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# SYLLABUS

## ***Postgraduate Programme in Human Resource Management***

Batch 2021-23



Office of the Dean  
**XLRI**  
Xavier School of Management  
*For the greater good*

July 2021

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- VII.14 Managerial Competencies and Career Development [**4.5 credits**] [**also HRM**]
- VII.15 Managerial Counselling [**also HRM**]
- VII.16 Occupational Testing [**also HRM**]
- VII.17 Organizational Change and Development [**also HRM**]
- VII.18 Personal Effectiveness and Self-Leadership
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- VII.23 Transactional Analysis

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VIII.4 Leading Digital: Turning Technology into Business Transformation [**also IS**]

VIII.5 Enterprise Resource Planning [**also IS**]

VIII.6 Operations Research for HRM [**also HRM**]

VIII.7 Total Quality Management

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IX.4 Applied Quantum Innovations

IX.5 Balanced Score Card

IX.6 Behavioral Strategy & Decision Making [**also OB**]

IX.7 Building Learning Organizations [**also OB**]

IX.8 Business at the Bottom of the Pyramid

IX.9 Business Networking [**1.5 Credits**]

IX.10 Business Models for Organizational Excellence

IX.11 Competition and Globalization

IX.12 Corporate Sustainability in Practice

IX.13 Designing Organizations for Uncertain Environment [**also OB**]

IX.14 Entrepreneurship and New Ventures [**also ECONOMICS**]

IX.15 Entrepreneurship Planning and Development: with special reference to Tech-Entrepreneurs and Professionals

IX.16 Game Theory for Managers [**also ECO**]

IX.17 I S Strategy [**also IS**]

IX.18 Industrial Economics and Competitive Strategies [**also ECO**]

IX.19 International Management

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IX.21 Introduction to Social Entrepreneurship

IX.22 Introduction to Management Consulting Practice

IX.23 Managing Private-Public Partnerships [**also ECO**]

IX.24 Managing Energy Businesses

IX.25 Managing Innovation

IX.26 Public Policy and Business Strategy

IX.27 Resource Based Strategy

- IX.28 Strategic Implementation through Simulation
- IX.29 Strategic Leadership and Governance
- IX.30 Strategies of Co-operation
- IX.31 Transformation for Sustainable Superior Performance



# P R E F A C E

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

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

July 2021

XLRI Jamshedpur



## **PROGRAMME DESIGN AND REQUIREMENTS: HRM 2021 - 23 BATCH**

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

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

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

*(1) Summer Project – a Non-credit course*

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

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

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

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

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

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

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

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

- 1. Economics*
- 2. Finance*
- 3. General Management*
- 4. Human Resource Management*
- 5. Information Systems*
- 6. Marketing*

7. *Production, Operations & Decision Sciences*
8. *Organisational Behaviour*
9. *Strategic Management*

*The total number of credits for the core courses are 66 (Sixty-six) credits. The Term-wise distribution of core courses in the first year for HRM shall be 20-23-23 as applicable. The elective courses are not offered in the first year. During the second year a student is required to do 14 (fourteen) elective courses. The total workload for a student in any given Term in second year should be between 12-18 credits.*

*Since the HRM programme itself is a specialized 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]

### Course Objectives:

To understand

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

### Topics:

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

- South East Asian Crisis in 1997 – Third generation model of currency crisis
- Global recessionary trends in late 2000s - debates over origin and policy prescriptions.

7. A critique to macroeconomic policy choices in India:

- Policy choices before 1991
- Policy choices after 1991



## I.2 MANAGERIAL ECONOMICS

[3 Credits]

The body of knowledge that was among the first to attempt to explain how the world, along with the different entities works is, Economics. The content of this body of knowledge is broadly classified into Macroeconomics and Microeconomics. The former addresses issues from the perspective of the economy while the latter addresses issues from the perspective of individual entities. Both these perspectives are essential and vital for managerial decision making.

Managerial Economics (MGE) as the course is titled, adapts microeconomics to managerial decision by making use of all the concepts and techniques of microeconomics. The knowledge and application of these tools and techniques ensures that decisions being taken in the managerial context are indeed correct. Throughout the course of Managerial economics, the stress is on the relevance and application of microeconomics to **managerial decision making** and **public policy decision making**. The public policy context shapes the environment / context in which managerial decisions are to be taken and hence is absolutely relevant for managerial decision making. This **dual** perspective of MGE makes it absolutely vital in a business management curriculum and hence its inclusion as a core subject.

MGE uses microeconomics to study the behaviour of and interaction amongst industrial firms and consumers, to reveal how industries and markets operate and evolve, to explain how and why any two industries/ markets are different and how they change through strategies of players in the market and through government policies.

Basic reading: Microeconomics by R S Pindyck, D L Rubinfeld and P L Mehta

### Topics to be covered and session plan:

- |                                                                                                                                                  |              |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| • Introduction, circular flow model                                                                                                              | One session  |
| • Working tools                                                                                                                                  | One session  |
| Working tools cont'd:                                                                                                                            |              |
| SS- DD analysis: shifts, slope, elasticity                                                                                                       |              |
| Income elasticity, cyclical industries,                                                                                                          |              |
| • Cross price elasticity                                                                                                                         | Two sessions |
| • Rough Demand estimation-<br>Back of the envelope calculations                                                                                  |              |
| Government interventions in markets                                                                                                              | One session  |
| • Behind the Demand curve-Consumer<br>Preferences as utility functions &<br>Indifference curves; Budget constraints                              |              |
| • And optimization                                                                                                                               | One session  |
| • Deriving individual demand from the<br>PCC curve; substitution and income<br>Effect; Giffen good; Engel curve;<br>Appln of Indifference curves | One session  |
| • Market Demand, Consumers surplus,<br>Network externalities, Bandwagon and<br>Snob effects                                                      |              |
| Statistical estimation of Demand                                                                                                                 | Two sessions |
| • Production- Short run and long run                                                                                                             | One session  |
| Which costs matter? Economic costs,<br>Relevant costs, Opportunity costs; From<br>Production to cost-short run and long run                      | One session  |
| • Returns to scale, economies of scale;<br>Economies of scope,                                                                                   |              |

|                                                                                                                                                                              |              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Estimation of Cost functions                                                                                                                                                 | One session  |
| • Profit maximization in two scenarios<br>Derivation of SS curve; Efficiency of<br>Competition; rationale for regulation                                                     | One session  |
| • Monopoly, Natural Monopoly,<br>Price Discrimination, Monopolistic comp                                                                                                     | One session  |
| • Oligopoly: The early models, Game<br>Theoretic situations; cartels                                                                                                         | Two sessions |
| • Factor markets: Comp factor markets<br>Market demand and market supply of<br>Labor; Factor markets with Monopsony<br>Power and with monopoly power                         | Two sessions |
| • Markets with Asymmetric information:<br>Hidden characteristics, hidden actions:<br>Outcome; signaling and screening;<br>Principal-Agent problem; Efficiency<br>Wage theory | Two sessions |
| Total number of sessions                                                                                                                                                     | 20           |



## I.3 APPLIED ECONOMETRICS FOR HRM

[3 Credits]

### Aim of the Course:

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

The course aims at

- ☐ Familiarizing students in depth about applications of econometric methods with respect to human resources activities in a business organization.
- ☐ Helping students to formulate and specify the quantitative model to analyze various issues pertaining to human resources activities; then estimating, interpreting the results which can be used for forecasting and policy decisions.
- ☐ Carrying out econometric applications on HR related issues using real time data to solve various decisions problems using econometric software.

### Contents Session Plan

#### 1. Introduction to Applied Econometrics in Human Resources Management: Session 1

- ☐ Nature and applications of econometrics
- ☐ Studying and analyzing the data pattern

Applications: Indian labor market.

**Case: Kenexka, Reyem Affiar,**

**Reading Chapter 1. of Gujarati et.al Text book;**

#### 2. Exploring and Discovering Econometric Models I: Session 2-7

- ☐ Regression models: Simple vs Multiple S2
- ☐ Estimation and Interpretation of the linear and nonlinear regression model S3-S5
- ☐ Testing of hypothesis and making inferences S6-S7

Applications: Accenture's War For talent in India

**Case: Reyem Affiar, Edgar J Scherick Associates, Kenexka**

**Reading Ch 2 to 8. Of Gujarati et.al Text book; Ch 2 and 3 Heji Deboer et.al. book**

#### 3. Making Models More Selective: Session 8-11

- ☐ Problem of Multicollinearity, Heteroscedastity, Autocorrelation and its solution; S8-S10
- ☐ Model miss-specification and diagnostic checking S11
- ☐ Fine-tuning the model:

Application: Women's Labour Force Participation

**Case: Store 24(A) Managing Employee Retention; Store 24(A) and (B), Edgar J Scherick Associates, Kenexka**

**Reading Chapter 10 to 13 of Gujarati et.al Text book; Ch 5 Heji Deboer et.al. book**

### **Mid Term Exam**

#### **4. Making Models More Flexible: Session 12-14**

- ☐ Dummy variables and interaction terms S12
- ☐ Qualitative response models: LPM, Logit, Probit Models etc. S13-14

Applications: Wage functions of a company; Voting decision in a Tax referendum;

**Case: California Strawberries; CEO Seek Case and Head Hunting**

**Reading Chapter 9 and 15 of Gujarati et.al Text book; Ch 6 Heji Deboer et.al. book**

#### **5. Making Models More Concurrent: Session 15-16**

- ☐ Simultaneous equation regression models S15
- ☐ Problems of identifications and estimations S16

Application: Investigating reverse causality between human resource management policies and organizational performance in small firms

**Case: Salary of CEO and Profitability of Firm**

**Reading Chapter 18 to 20 of Gujarati et.al text book; Ch 5 and 7 Heji Deboer et.al. book**

#### **6. Making Model More Synchronized: Session 17**

- ☐ Panel regression model
- ☐ Balanced panel vs unbalanced panel S17
- ☐ Fixed effect vs random effect model
- ☐ Selecting the appropriate model

Application: Human resources management and firm performance across industries

**Case: Guest First Hotel (A): Customer Loyalty**

**Reading Chapter 16 of Gujarati et.al text book, Ch 7 Heji Deboer et.al. book**

#### **7. Making Model for Forecasting: Session 18--20**

- ☐ Uni-variate Forecasting Models, MA, ARIMA etc. etc. S18-19
- ☐ Mult-variate models- regression models S20

Applications: Forecasting human resource requirements: A Demand Model, Manpower Forecasting and Scheduling,

**Case Application: Bright Aid Pharmacy: Human Resources Forecasting and Staff Budgeting**

**Reading Chapter 21 and 22 of Gujarati et.al text book; Ch 7 Heji Deboer et.al. book**

**Software to be used:**

- ☐ R, Excel, SPSS and Eviews, Minitab
- ☐ Computer exercise will be demonstrated in the class.

## I.4 DEVELOPMENT ECONOMICS

[3 Credits]

### Course Objectives:

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

### Topics:

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

## **I.5 ECONOMICS OF HUMAN RESOURCES**

**[3 Credits]**

### **Course Objectives:**

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

### **Topics:**

#### **Part A - HIRING**

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

#### **Part B - UNDERSTANDING THE MARKET**

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

#### **Part C - INCENTIVES AND COMPENSATIONS**

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

#### **Part D – INVESTMENT IN HUMAN CAPITAL (1 session)**

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

## 1.6 ECONOMICS OF INFORMATION AND NETWORK INDUSTRIES

[3 Credits]

### Course Objectives:

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

### Course Structure:

The course will be divided into four modules:

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

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

**3. Pricing of Information Goods** – ‘Information is costly to produce but cheap to reproduce’. In the language of economics this can be rephrased as – ‘the fixed costs of production are large, but the variable costs of reproduction are small. This cost structure leads to substantial economies of scale.

