAINABLE DEVELOPMENT AND CORPORATE SUSTAINABILITY

[2 Credits]

Globalization is redefining the role of business in society. As interdependencies between markets, communities and people deepen, business organizations face an ever-widening range of environmental, social and governance issues. The roles and responsibilities of business as a global force are becoming more urgent and complex, and concepts related to corporate social responsibility and sustainability are gaining recognition as essential elements in business management.

Objectives

☞ Provide a critical overview business implications and opportunities arising from growing social and environmental concerns

☞ Enhance student's ability to integrate social/environmental concerns into business Operations & management and to evolve corporate socio-environmental strategies.

Topics

1. What is corporate social and environmental responsibility and why should strategists care?

2. Ecosystem services and human well being
   - Corporate ecosystem review: Risks & opportunities arising from ecosystem change
   - Business & ecosystems: Markets for ecosystem services

3. Issues and opportunities for business in socially and environmentally sensitive world

4. Social and environmental problems and how they shape markets

   - Triple bottom line approach
   - Bottom of the pyramid opportunities
   - Equator principles , Socially Responsible Investing etc

5. Stakeholders and the power they wield

6. Reducing socio-environmental costs and risks: managing the downside

7. Driving revenues and creating intangible value: managing the upside

8. Socio-ecological advantage - What Wave Riders do? Looking through a socio-ecological lens

9. Creating organizational focus on corporate citizenship

10. Green marketing

11. Social and environmental risk/liability management

12. Creating capabilities: Social and environmental management tools, technologies and system concepts
    - Environmental Managements Systems, ISO 14001
    - ISO 26000: Social responsibility guidance standard, Global Compact Principles

- Environmental Impact Assessement, Life Cycle Analysis, Social Impact Assessment
- Understanding ecological "footprint": Eco-tracking
- Designing for the environment and "greening" the supply chains

13. Energy, Climate change : Business risks and opportunities

14. Taking it to the next level: Corporate sustainable development strategies

IX.2 STRATEGIC MANAGEMENT

[3 Credits]

Objectives

☞ To expose participants to various perspectives and concepts in the field of Strategic Management.

☞ To help participants achieve conceptual clarity.

☞ To help participants develop skills for applying these concepts to the solution of business problems.

Topics

1. Introduction to Strategic Management
   - The Importance of Strategic Management
   - Schools of thought in Strategic Management
   - Strategy Content, Process and Roles
   - The Fit Concept and the Configurational Perspective in Strategic Management
   - Dimensions and Levels of Strategy

2. Competitive Strategy
   - Five Forces that Shape Strategy
   - Generic Strategies
   - Generic Strategies and the Value Chain

3. Corporate Strategy
   - The Motive for Diversification
   - Related and Unrelated Diversification
   - Business Portfolio Analysis

4. Strategy Implementation: Structure, Systems and People
   - The 7S Framework

5. Recent Advances
   - Core Competence as the Root of Competitive Advantage
   - Business Processes and Capabilities-based Approach to Strategy

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

O 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.

O SUSTAINABLE DEVELOPMENT

City Water Tanzania – Illustrates the challenges of the role of private sector initiatives in reaching the 10th target in the UN Millenium 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

O 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

O 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 learnings to a live project (business challenge).
☞ Generating breakthrough propositions for the business challenge.