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

**4. Compatibility, Product Introduction and Versioning Decisions** – Pricing decision is dependent on the compatibility decision, the timing of product introduction and introduction of upgrades / versions. There are pros and cons of keeping products compatible, and hence the decision regarding compatibility is strategic. The degree of compatibility, in turn, depends on the timing of product introduction and on timing of introduction of subsequent versions. A combination of models and cases will provide the students with insights into these issues, which will be useful for them in taking decisions regarding compatibility, timing of upgrade introductions and pricing of versions.

| Session No. | Topic(s)                                              | Book Chapters(s) / Article(s) / Case(s)                                                    |
|-------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Session -1  | Introduction and overview of the course - Demand side | Book Chapter: Shapiro and Varian, Information Rules, Ch 1 – The Information Economy Oz Shy |

|                     |                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                            |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     | economies of scale –<br>Network externality                                                                                                                                           | ,The Economics of Network Industries , Ch 1 –<br>Introduction to Network Economics , , Sec 7 and<br>8 of Economics of Information Technology, Hal.<br>R. Varian, Joseph Farrell and Carl Shapiro                                                                                                                                           |
| Session -2          | Systems effect in<br>information industry,<br>Network effects in physical<br>and virtual networks,<br>Internalizing the network<br>externality , gateways ,<br>adapters and standards | Book Chapters: Shapiro and Varian, Information<br>Rules, Ch 5 – Recognizing Lock-In & Ch 6 –<br>Managing Lock-In Sec 9 and 10, of Economics of<br>Information Technology - Hal. R. Varian, Joseph<br>Farrell and Carl Shapiro Article: Arthur, B.<br>“Increasing Returns and the New World of<br>Business.” Harvard Business Review (1996) |
| Session 3<br>- 4.   | Analyzing the hardware<br>industry –Network<br>externalities approach                                                                                                                 | “The economics of networks”, Economides, N.<br>(1996), Oz Shy, The Economics of Network<br>Industries, Ch 2 – The Hardware Industry                                                                                                                                                                                                        |
| Session -5          | Analyzing the hardware<br>industry – The software<br>approach                                                                                                                         | Book Chapter:<br>Oz Shy, The Economics of Network Industries,<br>Ch 3 – The Software Industry                                                                                                                                                                                                                                              |
| Session 6-<br>7     | Technology adoption,<br>patents, licensing and<br>standardization in network<br>industries                                                                                            | Book Chapter: Oz Shy, The Economics of<br>Network, Industries, Ch 4 – Technology Advance<br>and Standardization                                                                                                                                                                                                                            |
| Session 8-<br>9     | Economics of the<br>Telecommunication<br>Industry                                                                                                                                     | Book Chapter: Oz Shy, The Economics of<br>Network Industries, Ch 5 – Telecommunication                                                                                                                                                                                                                                                     |
| Session 10<br>- 11. | Information Complements                                                                                                                                                               | Sermo Inc. - Cashing in on doctors' thinking,<br>Interview: Daniel Palestrant , Sermo's Twist on<br>Social Networking , Article : Parker and Van<br>Alstyne, “Strategies for Two-Sided Markets”<br>Harvard Business Review (2006)                                                                                                          |
| Session -<br>12     | Network Mobilization and<br>Platform Control                                                                                                                                          | Case: NTT DoCoMo Inc.: Mobile FeliCa                                                                                                                                                                                                                                                                                                       |
| Session -<br>13     | Envelopment and<br>Interoperability                                                                                                                                                   | Case: RealNetworks Rhapsody                                                                                                                                                                                                                                                                                                                |

|                |                                                                |                                                                                                                                                                                     |
|----------------|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| session - 14   | Strategies of de facto standardization; Evolution of standards | Case: Adobe Systems Inc. Katz, M. and Shapiro, C. (1994), "Systems Competition and Network Effects " , The Journal of Economic Perspectives, Vol. 8, No. 2 (Spring, 1994),pp 93-115 |
| Session 15-16. | Pricing Software I                                             | Case: Atlantic Computer; Book Chapters: Shapiro and Varian, Information Rules, Chapter2 – Pricing Information & Chapter 3 – Versioning                                              |
| Session - 17   | Pricing Software II                                            | Case: Bundling                                                                                                                                                                      |
| Session 18-19  | Internet Advertising                                           | Articles: Varian "The Economics of Internet Search" Steven Levy, "Secret of Googlenomics", Wired, Feb 25th , 2008                                                                   |
| Session 20     | Course Wrap Up and Concluding Discussions                      | Article: Chris Anderson, Chris Anderson, "Free! Why \$0.00 Is the Future of Business" Wired, Feb 25, 2008.                                                                          |

## I.7 ENTREPRENEURSHIP AND NEW VENTURES

[3 Credits]

### Course Objective:

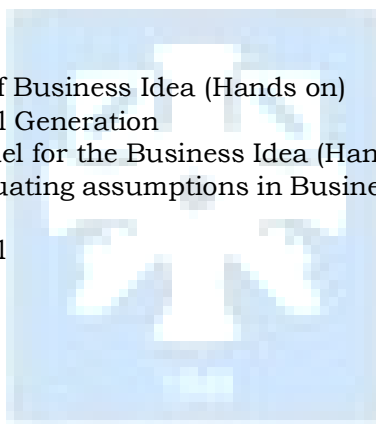
The objective of the course helps the participants to design and develop a lean start-up either as entrepreneur or intrapreneur. The course is more practical and hands on rather than theoretical and text book based. At the end of the course, a student must demonstrate concrete business proposition, beyond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

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

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

### Tentative Topics:

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



## I.8 EXPERIMENTAL ECONOMICS FOR MANAGERS

[3 Credits]

### Course Objectives:

1. Teach students how to design experiments.
2. Help the students re-evaluate and re-examine the economic theory in light of experimental results that take social and psychological considerations of economic agents into account.
3. Create new concepts on basis of experimental results.

| Session | Session 1-5 Basics of Experimental Methods                                                                                            |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                    |
|---------|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         | Experiment                                                                                                                            | Basics of Experimental Methods                                                                                                                                                                             | Reading                                                                                                                                                                                                                                                                            |
| 1       | Claim submission experiment                                                                                                           | Introduction to the course; Treatments in Experiments                                                                                                                                                      | Reading: Holt, Chapter. 1 and Chapter 2                                                                                                                                                                                                                                            |
| 2       | First price auction- Chamberlin's trading Pit                                                                                         | Induced values for control; running experiment by hand                                                                                                                                                     | Holt, Chapter. 2                                                                                                                                                                                                                                                                   |
| 3       | Double Auction -Vernon Smith's modified Trading                                                                                       | Market designing using experiments                                                                                                                                                                         | Holt, Chapter. 6                                                                                                                                                                                                                                                                   |
| 4       | No experiment. Evaluation of experiments done in class                                                                                | Designing of experiments , Issues on Instructions , deception , monetary incentives and reception : Introduction to psychological and behavioral experiments ; Comparisons vis-a vis economics experiments |                                                                                                                                                                                                                                                                                    |
| 5       | Discussion of two experiments A. Experience gift and relational strength B. Stealing and Lying for supervisor - an ethics experiment. | Evaluation of experiments; Where experiments may go wrong ; Understanding what constitutes good control , Designing Issues                                                                                 | Chan, C. and Mogilner, C. (2017), "Experiential gifts foster stronger social relationships than material gifts", Journal of Consumer Research Vol. 43 No. 6Umphress et. al (2009), material gifts", "The Influence of Distributive Justice On lying and Stealing from a supervisor |

| Session 6-10 designing and programming experiments   |                                                          |                                                                                               |                                              |
|------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------------|----------------------------------------------|
| 6 and 7                                              | Students presentations of experiment designs (proposals) | Evaluating designs of experiments                                                             |                                              |
| 7                                                    | Instructor's presentation of design                      | Evaluating designs of experiments                                                             |                                              |
| 8                                                    | Social Dilemma Experiment                                | Running experiment on Z-tree; Z-tree programming                                              | z-tree manual                                |
| 9                                                    | First price auction<br>Second Price auction              | Z-tree programming                                                                            | z-tree manual                                |
| 10                                                   | Effort choice                                            | Z-tree programming                                                                            | z-tree manual                                |
| Sessions 11-14: Students experiments                 |                                                          |                                                                                               |                                              |
| 15                                                   | Lottery choice;<br>Probability Matching                  | Designing of experiments to understand risk preference                                        | Holt, Chapter.6,<br>Chapter 30               |
| 16                                                   | Paired lottery choice<br>guessing game                   | Role of subjects cognitive ability, Risk preference anomaly (Allais Paradox, Prospect Theory) | Holt, Chapter.4,<br>Chapter 7 and Chapter 30 |
| 17                                                   | Information Cascade and Learning                         | Ambiguity aversion vs risk aversion                                                           | Holt, Chapter 31                             |
| Session 18: Students presentation of experiment data |                                                          |                                                                                               |                                              |
| 18                                                   | Presentation of experiment data by all groups            | data handling                                                                                 |                                              |
| Session 19-20: Advance and Complex experiments       |                                                          |                                                                                               |                                              |
| 19                                                   | Common Value auction                                     | Inducing risk neutrality in experiments                                                       | Holt, Chapter 21                             |
| 20                                                   | Multi-unit auction                                       | Designing and framing of instruction in a complex experiment                                  | Holt, Chapter 22                             |

## I.9 INDUSTRIAL ECONOMICS & COMPETITIVE STRATEGIES

[3 Credits]

### Course Objectives:

To help gain an understanding of:

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

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

### Topics:

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

#### STRUCTURE

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

#### CONDUCT

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

#### PERFORMANCE

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

#### PUBLIC POLICY & REGULATION

12. Issues in Antitrust & regulatory Economics

# I.10 INTERNATIONAL BUSINESS ECONOMICS

[3 Credits]

## Objectives

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

## Topics

### Introduction (Session 1)

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

## Part I INTERNATIONAL TRADE

### Module 1 Trade Theories

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

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

### Session plan for Module 1

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

### Module 2 Trade policies (unilateral and multilateral)

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

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

### Session plan for Module 2

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

## Part II CURRENCY AND INTERNATIONAL FINANCE

### Module 3 Currency market and exchange rate

***How does currency market work? How to minimize risk in international currency transactions?***

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

### **Session plan for Module 3**

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

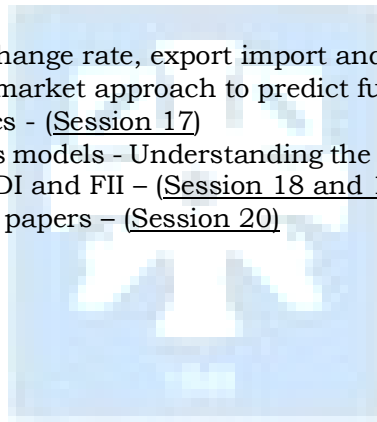
### **Module 4                      Exchange rate policies and macroeconomic management**

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

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

### **Session plan for Module 4**

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



## I.11 MANAGING PRIVATE-PUBLIC PARTNERSHIPS

[3 Credits]