Topics

1   Introduction to concepts of Orbit-shifting Innovation

2   Internalizing the basic capabilities required for innovation

3   Brief by the Challenge Owner : Live Project

4   Insight Expedition : Market visits, insight dialogues

5   Painting the Landscape

6   Identifying Innovation Sensitive Areas (ISA)

7   Alignment of ISAs with the challenge owner

8   Generating Breakthrough Propositions suing idea generation techniques

9   Deep Dive Expedition

10 Insight Dialogues

11 Lateral Conversations

12 Breakthrough Propositon Synthesis

13 Insight Dialogue with a domain expert

14 Presentation of Raw Propositions to Challenge Owner

15 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

1. Introductory Concepts, Definitions, Developments

2. Performance Measurement Systems – Fundamental Issues – An overview – Need for Holistic and Strategic Approach

3. Factors that lead to conceiving idea of BSC – what is BSC and its components?

4. BSC Model evolved by Kaplan and Norton – Research work done by them and conclusions

5. BSC – Alternative Models

6. BSC – Stages of Evolution – Communication System, Measurement Systems, Strategic Management System

7. Making Score Card Actionable – Process, Methodology and Techniques.

8. Industry Analysis – Internal and Market Position – Identify Initiatives and Action.

9. Developing Strategic Theme – Linking Strategy and Exclusion Planning – Aligning Strategy with Action.

10. Evolving Measure – Cause-and-Effect Relationship.

11. Case Studies: Tata Auto Plastics, Thai Carbon, British Airways, Xerox, Ericsson and Tata Motors.

12. Sharing Hands-on Experiences – Cement, Fertilizer and Software – Indian context.

13. BSC – In Asia Pacific – Cases and examples – Analysis, how scorecard is developing in Asia?

IX.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 organisational learning processes, how they can be fostered and enhanced.
- ☞ To appreciate the learning techniques necessary to facilitate building corporate competency and knowledge-base.

Topics

1. Emerging Business Realities

2. Why Organisations Need to Learn

3. Organisational Learning: A Capabilities-Based View

4. Learning Tools and Techniques
   - Systems Thinking
   - Benchmarking and Process Mapping

5. Knowledge-based Competition

6. Knowledge-Creation and Acquisition Processes

7. Measuring Learning: The Intellectual Capital

8. Architecting a Learning Organisation

IX.7 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

1. The Role of Networking

2. Origins of Networking
   - Traditional purposes and avatars
   - Modern purposes…..
   - Surrogate Networking

3. Networking as a Strategic Tool

4. Competition Vs Coopetition

5. Networking in Action

6. 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

7. 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

8. Six Degrees of Separation

IX.8 COMPETITION AND GLOBALISATION

[3 Credits]

Objectives

The primary objectives of this course are to

☞ Equip the students with several viewpoints, concepts and frameworks to study competition and globalisation.

☞ Provide an opportunity to study in depth the global competitiveness of Indian firms.

☞ Study globalisation attempts of countries and lessons for India.

Topics

1. Competition : Some Viewpoints

2. Porter's Framework on Competition

3. C K Prahalad's and Gary Hamel's Views

4. Sheth and Sisodia's Views

5. Rethinking New Perspectives

6. Perspectives on Globalisation

7. Globalisation : The MNC and TNC Organisations

8. Globalisation of Brands

9. Globalisation of the Indian Business and Firms

10. Coping with Global Competition

IX.9 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

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 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

4. 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.10 ENTREPRENEURSHIP AND NEW VENTURES

[3 Credits]

Objectives

The major emphasis of the course will be on creating a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. This will involve working together to investigate, understand and internalize the process of founding a startup. Bootstrap and guerilla tactics to gather resources - the technology, team, finance and market - to give birth to entrepreneurial businesses will be discussed.

The course is designed primarily for those who at some point of their career want to start their own ventures, or run their own family businesses. But it is equally useful to those who plan to work in or with new ventures either as venture capitalists, consultants to new firms or in new business development units of larger corporates.

Topics

1. The Early Career Dilemmas of an Entrepreneur
   - The Entrepreneur's Role, Task and Personality

- A Typology of Entrepreneurs: Defining Survival and Success
- Entrepreneurship as a Style of Management
- The Entrepreneurial Venture and the Entrepreneurial Organisation

2. Choosing a Direction
   - Opportunity recognition and entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition
   - The Strategic Window of Opportunity : Scanning, Positioning and Analysing
   - Intellectual Property : Creation and Protection

3. Opening the Window: Gaining Commitment
   - Gathering the Resources you don't have
   - The Business Plan as an Entrepreneurial Tool
   - Financial Projections: how to do them the right way
   - Debt, Venture Capital and other forms of Financing
   - Sources of External Support
   - Developing Entrepreneurial Marketing: Competencies, Networks and Frameworks

4. Closing the Window: Sustaining Competitiveness
   - Maintaining Competitive Advantage
   - The Changing Role of the Entrepreneur: Mid Career Dilemmas
     - Harvesting Strategies versus Go for Growth

IX.11 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 mange such programs.

Topics

1. Entrepreneurship and its development - Reviewing them one more time

2. Traditional entrepreneurship – Nature and characteristics

3. 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.)
4. General legal aspects of organizing an enterprise
   - Available options
   - Evaluation of options

5. 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

6. Social, economic and cultural conditions (operating environment)
   - Ethical and Environmental challenges

7. 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.12 INTERNATIONAL MANAGEMENT

[3 Credits]

Objective
This course focuses on the "Context" aspect of strategy, where the context here happens to be internationalization/globalization. Through discussing various case studies that involve International issues arising out of working in a different country, culture and a diverse workforce, the course seeks to develop the much required skills in budding BM/HRM Managers to manage such situations, both in India and abroad.