### Objectives:

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

### Topics:

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

- Telecom Revolution in India: Technology, Regulation and Policy, Sridhar Varadharajan, Oxford Publications  
Chapter 1: Network Economics in Telecom  
Chapter 2: Basic Telecom Services in India  
Chapter 3: Cellular Mobile Services: The Indian Success Story  
Chapter 4: Spectrum Management for mobile services in India: A Conundrum
  - “Bankruptcy to Billions: How the Indian Railways Transformed itself”, Sudhir Kumar and Shagun Mehrotra  
Chapter 1: Bankruptcy to Billions  
Chapter 2: Political Economy of Reforms  
Chapter 3: The Market
  - Competition Issues in Regulated Industries: Case of Indian Transport Sector, Railways and Ports, published Competition Commission of India
6. Granting and negotiating infrastructure concessions to avoid renegotiations at a later date.
    - Study on Competition Concerns in Concession Agreements in Infrastructure Sectors, Piyush Joshi and Anuradha R. V, published by the Competition Commission of India.
  7. Tendering and Procurement Issues in a Public Private Partnership.
    - Public Procurement and the Private Sector, Ajay Pandey, India Infrastructure Report, 2003.
    - Procurement and Contracting, Vaijayanti Padiyar and Tarun Shankar IL&FS
    - Bidding for Concessions-The Impact of Contract Design, Michael Klein, World Bank Publication, Note No. 158
    - Infrastructure Concessions-To Auction or not to Auction, Michael Klein, World Bank Publication, Note No. 159
    - Designing Auctions for Concessions- Guessing the right value to bid and the Winner’s Curse, Michael Klein, World Bank Publication, Note No. 160
    - Rebidding for Concessions, Michael Klein, World Bank Publication, Note No. 161
  8. Corruption issues in Public Private Partnerships
    - Corruption and Governance: Insights from the Literature, Ajay Pandey, India Infrastructure Report, 2002.
    - Why for a class of bribes, the act of giving the bribe, should be treated as legal, Kaushik Basu, Ministry of Finance, Government of India
    - Performance Audit on Allocation of Coal Blocks and augmentation of coal production, Comptroller and Auditor General of India, 2011.
  9. Evaluation Methods in a Public Private Partnership.
    - Handbook of Economic Analysis of Investment Operations, Pedro Belli et al. Operations Policy Department Learning and Leadership Center
  10. Problems of Land Acquisition in Public Private Partnerships.
    - India Infrastructure Report 2009: Land: A critical resource for infrastructure
    - Beyond Nandigram: Industrialization in West Bengal, Abhijit Banerjee, et al., Economic and Political Weekly 2007.
    - “The Economic Approach to Law” Thomas J. Miceli  
Chapter 7: Involuntary transfers and regulation of property

## I.12 MONEY BANKING AND FINANCE

[3 Credits]

### Objectives:

The students should be able to

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

### Topics:

#### 1. An Overview of the Financial System

- ☐ Saving and Investment
- ☐ Money, Inflation and Interest
- ☐ Banking and Non-Banking Financial Intermediaries

#### 2. Financial Markets and Instruments

- ☐ Money market and Capital Markets
- ☐ Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives etc.
- ☐ Characteristics of Financial Instruments: Liquidity, Maturity, Safety & Yield

#### 3. Principles of Financial Markets and Interest Rates

- ☐ Understanding Interest Rates
- ☐ Risk and Term Structure of Interest Rates
- ☐ Interdependence of Markets and Interest Rates
- ☐ Rational Expectations and Efficient Markets

#### 4. Economics of Banking (Depository) Institutions

- ☐ Banking Institutions: Revenues, Costs and Profits
- ☐ Basic Issues and Performance of Depository Institutions
- ☐ Asymmetric Information and Banking Regulation

#### 5. Central Banking, Monetary Policy and Regulation

- ☐ The RBI as a Central Bank: Structure, Functions and Working
- ☐ Reforms
- ☐ The Current Regulatory Structure

#### 6. Essentials of Monetary Theory

- ☐ The Classical and Keynesian Theories of Money, Prices and Output
- ☐ Rational Expectations and Modern Theories of Money and Income

#### 7. Conduct of Monetary Policy and Interlinkages

- ☐ Objectives and Targets of Monetary Policy
- ☐ Policy Lags and Intermediate Targets
- ☐ Rules Vs. Discretion in Monetary Policy
- ☐ Interlink age

## I.13 SOCIAL BANKING AND MICROFINANCE

[3 Credits]

### Background and Objectives:

Access to financial services by all sections of the society is recognized as one of the key requirements of inclusive socio-economic development. It will be underlined in the course that the concept of *social banking* has emerged in most countries including notably India, as a policy-induced orientation of banks and other financial institutions primarily to achieve the objective of wider access to financial services. It will also be indicated that this initiative thus endeavours to secure financial inclusion and thereby attain the broadly accepted goals of the national development process. Financing small economic operators and other excluded sections of the society, which constitutes the core of social banking, has been observed to face challenges like moral hazard, adverse selection, high transaction cost and information asymmetry. Financial sector reforms and prudential standards of accounting which were introduced as a part of such reforms, have thrown up fresh challenges to the task of social orientation in banking. The course is designed to sensitize the students to the key issues linked to the whole discourse on social banking including the challenges inherent therein, in the particular context of India, and to familiarize them with various initiatives taken in the country for addressing these issues. The course also seeks to underline how the tenets of social banking and inclusive financial system may not necessarily be in conflict with the goal of maximizing the operating surplus of a 'commercial' entity like a banking institution. In this context reference will be made to the evolution of the so called 'microfinance' initiative as a socially responsive and yet commercially viable proposition.

### Topics:

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

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



## I.14 GAME THEORY FOR MANAGERS

[3 Credits]

### Course Objective:

Business managers make decisions in an interactive strategic environment. Their decisions affect other businesses, and vice versa. Such situations are known as 'games'. Game Theory is the science of playing 'games'. Managers frequently play 'games' with competitors, suppliers, customers, complementors, as well as with internal stake-holders. Internationally, a lot of integration is taking place between decision theory, particularly applied game theory, and business strategy. On one hand, applied game theorists are trying to draw on real life management practices to develop newer and more relevant theories. On the other hand, strategists are coming to depend on game theory to provide a general framework for organizing the otherwise incoherent mass of facts available to them. In this context, the current course seeks to provide the students with an introduction to the interface between game theory and strategy. The purpose of this course is to enhance students' ability to think strategically in complex, interactive environments. As functional managers, when the students will engage themselves in negotiating and / or contracting with customers and / or suppliers, in bidding for contracts against competitors, and in pricing or other strategic decision making, they will be able to reap the benefit of doing this course.

### Course Content:

#### Module A (Games of Complete Information – Fundamentals and Applications) – 8 sessions

Introduction to game theory – Concept of individual rationality, Sequential move games, backward induction and foresight, Simultaneous move games - Pure strategy Nash equilibrium, Repeated games, Simultaneous move games - Mixed strategy Nash equilibrium, Commitment and Strategic Moves - Credibility, threats, and promises, War of Attrition, Negotiations – Wage / price bargaining under complete information, Investment and hold-up problem.

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

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

#### Module C (Games of Incomplete Information and its Business Applications) – 8 sessions

Introduction to games of incomplete information and Bayesian Nash equilibrium, Sequential move games of incomplete information and Perfect Bayesian equilibrium; Doing business with limited information, Negotiation failure under incomplete information; Managing "principal-agent problems" by creating incentives, Designing contracts Auctions and bidding, The structure of signaling games Job-market signaling, Certification as signal, Entry deterrence under incomplete information.

### Session plan

#### Module A

#### (Games of Complete Information – Fundamentals and Applications)

#### Session. Topic(s) Book Chapters(s) / Reference(s) / Case(s)

1. Introduction; Understanding "individual rationality"; Sequential moves, backward induction and foresight Games with Sequential Moves (*Chapter 3 of Dixit and Skeath*) Out-think Chapter. 2
2. Simultaneous move games with pure strategies-*Problem Solving Session (Set A1)* Simultaneous-Move Games with Pure Strategies I: Discrete Strategies Simultaneous-Move Games with Pure Strategies II: Continuous Strategies (*Chapter 4-5 of Dixit and Skeath*) Out-think Chapter. 3 and Chapter 4
3. Repeated games and tacit collusion-*Problem Solving Session (Set A1)* The Prisoners' Dilemma and Repeated Games (*Chapter 11 of Dixit and Skeath*) Out-think Chapter. 6
4. Simultaneous move games with mixed strategies -*Problem Solving Session (Set A2)* Simultaneous-Move Games with Mixed Strategies I:(*Chapter 7 of Dixit and Skeath*) Out-think Chapter. 7

**5.** Commitment and Strategic Moves - Credibility, threats, and promises - *Problem Solving Session (Set A2)* Strategic Moves (*Chapter 10 of Dixit and Skeath*) Out-think Chapter. 5

**6.** War of Attrition Case: -Hold or Fold? (HBS: 9-794-092) Entry and Deterrence in British Satellite Broadcasting (*Section 7.1. of Ghemawat*)

**7.** Understanding the value-net- Negotiations - Bargaining under complete information-Nash bargaining solution, **Caselet:** Acme Auto vs. Selco Steel Bargaining Problems; Out-think Chapter. 8

**8.** Tactical issues in negotiating and designing contracts-Investment and hold-up problem Caselets:  
o Gainesville Regional Utility o Hero Cycles vs. PARI Players and Rules (Chapter. 4 and 6 of Coopetition by Brandenberger and Nalebuff) Investment, Hold-up and Ownership (*Chapter 21 of Watson*)

**Module B (Games of Complete Information – Advanced Topics) Session. Topic(s) Book Chapters(s) / Reference(s) / Case(s) 9 and 10**

N-person games-*Problem Solving Session (Set B1)*-3-person games (*Chapter 7 of McCain*)

N-person games (*Chapter 10 of McCain*) Collective-action games (*Chapter 12 of Dixit and Skeath*)

**11.** Matching games and market designing-Coalitional games; **A** Note on Gale-Shapley Algorithm – *Sumit Sarkar* Elements of Cooperative Games (*Chapter. 16 of McCain*)

**12.** Evolutionary game theory *Problem solving session (Set B2)* -Evolution and Adaptive Learning (*Chapter. 19 of McCain*)

**Module C**

**(Games of Incomplete Information and their Business Applications)**

**Session. Topic(s) Book Chapters(s) / Reference(s) / Case(s)**

**13 and 14.** Introduction to games of incomplete information

Simultaneous move games of incomplete information - Bayesian Nash Equilibrium

□ Bayesian Games (*Chapter 9 of Osborne*) □ Information (*Chapter 6 of Binmore*)

**15.** Sequential move games of incomplete information - Perfect Bayesian Equilibrium

Wage bargaining under incomplete information; Final Offer Arbitration; A note on strikes (*Sumit Sarkar*); A note on Final Offer Arbitration (*Sumit Sarkar*) Out-think Chapter. 7

**16.** Designing contracts under incomplete information *Problem Solving Session (Set C1)*

□ Risk and Incentives in Contracting (*Chapter. 25 of Watson*)

**17 and 18.** Auctions and bidding – Private value auctions with risk-neutral and risk averse bidders.

□ Bidding Strategy and Auction Design (*Chapter 17 of Dixit and Skeath*) · A Simple Mathematical Note on Auctions (*Sumit Sarkar*)

**19.** □ The structure of signaling games □ Entry deterrence under incomplete information

□ Case: Fog of Business (HBS) □ Note: Bitter-Sweet Temptation (*Sumit Sarkar*) □ Uncertainty and Information (*Chapter 9 of Dixit and Skeath*)

**20.** □ Job-market signaling □ *Problem Solving Session (Set E)* □ A Note on Signaling Games (*Sumit Sarkar*)

## II FINANCE

### II.1 ACCOUNTING FOR MANAGEMENT

[3 Credits]

#### Course Objectives:

This course aims at inculcating the basic accounting skills required by today's HR managers. Knowledge of accounting will help the managers to understand the financial implications as well appreciate the concerns raised by the other domain managers. The course covers the overview of the financial statements, mechanics of recording financial transactions, preparation of various books of accounts, preparation of final accounts and analysis of financial statements. The course will also introduce the students of the intricacies of different accounting policies which have a deep impact on the balance sheet and income statement of the company.

After completing the course, the students are expected to acquire the necessary skill to understand the logic of accounting, to evaluate the financial health of a particular organisation and to scan and rectify any errors or mistakes committed in the accounting process. The primary objective of this basic course is to expose the students to the language of business and to improve their decision making ability.

#### SESSION SCHEDULE

| Sessions | Session Coverage                                                                                                                                                                                                    | Readings                                                                                                                                                                                                                                              |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1        | Introduction to Accounting – Different Types of Financial Statements and Relations among them – Major Items of P&L A/c and B/S – Financial Reporting Issues and Uses of Financial Statements                        | 1. Chapter 1 (FA)<br>2. Readings:<br>1. A Conceptual Framework for financial Reporting<br>2. The accounting framework, Financial Statements and some Accounting Statements<br>3. Case:<br>a. Tata Steel                                               |
| 2 – 4    | Accounting Concepts and Principles – Underlying Balance Sheet and Profit & Loss Account                                                                                                                             | 1. Chapter 2 (FA)<br>2. Readings:<br>3. The Balance Sheet<br>4. The income statement<br>5. Important Accounting Concepts<br>6. Liabilities and Time<br>3. Cases:<br>a. Accounting Primer<br>b. Baron Coburg<br>c. Smokey Valley Café<br>d. Kim Fuller |
| 5-9      | Accounting Mechanics: Preparation of Financial Statement – Making Journal Entries – Posting to Cash Book and Ledger – Preparing Unadjusted Trial Balance – Creation of Suspense Account – Making Various Adjustment | 1. Chapter 3 (FA)<br>2. Readings:<br>7. The Mechanics of Financial Accounting<br>8. An overview of financial statement analysis: The Mechanics<br>9. Recognizing Revenues and Expenses: Realized and Earned                                           |

|       |                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       | Entries – Preparing Adjusted Trial Balance – Preparing P&L A/c, P&L Appropriation Account and Balance Sheet.                                    | <p>3. Cases:</p> <ol style="list-style-type: none"> <li>Masters Fuel Oil Company</li> <li>Latif Khan Architect</li> <li>Apple Tree Day Care Centre</li> <li>PC Depot</li> <li>Save Mart</li> <li>Copis Express</li> <li>Octane Service Station</li> <li>Thumbs Up Video</li> <li>Birla 3M</li> </ol>                                                                                                                                                                                                                     |
| 10    | Preparing and understanding Cash Flow Statements-Direct vs. Indirect Method                                                                     | <ol style="list-style-type: none"> <li>Chapter 12 (FA)</li> <li>Readings: <ol style="list-style-type: none"> <li>Preparing and Understanding the Statement of Cashflow</li> <li>Note on Statement of Cashflow</li> <li>Statement of Cashflow- Direct vs Indirect</li> </ol> </li> </ol>                                                                                                                                                                                                                                  |
| 11-13 | Financial Statement Analysis – Ratio Analysis, Trend Analysis, Common Size Analysis                                                             | <ol style="list-style-type: none"> <li>Chapter 11 (FA)</li> <li>Reading: <ol style="list-style-type: none"> <li>Introduction to financial ratios and financial statement analysis</li> <li>Financial statement analysis</li> <li>Accounting Minefields</li> <li>Financial statement and Ratio Analysis</li> </ol> </li> <li>Cases: <ol style="list-style-type: none"> <li>Tata Steel</li> <li>Springfield National Bank</li> <li>Quality Furniture Company</li> <li>Anandam Manufacturing Company</li> </ol> </li> </ol> |
| 14-15 | Fixed Asset Accounting— Different Methods of Depreciation and their Impacts on the Financial Statements – Accounting Treatments of Depreciation | <ol style="list-style-type: none"> <li>Chapter 7 (FA)</li> <li>Readings: <ol style="list-style-type: none"> <li>Expense Recognition</li> <li>Long lived Fixed Assets</li> <li>Accounting for Plant, Property and Equipment</li> </ol> </li> <li>Cases: <ol style="list-style-type: none"> <li>Jet Airway's Change in Accounting Policies</li> <li>McPhee Distillers</li> <li>Wild River Tours</li> </ol> </li> </ol>                                                                                                     |

|       |                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 16-17 | Inventory Accounting Methods-<br>Effect on the Financial<br>Statements                                       | <ol style="list-style-type: none"> <li>Chapter 6 (FA)</li> <li>Readings: <ul style="list-style-type: none"> <li>20. Inventory</li> <li>21. Accounting for Inventories</li> <li>22. LIFO or FIFO-that's the question</li> </ul> </li> <li>Cases: <ul style="list-style-type: none"> <li>a. Merrimack Tractors-LIFO or FIFO</li> <li>b. All that Glitters is Gold</li> </ul> </li> </ol>                                                                                                           |
| 18    | Revenue Recognition Polies and<br>the impact on Firm's financial<br>Statements                               | <ol style="list-style-type: none"> <li>Chapter 5 (FA)</li> <li>Readings: <ul style="list-style-type: none"> <li>23. Revenue recognition</li> </ul> </li> <li>Cases: <ul style="list-style-type: none"> <li>a. Better Buy</li> <li>b. Revenue Recognition Exercises</li> <li>c. Accounting for iPhone</li> </ul> </li> </ol>                                                                                                                                                                      |
| 19-20 | Introduction to Management<br>Accounting-CVP Analysis<br>Decision Making using Marginal<br>Costing Framework | <p>Readings:</p> <ol style="list-style-type: none"> <li>24. Introduction to managerial accounting</li> <li>25. A Brief Introduction to cost accounting</li> <li>26. The behavior of costs</li> <li>27. Cost System Analysis</li> </ol> <p>Cases:</p> <ol style="list-style-type: none"> <li>Prestige Telephone Company</li> <li>Granville Symphony Orchestra</li> <li>Hanson Manufacturing Company</li> <li>Bramos Printing Company</li> <li>Landau Company</li> <li>Spark Publishing</li> </ol> |

## II.2 BASIC FINANCIAL MANAGEMENT

[3 Credits]

### Course Objectives:

By the end of the course you should understand

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

### Module 1 Introduction to Corporate Finance

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

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

Reading Material:

1. Chapters 2 and 3 from BMAM

#### Day 3: Developing a Retirement Plan, Understanding HRA

Using the principles of time value of money, we will design a retirement plan for a hypothetical employee of a company. We will also see how we can value human assets using the principles of time value of money. ***Bring your laptop to this class.***

### Module 2 Introduction to Risk and Return

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

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

Reading Material:

1. Chapter 7 of BMAM

#### Day 7: Discussion of the Case on Beta Management

### Module 3 Valuation of Bonds & Stocks

#### Days 8 and 9: Valuation of Bonds

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

Reading Material:

1. Chapter 4 of BMAM

#### Days 10 and 11: Valuation of Stocks

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

Reading Material:

1. Chapter 4 of BMAM

### **Day 12: Efficient Markets Hypothesis**

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

Reading Material:

1. Chapter 13 of BMAM

Module 4 Cost of Capital and Capital Budgeting

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

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

Reading Material:

1. Chapters 9 and 19 of BMAM

### **Days 14 and 15: Understanding Company Valuation and MM Theorem**

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

Reading Material: Chapters 17 & 18 of BMAM

### **Days 16 and 17: Capital Budgeting Theory**

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

Reading Material:

1. Chapters 5 and 6 of BMAM

### **Day 18: Discussion of the Case Hola Cola**

### **Day 19: Understanding the Dividend Policy of Companies**

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

Module 5: Understanding Options

### **Day 20: Employee Stock Options Schemes**

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

Reading Material:

1. 20 and 21 of BMAM

## II.3 FINANCIAL CONSIDERATIONS IN MANAGING HR

[3 Credits]

### The Course Objective

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

### Topics:

| Session No             | Module | The Module                                           | Broad Coverage                                                                                                                                                                                                                                               |
|------------------------|--------|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1                      | I      | The Fundamentals                                     | <b>The Introductory Session</b><br>(Clarifying a Few Fundamental Concepts)                                                                                                                                                                                   |
| 2 & 3<br>(2 Sessions)  | I      | The Fundamentals                                     | <b>Cost Considerations in Management Decisions</b><br>(A Case Based Approach)                                                                                                                                                                                |
| 4 & 5<br>(2 Sessions)  | I      | The Fundamentals                                     | <b>Cash Flow &amp; Fund Flow Statements</b><br>(Creation, Presentation & Analysis Technique)                                                                                                                                                                 |
| 6                      | I      | The Fundamentals                                     | <b>Analyzing Financial Information</b><br>(The tricks of the trade – Case Based Approach)                                                                                                                                                                    |
| 7                      | I      | The Fundamentals                                     | <b>Value &amp; Value Drivers (Cases)</b><br>(Re-visiting the Conceptual Framework)                                                                                                                                                                           |
| 8                      | II     | Decision Interfaces                                  | <b>Bottom Line Focus of Management Decisions</b><br>(HR repercussions – A Case)<br><b>THE FIRST SUBMISSION (Sector Snapshot)</b><br>(Evaluation Component = 05%)                                                                                             |
| 9 & 10<br>(2 Sessions) | III    | Financial Reporting                                  | <b>The Legal Framework</b><br>(An Overview Only - Overall Understanding)                                                                                                                                                                                     |
| 11                     | III    | Financial Reporting Highlighting the HR Implications | <b>Creative Accounting Practices</b><br>(Their implications on HR Function)                                                                                                                                                                                  |
| 12                     | -      | -                                                    | <b>Test No I of FCMH (25% Evaluation)</b><br>(An Open Notes Examination)<br><b>Based on Modules I, II &amp; III</b>                                                                                                                                          |
| 13                     | IV     | Financial Forecasting                                | <b>Financial Forecasting Technique</b><br>(Concept, Application & Tricks of the Trade)                                                                                                                                                                       |
| 14                     | V      | Managing Distress                                    | <b>Potential Sickness &amp; Distress Restructuring</b><br>(Identification, Whistleblower Role & Revival)<br><b>Explaining the take home assignment of FCMH</b><br>(BOTH Components, namely, Fudging the Numbers & Identifying & Tackling Financial Distress) |
| 15                     | VI     | Management Reports                                   | <b>Developing Quality Management Reports Promoting Decision Making Process</b><br>(Focusing on Relevant Reports for HR Function)                                                                                                                             |

|                                |            |                                      |                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------|------------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>16</b>                      | <b>VII</b> | <b>Quantitative Appraisal</b>        | <b>Statistical Assessment of HR Issues</b><br><i>(A Guest Lecture by Dr. Tamonas Gangopadhyay)</i>                                                                                                                                                                                                                                 |
| 17 & 18<br><b>(2 Sessions)</b> | VIII       | Measuring Performance & Measuring HR | <b>Introducing the Statement of Value Added</b><br><i>(Creation, importance &amp; utility in HR function)</i><br><b>Various Performance Measurement Yardsticks</b><br><i>(Looking at non-conventional parameters)</i><br><b>Valuing &amp; Reporting Human Resources</b><br><i>(The Concepts, Models &amp; Practical Relevance)</i> |
| 19 & 20<br><b>(2 Sessions)</b> | IX         | Corporate Restructuring              | <b>Financial Perspective to various considerations in the Corporate Restructuring Process</b><br><i>(Creating an awareness for promoting cross functional decision making process)</i>                                                                                                                                             |



## II.4 SOCIAL FINANCE, IMPACT INVESTING & INSURANCE

[3 Credits]

### Introduction:

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

### Scope:

The course will address broadly the following issues:

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

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

### Topics:

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

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

**Module III: Financial Innovations as Market Access:** Pro-poor financial innovations that have gone beyond microcredit, discuss financial innovations to support savings, credit, insurance and pension

of asset poor households, drawing from global as well as Indian innovations (Self Help Group based lending, peer-to-peer lending, group credit guarantee approach, etc.)