Course Pedagogy
The course is almost completely Case based. The focus is on in-class participation. The objective is to make better managers of the students by putting them in situations that involve taking decisions on matters of International management. Since the focus is on class preparation and participation, students are rewarded for both preparation and participation.

Course structure and positioning

The course assumes knowledge of all the basic concepts of human resource management, strategic management, international management and cross-cultural management on the part of the students. However lack of sufficient knowledge of International management or cross-cultural management will not be a handicap in comprehending this course

IX.13 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 prioritise 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, Analysing 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:

IX.14 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

1. Introduction to the Course
   • Approaches to International Management

2. The Historical Context of International Relations
   • The Pre-Westphalian World
   • The Westphalian System

3. World Wars I & II & the Cold War
   • The End of History? By Francis Fukuyama

4. Role of the US.
   • The New World Disorder & the Emerging New, New World Order
   • What Bush got Right? By Fareed Zakaria

5. 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

6. India's Security in its Areas of Strategic Interest

7. The Rise of China & its Implications for Asia
   - The Taiwan Issue

8. The Myth of China's Miracle
   - The Bamboo Network
   - Doing Business in China- Case Study

9. The Great Game in the Stans of Central Asia

10. The Indian Ocean & India's Maritime Strategy

11. Pakistan: Future Portents; Democracy & Role of the Military.

12. 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'

13. India's Look East Policy: Relations with SE Asia

14. The European Union: Role in Global Security & Business

15. Globalization: Concepts & Issues
    - Case: Boeing vs Airbus

16. Disaster Management & Business:
    - Case Study: Management of the 2004 Asian Tsunami

17. India's Interaction in Africa:
    - Exploiting an Untapped Market & Seeking Resources

18. India & West Asia: Transfer of Wealth & the Politics of Oil

19. Energy Security : Oil, Gas & the Nuclear Deal

20. Scenario Building:& Case Studies
    - Iran & Central Asia- Energy & Allies
    - Iran becomes a Nuclear State

IX.15 INTRODUCTION TO SOCIAL ENTREPRENEURSHIP

[3 Credits]

Objectives

This course aims to help the participants

☞ 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 understand how to develop sustainable "business" model for building a social enterprise that can make a difference

Topics

1. The Socio-Economic Context of Social Entrepreneurship

2. Defining Social Entrepreneurship

3. Understanding the SE Terrain: Sector Studies

4. Learning from Real-Life Social Enterprises (Cases)

5. Measuring Social Impact

6. Governance of Social Enterprises

7. Project Work

8. Profile of the Social Entrepreneur

IX.16 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).

3. Issues in Regulation that come about with privatization.

4. Pricing mechanisms available to a regulator to ensure universal access and efficiency.

5. Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.

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

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

8. Project Finance and its application in Public Private Partnership.

9. Monitoring and Evaluation Methods in a Public Private Partnership.

10. Dispute Resolution in Public Private Partnerships.

IX.17 RESOURCE-BASED STRATEGY

[3 Credits]

Objectives

☞ Gain an understanding of the concepts, frameworks and checklists associated with the resource-based approach to strategy

☞ Develop the skills to apply these to analyse resources, identify ways of achieving competitive advantage and leveraging resources

Topics

1. The Resource Based Perspective
   - Resources Based View of the Firm
   - Integrating with Industrial Organisation Paradigm

2. Resources : Conceptual and Analytical Schema
   - Assets and Skills
   - Tangible and Intangible Resources
   - Critical Resources, Target Resources, Resource Bundles
   - Slack Resources
   - Flexible and Rigid Resources

3. Resource Based Approach to Competitive Strategy
   - Idiosyncratic Resources and Business Level Competitive Advantage
   - Capabilities and Competitive Advantage

4. Resource Based Approach to Corporate Strategy
   - Slack Resources and their Deployment
   - Leveraging Critical Resources
   - Expansion and Diversification Strategies
   - Managing the Multibusiness Firm

5. Review and Integration
   - Effective Corporate Strategies and their Adaptation
   - Corporate Governance

IX.18 STRATEGIC GAME THEORY FOR MANAGERS

[3 Credits]

Objectives

People rarely make decisions in a vacuum. The choices we make affect others, and their choices impact us. Such situations are known as "games" and "game-playing", while sounding whimsical, is serious business. Managers frequently play "games" both within the firm with employees, other stake-holders, other divisions etc. as well as outside the firm with competitors, customers and regulators! The goal of this course is to enhance your ability to think strategically in complex, interactive environments. Knowledge of game theory will give you an advantage in such strategic settings.