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

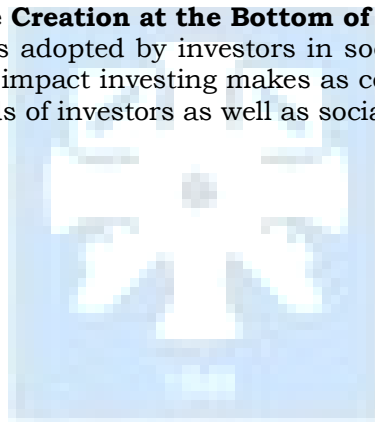
**Module V: Micro insurance & Insurance-linked Products:** Transition from a credit-based to credit-insurance based financing arrangement, thereby including micro-insurance products (life, health, disaster, cattle, etc.). Innovations in micro insurance (RSBY::Rashtriya Swasthya Bima Yojna, Aam Admi Bima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

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

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

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

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



### III GENERAL MANAGEMENT

#### III.1 MANAGERIAL COMMUNICATION

[3 Credits]

##### Course Objectives:

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

| <b>S. No</b> | <b>Dimension</b>                   | <b>Operational Definition</b>                                                                                     | <b>Taught</b>                                                                                                                                                                                                                                        | <b>Evaluated</b>                                 |
|--------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| 1            | Fundamentals of Communication (FP) | Focusing beyond grammar and syntax – pragmatics – politeness principle, tact and impact management                | Help learners notice the gap between their and the deal communication                                                                                                                                                                                | CR interaction and QA sessions                   |
| 2-3          | Bracing up for Placement           | Acing the interviews                                                                                              | Modelling templates for critical questions, Insights on nature and tips on facing the challenge                                                                                                                                                      | Preparation of a video version of Elevator Pitch |
| 4            | Non-Verbal Communication           | Stature, voice, gestures decorum during meetings and interactions                                                 | Theory and mock interviews with peer feedback                                                                                                                                                                                                        | Peer feedback                                    |
| 5            | Group Presentations                | Message mapping, product launch, persuading venture capitalist                                                    | Group activity to conceptualize, advertise, market and present                                                                                                                                                                                       | Introduction of Self, product, service           |
| 6            | Culture and Communication (RS)     | Introduction, definition and importance                                                                           | Lecturette and group work (in groups, learners will have to identify the names of the tribes, and will have to discuss about their education, community culture, region and eating habits based on their own intercultural communication competence) | Intercultural communication competence audit -I  |
| 7            | Intercultural Communication        | Intercultural communication competence, cultural dimensions (Hofstede model), stages of becoming multiculturalist | Group presentation on different tribes across the world (tribes will be assigned to each group before the class)                                                                                                                                     | Intercultural communication competence audit -II |

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

|       |                                   |                                                                                                                                 |                                                                                                                                                                                                                    |                                                                                                   |
|-------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| 16    | Email Writing (SS)                | Focus on basics of email writing and how to respond to unknown people and continuing email conversations                        | In-class activity: situational email writing (developing meaningful subject line; using standard spelling, punctuation and capitalization; focusing on short paragraphs with directness; maintaining cordial tone) | Mind the gap activity                                                                             |
| 17-18 | Professional-formal Communication | Preparing message for the audience (background of audience through survey)                                                      | Formal written communication                                                                                                                                                                                       | Group exercise, individual audit                                                                  |
| 19-20 | Organizational Communication      | Conveying/presenting professional messages through right body language, language, tone, voice and clarity. Corporate messaging. | Getting into the researches, contrasting individual performance against the global expectations.                                                                                                                   | Role-play, practice and peer-evaluation. Measuring visual aids. This is done by on-spot coaching. |



## III.2 MANAGERIAL ETHICS

[2 Credits]

### **Course Outline & Structural Objectives:**

In a morally perplexed world wrought with market turbulence, economic chaos, global financial crisis, corporate fraud, organized lobby and bribery, and gross income, social and opportunity inequalities, this course in managerial or corporate ethics examines under Part One the general market context of current ethical and moral challenges and imperatives of business management as a governance system of CEOs as moral agents. Under Part Two, the course will cover strategic corporate responses to the marketing challenges presented in Part One. Specifically, Part Two will focus on corporates as moral agents, and their moral agencies as processes of corporate deliberations, moral reasoning and explanations, moral choices, decisions and implementation, and moral consequences as outputs. Global and domestic business cases of current ethical market problems, challenges and moral imperatives will be proposed and discussed throughout the course.

### **Managerial Ethics: Contemporary Challenges and Imperatives**

#### **Course Structure & Schedule: Sessions and Content**

### **Managerial Ethics: Contemporary Challenges and Imperatives**

#### **Course Structure & Schedule: Sessions and Content**

| Part                                                                           | Sub-Part                                                                                             | Chapter and Topic                                                                                                                                                                     | Session | Day                          |
|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------------------------|
| Part One:<br>Market<br>Context of<br>Corporate<br>Executive<br>Ethics<br>(CEE) | Part One A:<br>Current General<br>Market<br>Challenges and<br>Imperatives of<br>Corporate<br>Ethics  | Prologue, Syllabus;<br>Chapter 1: The Challenge of<br>Corporate Ethics Today                                                                                                          | 1       | Wednesday,<br>October 4      |
|                                                                                |                                                                                                      | Chapter 2: A Systems-Thinking<br>Approach to Understand the<br>Challenge of Corporate Ethics<br>Today                                                                                 | 2       | Monday,<br>October 16        |
|                                                                                |                                                                                                      | Chapter 3: The Success of Free<br>Enterprise Capitalist System<br>when Designed and Deployed<br>Rightly                                                                               | 3       | Monday,<br>October 23        |
|                                                                                |                                                                                                      | Chapter 4: The Failure of Free<br>Enterprise Capitalist System<br>when Abused.                                                                                                        | 4       | Tuesday,<br>October 3        |
|                                                                                | Part One B:<br>Current Specific<br>Market<br>Challenges and<br>Imperatives of<br>Corporate<br>Ethics | Chapter 5: Characterizing<br>Market Turbulence Today as a<br>Source of Market Opportunity.                                                                                            | 4       | Wednesday,<br>November<br>15 |
|                                                                                |                                                                                                      | Chapter 6: The Current<br>Challenge to Free Enterprise<br>Capitalist System: Immigrant<br>Populations and Global Asylum<br>Crisis                                                     | 5       | Monday,<br>November<br>20    |
|                                                                                |                                                                                                      | Chapter 7: The Modern Debt-<br>Overleveraged and Promoter<br>Dominated Corporation: Should<br>we reinvent the Corporation in<br>the Wake of Startups and<br>Entrepreneurial Ventures? | 5       | Monday,<br>November<br>20    |

|                                                                                     |                                                                                                                              |                                                                                                                                            |    |                        |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----|------------------------|
|                                                                                     |                                                                                                                              | Chapter 8: The 21st Century Ethical and Moral Challenges to Corporate Governance                                                           | 6  | Tuesday, November 21   |
| Part Two:<br>The Moral Response of CEE to Current Market Challenges and Imperatives | Part Two A: General Ethical and Moral Theories and Principles to Respond to Current Market Challenges and Imperatives        | Chapter 9: The Ethics of Corporate Human Dignity                                                                                           | 7# | Wednesday, November 22 |
|                                                                                     |                                                                                                                              | Chapter 10: The Ethics of Corporate Executive Virtues                                                                                      | 8# | Monday, November 27    |
|                                                                                     |                                                                                                                              | Chapter 11: The Ethics of Corporate Interpersonal Trust                                                                                    | 8# | Monday, November 27    |
|                                                                                     |                                                                                                                              | Chapter 12: The Ethics of Corporate Moral and Servant Leadership                                                                           | 8# | Monday, November 27    |
|                                                                                     | Part Two B: Specific Ethical and Moral Theories, Rules and Standards to Respond to Current Market Challenges and Imperatives | Chapter 13: The Ethics of Corporate Critical Thinking and Executive Decision-Making                                                        | 9  | Wednesday, November 29 |
|                                                                                     |                                                                                                                              | Chapter 14: The Ethics of Corporate Stakeholder Rights and Duties                                                                          | 10 | Saturday, December 9   |
|                                                                                     |                                                                                                                              | Chapter 15: The Ethics of Corporate Moral Reasoning, Moral Judgment and Moral Justification                                                | 11 | Monday, December 11    |
|                                                                                     |                                                                                                                              | Chapter 16: The Ethics of Corporate Executive Moral Responsibility and Cosmic Sustainability<br>Epilogue: Corporate Executive Spirituality | 12 | Wednesday, December 13 |
|                                                                                     |                                                                                                                              | Group Presentation of First & Second Take Home Assignment*                                                                                 | 13 | Saturday, December 16  |

**\* Session 13 is student-group presentations on the First & Second Take-Home Assignment based on**

**Chapters 1-16 and Sessions 1-12.**

**# These sessions will be taken by Sr. Doris D'Souza assisted by Benjamin Bara.**

### III.3 SOCIAL RESEARCH METHODS

[3 Credits]

#### Course Objectives:

This course specifically enables the students to

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

#### Course Content:

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

Chapters 1-4

##### Additional Reading:

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

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

Pedagogy: Lecture

##### **3 Measurement in Research, Assessing Reliability and Validity Measures**

Chapter 7

##### Additional Reading:

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

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

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

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

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

Pedagogy: Lecture and Students' Presentation

### **3 Questionnaires Construction & Sampling**

Chapter 8-9

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

Pedagogy: Lecture

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

Chapter 10-11

Pedagogy: Lecture, Demonstration using the SPSS software

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

Chapter 12-14

Pedagogy: Lecture, Demonstration using the SPSS software

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

### **7 Analysis of Variance and Covariance**

Chapter 13

Pedagogy: Lecture, Demonstration using the SPSS software

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

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

Chapter 15

Additional Reading:

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

Pedagogy: Lecture, Demonstration using the SPSS software

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

### **10 Factor Analysis**

Chapter 16

Pedagogy: Lecture, Demonstration using the SPSS software

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

### **12-13 Discriminant Analysis**

Chapter 17

Pedagogy: Lecture, Demonstration using the SPSS software

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

### **14 Cluster Analysis**

Chapter 18

Additional Reading:

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

Pedagogy: Lecture, Demonstration using the SPSS software

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

### **15 Conjoint Analysis**

Chapter-13 [Churchill et al.]

Pedagogy: Lecture, Demonstration using the SPSS software

Case: Preference for coffee-making machine

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

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

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

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



### III.4 ANALYSIS FOR MANAGERIAL DECISION MAKING

[3 Credits]

#### Course Objectives:

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

#### Course Content and Session Plan

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

|           |                                                                         |
|-----------|-------------------------------------------------------------------------|
| <b>19</b> | Policy analysis and deriving implications for an industry/ organization |
| <b>20</b> | Course Overview                                                         |



## III.5 COMMUNICATING CRITICAL DECISIONS

[3 Credits]

### Course Objectives:

In general, the students taking this course will examine the decision-making process, from problem identification to systematic evaluation of options leading to a recommendation. Moreover, they will learn the data analysis, argument construction and persuasive communication while going through the process of decision-making. In addition, students will learn the nuances of critical thinking which is central to rational decision-making process and is a key to identifying appropriate choices.

In particular, the objectives of CCD are:

1. To enable students to write a good argumentative decision report by analysing a business case situation
2. To help students integrate learning from various functional areas and develop a more holistic view of a business or management problem.

### Sessions Topics Discussion/Readings/Cases/Activities

1 Critical Thinking: why it is important

**Discussion:** Applying critical thinking in examining dense readings

**Reading:** Kallet, M. (2014). When to use critical thinking. In *Think Smarter: Critical Thinking to Improve Problem-Solving and Decision-Making Skills*. New Jersey: John Wiley & Sons, Inc.

2 Critical Thinking and Communication

**Discussion:** Examining factors which affect decision-making communication. Role of critical thinking in effective communication.

**Reading:** Morrow, D.R. & Weston, A. (2011). Oral Arguments. In *A Workbook for Arguments: A Complete Course in Critical Thinking*. Indianapolis, Indiana: Hackett Publishing Company, Inc.

3 Recognizing and Constructing Arguments

**In-class Activity:** Developing thesis statements, usage of evidence, premise and assumptions

**Reading:** Mayberry, K. (2009). An introduction to arguments. In *Everyday Arguments: A Guide to Writing and Reading Effective Arguments*. Boston, NY: Houghton Mifflin Company.

4 Logical Rigor: testing for validity

**In-class Exercise** on recognition of logical flaws in arguments

**Reading:** Booth, W.C., Colomb, G.G. & Williams, J.M. (2008). Making good arguments: An overview. In *The Craft of Research*. London: The University of Chicago Press, Ltd. Cohen, M. (2015). Ten logical pitfalls and how to avoid them. In *Critical Thinking Skills*. West Sussex, Chichester: John Wiley and Sons, Ltd.

5 Argumentative Reasoning: inductive, deductive, causal, abductive, analogical, conditional and statistical

**In-class Exercise:** What do we look for in a good argument?

**Reading:** Kelly, D. (2014). Language and reasoning. In *The Art of Reasoning: An Introduction to Logic and Critical Thinking*. New York: W>W. Norton & Company, Inc.

6 Analytical Thinking as Critical Thinking

**Discussion:** how analysis is different from argumentation

**In class-exercise**

**Reading:** Rosenwasser, D. & Stephen, J. (2015). The analytical frame of mind. In *Writing Analytically* (pp. 1-37). Stamford, CT: Cengage Learning.

7 Dissonance and Framing in Decision-making

**In-class Exercises**

**Reading:** Ramage, J.D., Bean, J.C. & Johnson, J. (2010). Moving your audience: Ethos, Pathos & Kairos. In *Writing Arguments: A Rhetoric with Readings*. London: Pearson Education, Inc.

Sussman, L. (1999). How to frame a message: The art of persuasion and negotiation. *Business Horizons*, 42 (4), 2-6.

8 Decision-making Tools **In-class Activity:** Design thinking, scenario planning

**Reading:** Martelli, A. (2014). The principles of scenario building. *Models of Scenario Building and Planning*. London: Palgrave Macmillan

9 Introduction to Rational Decision-making Process

**Discussion** of rational decision-making structure Caselet: To be communicated later

**Reading:** Aguilar, Francis J. (1989). Introduction to Decision Making. HBS NO. 390-048. Boston: Harvard Business School Publishing.

10 How Problem Shapes Decisions

**Discussion:** Problem identification; gap analysis

**Caselet analysis:** To be communicated later

**Reading:** Freeley, A.J., & Steinberg, D.L. (2009).

Analyzing the controversy. In *Argumentation and Debate: Critical Thinking for Reasoned Decision-Making*. Boston, MA: Wadsworth Cengage Learning.

11 Case Discussion 1 **Discussion:** Case analysis by following the rational-decision making process

**Case:** To be communicated later (It will be a problem-solving case.)

12 Risk Assessment in Decision Making

**Caselet analysis**

**Reading:** Armstrong, M. (2006). Risk Analysis. In *A Handbook of Management Techniques*. Glasgow: Bell & Bain.

13 Feedback on Assignment

I (Individual Assignment)

**Feedback Session I**

**Parameters:** depth of analysis; logical rigor; coherence and cohesion; grammar, formatting

14 Case Discussion II

**Discussion:** Case analysis by following the rational-decision making process

**Case:** To be communicated later (It will be a decision-making type 2 case.)

15 Behavioral Traps in Decision Making

**Discussion:** Cognitive biases Situation Analysis

**Reading:** Kahneman, D. (2011). Taming intuitive predictions. *Thinking, Fast and Slow*. New Delhi: Penguin Books India Ltd.

16 Feedback on Assignment II (Paired Assignment)

**Feedback Session II**

**Parameters:** depth of analysis; logical rigor; coherence and cohesion; grammar, formatting

17 Case Discussion III

**Discussion:** Integrated case analysis

**Case:** To be communicated later (It will be a diagnostic case.)

18 Multi-criteria Decision Analysis Caselet discussion

**Reading:** Kallet, M. (2014). Criteria. In *Think Smarter: Critical Thinking to Improve Problem-Solving and Decision-Making Skills*. New Jersey: John Wiley & Sons, Inc.

19 Presentation and Feedback on Assignment III (Group Assignment)

**Viva-voce and Feedback Session III**

20 Decision Implementation & Communication

**Discussion:** How to effectively communicate an action plan

**In-class activity**

**Reading:** Harvard Business School Publishing Cooperation. "Alternatives: The Source of Superior Solutions." In *Harvard Business Essentials: Decision Making: 5 Steps to Better Decision Making*. Boston, Massachusetts: Harvard Business Review Press, 2008.



## III.6 ETHICS OF BUSINESS TURNAROUND MANAGEMENT

[3 Credits]

### Course Objectives:

AOL will be enabled by empowering each student to seek the following course objectives:

1. To investigate, understand and apply the concepts of organizational sickness under various symptomatic forms such as organizational underperformance, downturns, decline, distress, crisis, insolvency and bankruptcy.
2. To review some theories of organizational underperformance, decline, distress, crisis, insolvency and bankruptcy.
3. To review some basic *rescue strategies* used for business turnaround management (e.g., crisis cash flow management, motivation and negotiations, outsourcing, plant closings and massive layoffs, debt restructuring via divestitures, and (Chapter 7 or Chapter 11) Bankruptcy protection strategies.
4. To review recent theoretical models and best practices of business turnaround rescue strategies in India and abroad.
5. To analyze critically, ethically and morally contemporary cases of organizational underperformance, decline, distress, crisis, insolvency and bankruptcy, focusing on their respective turnaround strategies.
6. To analyze and appreciate ethical and moral implications of business turnaround management under survival and rescue strategies.
7. To appreciate the importance, scope and promise of Business Turnaround Management as an executive career.

### Topics:

EBTM has Four Modules that include twenty sessions as follows:

#### *Module 1: Exploring the Ethics of Business Failures*

- ☐ Session 1: Ethics of Business Failure Situations of organizational underperformance, decline, and distress.
  - ☐ Session 2: Ethics of Business Failure Situations of organizational downturns, sickness, insolvency, and death.
  - ☐ Session 3: Ethics of Business Failures as cash flow crisis under normal circumstances.
  - ☐ Session 4: Ethics of Business Failures as cash Flow crisis under abnormal circumstances of Accounting and Financial Irregularities.
  - ☐ Session 5: Ethics of Business Failures as Corporate fraud, corruption and money laundering.
- #### *Module 2: Exploring the Ethics of Business Turnaround Processes*

- ☐ Session 6: Ethics of Business Turnaround Processes: Classical business turnaround models (See Classical Cases below).
- ☐ Session 7: Ethics of Cost Containment via Downsizing and Right-Sizing – Recent Cases in India and abroad.
- ☐ Session 8: Ethics of Outsourcing as a Turnaround Strategy
- ☐ Session 9: Ethics of Cost Containment via Plant Closings and Massive Layoffs and Labor Displacement – Recent Cases of India and abroad.

- ☐ Session 10: First Group Take-home Exam and Viva (based on Sessions 1-9).

#### *Module 3: Exploring the Ethics of Business Turnaround Rescue Strategies*

- ☐ Session 11: Ethics of Corporate (debt-equity) Restructuring: Models and Theories.
- ☐ Session 12: Ethics of Corporate (debt-equity) Restructuring: Cases of India and abroad.

- Session 13: Ethics of Strategic Bankruptcy Protection Management (Chapter 7 and 11),
- Session 14: Ethics of Strategic Bankruptcy Protection Management: Cases in India and abroad.  
*Module 4: Exploring the Ethics of Business Turnaround Transformation Strategies*
- Session 15: Ethics of Employee Motivation Management: Intrinsic versus extrinsic incentives.
- Session 16: Ethics of Job Enrichment Management: Empoweri9ng Employees via Job Enhancement
- Session 17: Ethics of Negotiations Management for Business Turnarounds
- Session 18: Ethics of Maximizing Cash Flow Management via (Marketing-Accounting- Finance Interface) MAFI Strategies.
- Session 19: Ethics of Successful Business Turnarounds Management.
- Session 19A: Ethics of Business Turnaround Processes: Modern business turnaround models in India and abroad. (e.g., SAIL, Tata Motors, Motorola in India, Tata Nano, Mahindra Satyam,).
- Session 20: Second Group Take Exam and Viva (based on Sessions 11-19).

A detailed course schedule session-by-session with major topics, conceptual-theoretical framework and suggested readings is provided in *Appendix 1* (pp.10-19).