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.

Topics

1. Games of complete information
    *   Simultaneous move games and Nash equilibrium
    *   Pure strategy vis-à-vis mixed strategy
    *   Sequential move games and sub-game perfect Nash equilibrium
    *   Repeated games
    *   Commitment and Strategic Moves - Credibility, threats, and promises as ways to change the game being played.
    *   Evolutionary games.

Applications:
    *   Static and Dynamic games of Price and non-price competition
    *   Commitment strategies
    *   Entry and exit decisions and entry deterrence strategies
    *   Pricing strategies, capacity commitment
    *   War of attrition
    *   Co-ordination games
    *   Reputation formation
    *   Bank runs
    *   Bargaining and Tournament games
    *   Collective-action games.

2. Games of incomplete information
    *   Static games of incomplete information and Bayesian Nash equilibrium
    *   Dynamic games of incomplete information and Perfect Bayesian equilibrium
    *   Signaling games.

Applications:
    *   Brinkmanship
    *   Reputation and strategic irrationality
    *   Auctions
    *   Contracts
    *   Adverse selection and moral hazard in capital, labor and insurance markets (e.g., takeovers, wage contracts, insurance contracts)
    *   Job market signaling.

IX.19 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

1. Nature of the Firm : Markets and Hierarchies in Economic Organisation

2. Hybrid Forms of Economic Organisation : Alliances, Networks and Equity Joint Ventures

3. Typology of Strategic Alliances

4. Significance of Networks as a Mode of Economic Organisation
   - Knowledge Networks and Technological Innovation in Networks
   - Networks to Set Industry Standards
   - Social Networks : Competitive Significance of Relations Beyond Firm Boundaries

5. Alliance Between Competitors
   - Pre-competitive Alliances
   - Market Sharing Alliances

6. Organisational Learning Through Alliances
   - Structures and Systems for Effective Learning for Partners in Alliances

7. Managing the Process of Alliance Formation : Partner Selection and Negotiation

8. Contracts and Trust in Managing Partner Conflict in Alliances

9. Evolution and Termination of Alliance Relationships

IX.20 TRANSFORMATION FOR SUSTAINABLE SUPERIOR PERFORMANCE

[3 Credits]

Objectives

The objective of this course is to enhance the participants' abilities to transform the organisation to a higher level of competitive ability and potential.

The course seeks to share the know how for transforming the people and organisations for a more robust response in the market place, and providing better value to the stakeholders in the global context. The course will improve the participants' ability to devise a customized model and methodology to suit their own situations and aspirations. It will lay special emphasis on how to create enabling environment for creating a learning organization during the transformation process. The course will enable the participants to manage the change inherent in any transformation process, and develop people and processes simultaneously for sustainable superior performance. The principles and practices discussed are capable of being applied in any business and throughout the supply chain for better returns.

The course will delve into problems of managing the transformation sought to be achieved under different labels. This course will focus more on integrating the transformation processes of all functional areas, skills and understanding and attempt to develop a new model which is integrative and holistic in nature capable of understanding and implementation at different levels by all employees for better management or resources and achieving of superior results. The Course also discusses some of the best practices at micro and macro levels.

Topics

1. Transformation and its Implications
2. Global Scenario, Context, Challenges and Ground Realities
3. Integrated Holistic Model and Methodology for Sustainable Superior Performance
4. Success and Failure Stories and Lessons
5. Mindset
6. Culture, Building the Will and Passion
7. Leadership and Enabling Environment
8. Structure and Institutions
9. Equipping the Operating Teams with Tools and Techniques
10. Equipping the Project Teams with Tools and Techniques
11. Visual Controls and Visual Management
12. Deployment Strategy
13. Best Practices and Learning Organisations
14. Daily Management
15. Transformation Score Cards and Performance Measurements
16. Road Map for Business Excellence and Competitive Advantage
17. Scenario Planning in Uncertain Environment
18. Critical Success Factors
19. Critical Success Factors
20. Learnings and Way Forward