## III.7 CORPORATE IMAGE BUILDING

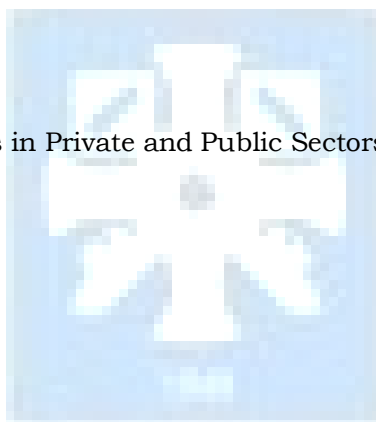
[3 Credits]

### Course Objectives:

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

### Topics:

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



## III.8 EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS

[3 Credits]

### Course Objectives:

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

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

### Topics:

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



## III.9 SOCIAL LEGISLATION FOR INDIAN MANAGERS

[3 Credits]

### Course Objectives:

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

### Topics:

#### Constitution of India

- Application of Fundamental Rights vis-à-vis Labour Laws
- Application of appropriate writ to move higher courts

#### Law of Contract

- Application of Law of Contract into Labour Jurisprudence
- LD Clause
- Force majeure clause
- Payment Issue (MW Act & PW Act)
- Jurisdiction Clause
- Employment bond

#### Application of Labour Laws & Practical Issues

- Termination
- Lay-off
- Settlement
- PF Issue
- OT Issue
- Apprentice New Rules
- Contract Labour Issue (Rule – 25, Rule- 29 etc) Form – V & Form -III
- CLRA Rules & Forms
- ID Act Rules & Forms

#### Prevention of Sexual Harassment at Workplace

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

#### Consumer Protection Act, 1986

- Objectives
- Judicial approach

#### Empowering HR Managers under Criminal Law

- Immunity --- Section 120(B) of IPC
- Confinement & Gherao
- Abduction and kidnapping
- Hunger Strike
- Self Defense and etc.

#### Laws relating to Real Estate

- BOCW Act and Cess Rules
- Relevant Forms
- Factories Act vis-a-vis BOCW Act

### III .10 STRATEGIC COMMUNICATION

[3 Credits]

#### Course Objectives:

- To enable learners to pitch an idea effectively
- To equip them with strategies to sell effectively
- To help build personal/organizational brand
- To convey consulting advices to clients persuasively
- Help them comprehend communication strategies of influencing stakeholders
- Understand and apply the media handling strategies
- Understand and imbibe these skills and competencies required to work through difficult communication and communication situations

| SESS<br>ION # | TOPIC                                                                            | READING                                                                                                                                                                                                                          |
|---------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1             | Nuances of Strategic Communication                                               | 1. Essentials of Business Communication- Chap-8, Pg- 226-262,<br>2. Pg-52 Commentary/ Revisioning Strategic Communication – JFQ 76,1 <sup>st</sup> Quarter 2015,<br>3. What's Your Language Strategy, Pg-70, HBR September 2014. |
| 2             | Developing narrative intelligence                                                | 1. The Secret Language of Leadership                                                                                                                                                                                             |
| 3             | Conversational intelligence: components and relevance                            | 1. Conversational Intelligence                                                                                                                                                                                                   |
| 4             | Conversational intelligence: conveying personal identity, intelligence and image | 1. Conversational Intelligence<br>2. The Neurochemistry of Positive Conversations, HBR- June 12, 2014                                                                                                                            |
| 5             | Persuasion, argumentation and influence: theory and praxis                       | 1. A Postmodern International Business Communication Model in Three- Dimensions- Vol 1, Issue 1, Article 3.<br>2. Meaningless or Meaningful? Interpretation and intentionality in post- modern communication.                    |
| 6             | Audience analysis                                                                | 1. Presentation Zen by Garr Reynolds (New Rider 2008).<br>2. Give Your Speech, Change the World by Nick Morgan (audience – Chapter 9, 12, and 15) Harvard Business Publishing, 2003).                                            |
| 7             | Critical / High stake conversation                                               | 1. Crucial Conversations: tools for talking when stakes are high by Patterson, Grenny, Mc Millan and Switzer (Chapter 4,5 and 6) (McGraw Hill Education Pvt Ltd, 2014).                                                          |

|           |                                                                         |                                                                                                                                                                                                                                                                                            |
|-----------|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           |                                                                         | 2. Leadership Under Pressure: Communication Is Key by Jose R. Pin, 28 Fourth Quarter 2012 Issue 15.                                                                                                                                                                                        |
| <b>8</b>  | Developing customer orientation                                         | 1. How to Frame a Message: The Art of Persuasion and Negotiation by Lyle Sussman, Business Horizons/ July- August 1999.<br>2. Choose the Right Words in an Argument by Amy Gallo- Harvard Business Review.                                                                                 |
| <b>9</b>  | Handling criticality and making others see the way you want them to see | 1. Why Your Brain Loves Good Storytelling, HBR- Oct 28, 2014.<br>2. Storytelling That Moves People, Pg-51- June 2003.<br>3. Telling Tales, HBR.                                                                                                                                            |
| <b>10</b> | Strategy of communicating with 'metaphor'                               | 1. Metaphors We Live By – Chap 1 & 2                                                                                                                                                                                                                                                       |
| <b>11</b> | Digital communication and networking                                    | 1. Short Workplace Messages and Digital Media, Pg- 120-155.<br>2. The Job Search and Resumes in the Digital Age, Pg- 426-473.                                                                                                                                                              |
| <b>12</b> | Social media communication                                              | 1. Short Workplace Messages and Digital Media, Pg- 120-155.<br>2. The Job Search and Resumes in the Digital Age, Pg- 426-473.                                                                                                                                                              |
| <b>13</b> | Stakeholder communication                                               | 1. Power, Influence, and Persuasion, HBR.<br>2. Conversations That Win the Complex Sale: Using Power Messaging to Create More Opportunities, Differentiate your Solutions, and Close More Deals Hardcover – April 4, 2011 by Erik Peterson                                                 |
| <b>14</b> | Employee-relation communication                                         | 1. What Do You Mean You Don't Like My Style by John S Fielden (HBR May 1982)<br>2. Three Elements of Great Communication, According to Aristotle<br>3. By Scott Edinger HBR January 17, 2013                                                                                               |
| <b>15</b> | Strategic communication in public sphere                                | 1. It's the Way You Say It by Carol A Fleming (Chapter – 4) Thomson Press India 2013).<br>2. The Irresistible Power of storytelling as a Strategic Business Tool.<br>3. Leading Words: How to Use Stories to Change Minds and Ignite Action by Cynthia M. Phoele- Harvard Business School. |
| <b>16</b> | Interconnectedness of communication and its impact on business          | 1. My Students Don't Know How to Have a Conversation by Paul Barnwell, <i>The Atlantic</i> , April 22, 2014<br>2. The Conversation, <i>The Atlantic</i> October 2015                                                                                                                       |

|           |                                                                           |                                                                                                                                                                                                                                                                                                                                                   |
|-----------|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           |                                                                           |                                                                                                                                                                                                                                                                                                                                                   |
| <b>17</b> | Ethical issues, crucial conversations and public relations                | <p>1. Crucial Conversations: tools for talking when stakes are high by Patterson, Grenny, Mc Millan and Switzer (Chapter 4,5 and 6) (McGraw Hill Education Pvt Ltd, 2014)</p> <p>2. The Best Ways to Discuss Ethics by Francesca Gino HBR March 02, 2011</p> <p>3. The Business of Communicating Values by Rosanna M. Fiske HBR July 26, 2011</p> |
| <b>18</b> | Presentation for effect I: the modes and methods                          | <p>1. Resonate by Nancy Duarte</p> <p>2. HBR Guide to Persuasive Presentation by Nancy Duarte (2012) great for Audience</p>                                                                                                                                                                                                                       |
| <b>19</b> | Presentation for effect II: building the right strategy (audience survey) | <p>1. Resonate by Nancy Duarte</p> <p>2. HBR Guide to Persuasive Presentation by Nancy Duarte (2012) great for Audience</p>                                                                                                                                                                                                                       |
| <b>20</b> | Presentation for effect III: getting to see one's own.                    | <p>1. Resonate by Nancy Duarte</p> <p>2. HBR Guide to Persuasive Presentation by Nancy Duarte (2012) great for Audience</p>                                                                                                                                                                                                                       |

## **IV HUMAN RESOURCE MANAGEMENT**

### **IV.1 EMPLOYMENT RELATIONS LAWS: LAW OF INDUSTRIAL RELATIONS**

**[3 Credits]**

#### **Course Scope:**

The Course on Employment Relations Laws I cover the following three labour laws:

1. The Trade Union Act, 1926
2. The Industrial Employment (Standing Orders) Act, 1946
3. The Industrial Disputes Act, 1947

#### **Overall Course Objective:**

The laws concerning trade unions, industrial standing orders and industrial disputes are held to be core labour laws on employment relations and are critical to the development of formal employment relations at the workplace. The course seeks to instill solid grasp of knowledge of these labour laws and enable the 2 students to acquire skills to handle employment relations. It also helps to equip the students with abilities to deal with the issues arising out of trade unionism, industrial work stoppages, the rights and duties of employers and workers that figure in the area of employment relations. The objective of the course is to develop a critical understanding of the institutions of labour legislations, administrations and judiciary in the sphere of trade unions, industrial standing orders and industrial disputes. The course provides an in-depth study of case laws focusing mainly on the judgments delivered by the Supreme Court of India as an apex judicial body which will be relevant to the needs of professionals at the workplace.

#### **The Trade Unions Act, 1926 & The Industrial Employment (Standing Orders) Act, 1946**

**Dr. K.R. Shyam Sundar (10 Sessions)**

#### **Objectives:**

To provide a comprehensive understanding of the two central laws

To supplement the students' knowledge of the central law with case-laws and practical examples with respect to trade unions and standing orders to provide additional information with respect some important and relevant state level laws on trade unions in India

#### **Course Instruction Mapping:**

During the ten lectures the following aspects will be covered:

#### **The Trade Unions Act, 1926**

- A brief discussion of Provisions relating to Labour in General and Trade Unions in particular in the Constitution of India and of ILO Perspective concerning Freedom of Association and Protection of the Right to Organise Convention, 1948 (C.87) and Right to Organise and Collective Bargaining, 1949 (C. 98)
- Basic Provisions of the TU Act such as definitions
- Registration of Trade Unions
- Trade Unions' Fund & Members and Office-bearers and Outsiders in Trade Unions
- Privileges and Liabilities of Registered Trade Unions
- Penalties and Procedure
- A brief discussion of Recognition of Trade Unions – Selected State Laws & Procedures & Unfair Labour Practices

### **The Industrial Employment (Standing Orders) Act, 1946**

- Standing Orders – Introductory aspects
- Certification of Standing Orders
- Modification and Temporary Application of Standing Orders
- Interpretation and Enforcement of Standing Orders
- Payment of Subsistence Allowance and Disciplinary Procedure
- Domestic Inquiry and Disciplinary Action at the Firm Level
- Model Standing Orders – Central and briefly State Level (Maharashtra)

### **INDUSTRIAL DISPUTES ACT, 1947**

**(10 sessions)**

**OBJECTIVES:** To induct the students to the fundamental legal concepts of the law of Industrial Disputes, and give an in-depth exposure to the investigation and resolution process of industrial disputes and all other related matters such as lay-off, retrenchment, closure, strikes and lockouts, termination of employment, unfair labour practices, etc..

#### Session 1

- History of ID legislation prior to 1947 – Objects, Scope and Application of the ID Act – Definitions: Appropriate Government – Award – Controlled Industry – Industry – Industrial Dispute – Workman

#### Session 2

- Definition and scope of Strike - Prohibition of Strikes & Lockouts – Public Utility vs. Non-public Utility Services - Illegal strikes.

#### Session 3

- Strike – Lockout

#### Session 4

- Strike – Justification of Strike and Lockout ---Dismissal of Striking Workmen --- Wages for strike and lockout period--- Notice of change in conditions of service

#### Session 5

- Lay-off and Retrenchment

#### Session 6

- Retrenchment

#### Session 7

- Closure ---- Termination

#### Session 8

- Works Committee – Conciliation – Arbitration –Adjudication – Labour Court – Industrial Tribunal – National Tribunal – Court of Enquiry – Grievance Redressal Committee – Settlement.

## Session 9

- Misconduct – Enquiry – Charge sheet

## Session 10

- Unfair Labour Practice



## **IV.2 EMPLOYMENT RELATIONS LAWS: LAW OF SOCIAL SECURITY**

**[3 Credits]**

### **Course Objectives:**

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

### **THE FOLLOWING ACTS WILL BE COVERED:**

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

#### **1. Payment of Gratuity Act, 1972**

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

#### **2. Workmen's Compensation Act, 1923**

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

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

- a. Definitions
- b. Establishment to include all departments and branches
- c. Power to apply act to an establishment

- d. Power to add to schedule 1
- e. Employee's Provident Fund Scheme's
- f. Central Board and Executive committee
- g. Contributions
- h. EPS and EDLIS
- i. Determination of moneys due from employees
- j. Review of orders passed
- k. EPF Appellate tribunal
- l. Orders of tribunal
- m. Appeal
- n. Interest payable by the employer
- o. Modes of recovery
- p. Priority of payment of contributions over other debts
- q. Employer not to reduce wages
- r. Offences and Penalties
- s. Power to recover damages
- t. Power to exempt
- u. Power to make rules

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

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

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

#### **Payment of Bonus Act, 1965**

Applicability of the Act

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

Eligibility –

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

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

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

New establishments and undertakings, departments, and branches of establishments

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

Maximum and minimum bonus

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

Liability to pay, Computation and Deduction

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

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

#### Employees' State Insurance Act, 1948 (ESIA)

Advantages of ESIA to an employer

Applicability to ESIA

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

Manufacturing process and Factory; Notional extension of manufacturing process

Employee and Employer

Apprentices – whether an employee u / ESIA; Employees engaged by a contractor; Casual

employees engaged by a contractor; Employer – Principal employer and Immediate employer;

Inside or outside the premise vis-à-vis employed directly or by/through Immediate employer

(including Contractor)

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

Contribution

Calculation of contributions payable – percentage of Wages; Wage period, contribution period and

benefit period; Contribution payable comprise of? Liable to pay interest when? Recovery of contribution from immediate employer

Benefits

Different benefit – Sickness Maternity Disablement Dependent's Occupational, Medical; Benefits

not to be combined; Accident arising in the course of employment; “Disablement questions” to be

determined by Medical Board and review by Board / Medical Tribunal

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

## IV.3 FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

[1.5 Credits]

### Introduction and Objectives:

Success in today's competitive business environment is increasingly the function of effective management of its resources, particularly, employees. 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 resource management must be aware and understand the basic aspects and 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, structure and functions of human resource management, and
2. To create an awareness of the roles, functions and functioning of human resource department.

### Topics:

#### 1 Human Resource Management: An Overview

Readings: 1. Dessler & Varkkey: What is Human Resource Management, and Why is it Important?

#### 2 HR and Line Managers

Readings: 1. Beer, M Spector, B., Lawrence, P., Mills, D. and Walton, R: A Conceptual Overview of HRM

#### 3 HR Department

Readings: 1. Brockbank, W and Ulrich D: HR Organization

#### 4 HR Department

Readings: *Case Study*: Sonoco Products Company (A): Building a World Class HR Organization

#### 5 HR Roles

Readings: 1. Brockbank, W and Ulrich D: Roles of HR Professional 2. HBR: Why Did We Ever Go Into HR

#### 6 HR Competencies

Readings: 1. Brockbank, W and Ulrich, D: HR Competencies that Make a Difference 2. *Case Study*: Infosys (A): Strategic Human Resource Management

#### 7 HR philosophy and Policy

Readings: 1. Armstrong M: HRM Policies 2. *Case Study*: GE's Talent Machine: The Making of CEO

#### 8 Evolution of HRM

Readings: 1. Dessler & Varkkey: Evolution and Challenges of HRM in India 2. Srimannarayana. M: The Evolving Profile of HR Professional in India 3. *Case Study*: Hindustan Unilever Limited: Meeting Employee Expectations

#### 9 Employee Engagement

Readings: 1. *Case Study*: Asian Paints: Gaining Competitive Advantage Through Employee Engagement

#### 10 Measuring HR Contribution

Readings: 1. Lie, combs, Ketchen & Ireland: The Value of Human Resource Management for Organizational Performance. 2. Phillips J.J: Measuring the HR Contribution: A survey of Approaches

## IV.4 FUNDAMENTALS OF INDUSTRIAL RELATIONS

[3 Credits]

### Objectives:

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

### Contents:

| Sessions | Topics                                                                                                                                                                                                                                                                                                                                                    |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 – 2    | <b>A. What is Industrial Relations</b><br>The various approaches <ul style="list-style-type: none"><li>• The systems model</li><li>• The Pluralist Approach</li><li>• The Structural Contradictions Perspective</li></ul>                                                                                                                                 |
| 3 – 6    | <b>B. Various participants</b><br><b>Trade Unions</b> <ol style="list-style-type: none"><li>1. What are Trade Unions</li><li>2. Trade Unionism in India<br/>Emergence, history, growth<br/>Trade Union as an Organisation<br/>Structure, Size, Affiliation, Membership, Finance, Leadership</li><li>3. Trade Union recognition and registration</li></ol> |
| 7 – 10   | <b>Trade Unions (contd.)</b> <ol style="list-style-type: none"><li>3. Trade Union politics</li><li>4. Linkage, Implications</li><li>5. Trade Union Democracy</li><li>6. White collar unionism</li><li>7. Trade Unionism in the unorganized sector</li></ol>                                                                                               |
| 11       | <b>a. Employers / Management</b><br><br>Employers' Associations<br>Objectives, Structure, Activities etc.                                                                                                                                                                                                                                                 |
| 12 – 17  | <b>b. The State</b> <ol style="list-style-type: none"><li>1. Our Constitution</li><li>2. The Indian IR framework</li><li>3. The role of the state in Indian IR<br/>Regulative and Participative bodies</li></ol>                                                                                                                                          |
| 18       | <b>C. Contemporary Issues in Industrial Relations</b><br>Industrial Relations in the emerging scenario<br>The Future Trends                                                                                                                                                                                                                               |

Balance sessions, if any, are for periodic individual / group interaction with the faculty for understanding industrial relations in the organization / division of choice.

## IV.5 FUNDAMENTALS OF LABOUR LAWS

[1.5 Credits]

### Course Objectives:

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

### Course outlines

#### 1. Constitution of India

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

#### 2. The Factories Act, 1948

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

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

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

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

#### 5. Apprentices Act, 1961

### Suggested Readings

*Labour & Industrial Laws, by P. K. Padhi, PHI Publication*  
*Taxman's Labour Laws*

### Case Study

*Shankari Prasad v. union of India, AIR 1951SC 458*  
*Sajjan Singh v. State of Rajasthan, AIR 1965SC845*

*Golak Nath v. State of Punjab*, AIR 1967 SC 1643

*Keshavananda v. State of Kerala*, AIR 1973 SC 1461

*Air India Statutory Corporation v. United Labour Union*, AIR 1997 SC 645

*IOCL v. Chief Inspector of Factories*, AIR 1998 SC 2456

*Steel Authority of India Ltd. v. National Union Waterfront Workers*, AIR 2001 SC 3527

*Steel Authority of India Ltd. v. Union of India*, AIR 2006 3229

*NTPC v. Karri Poturaju*, AIR 2003 SC 3647

*NALCO v. Ananta Kishore Rout*, AIR 2014 SC (Supp) 1469

*Balwant Rai Saluja v. Air India Ltd.*, (2014) 9 SCC 407



## IV.6 HUMAN RESOURCE PLANNING

[2 Credits]

### Course Objectives:

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

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

## IV.7 PERFORMANCE MANAGEMENT AND APPRAISAL

[3 Credits]

### Course Description & Objectives:

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

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

### DRAFT SESSION PLAN

(Cases may be changed by faculty)

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

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

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

|    |       |                                               |                                     |  |
|----|-------|-----------------------------------------------|-------------------------------------|--|
| 17 | 13,14 | Holistic case                                 | The case of floundering expatriate  |  |
| 18 | 15,16 | Auditing a performance appraisal system       | Sales Compensation at Nirala Sweets |  |
| 19 |       | Workshop on Performance Management Frameworks |                                     |  |
| 20 |       | Course Review                                 |                                     |  |



## IV.8 WAGE DETERMINATION AND ADMINISTRATION

[3 Credits]

### Course Objectives:

Welcome to the introductory course on compensation! In the next twenty sessions we shall discuss the very basics of compensation focusing on the essentials that will get you ready for your summer internship. You will find details of the course including the pedagogy and the grading pattern in the following pages. Please read this outline carefully.

The course is entirely driven by the students and is based on “active learning” pedagogy viz. students actively participate by preparing for classes and participating in the class discussion. The pedagogy switches between case and discussion based sessions. It is expected that students shall read the cases and articles (or book chapters) allotted for the respective sessions.

### Session wise course outline:

| Session No. | Session Theme   | Case(s) to be discussed           | Mandatory pre-class reading (over and above the case if prescribed)                  | Guiding questions for class preparation                                                                                                                   | Recommended Reading/Viewing                                         |
|-------------|-----------------|-----------------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| 1           | Introduction    | Discussion and in class exercise  | A Note on Compensation and Incentive System                                          |                                                                                                                                                           |                                                                     |
| 2           | Course Overview | In class exercise contd.          |                                                                                      |                                                                                                                                                           |                                                                     |
| 3           | Pay Philosophy  | Case: Zero Wage Increase          | Ch 1& 2 of MN                                                                        | What should Mark do?<br>What are his options?<br>For any decision he makes, what are the consequences and how should he handle it?                        |                                                                     |
| 4           | Pay Philosophy  | Case: Finemaster Projects Ltd (A) | Ch 1& 2 of MN                                                                        | What will be your advice to Balmer?<br>As a consultant, what would be your recommendation to the organization's head regarding their compensation policy? | <b>Video:</b> Dan Ariely<br>What makes us feel good about our work? |
| 5           | Pay philosophy  | Case: Buffer.com                  | HBS: Compensation: What's the Big Secret?<br><br>The Transparency Trap: HBR article. | What do you think of Buffer's "open policy"?<br>What are the advantages and disadvantages to such a policy?                                               | Video: Why you should know how much your co-workers get paid?       |

|    |                                          |                                                           |                                                                                                  |                                                                                                                                                      |  |
|----|------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 6  |                                          | \$70K<br>CEO at<br>Gravity<br>Payments                    |                                                                                                  |                                                                                                                                                      |  |
| 7  | Pay<br>strategy<br>overview              | In Class<br>exercise                                      | Chapter 7 of MN<br>Six Dangerous<br>Myths about pay                                              | Why do some<br>organizations pay<br>more than the others?                                                                                            |  |
| 8  | Pay Mix                                  | Salary<br>Slip<br>Exercise<br>(Presentation)              |                                                                                                  | What are those<br>components in your<br>pay slip? Why are<br>they there? How do<br>they affect you? Is<br>there a pattern to the<br>components? Why? |  |
| 9  | Pay Mix                                  | Case:<br>Tata<br>Motors<br>Compensation<br>Restructuring  |                                                                                                  | Use the “The<br>Dilemmas” section on<br>page 4 of the case as<br>guiding questions.                                                                  |  |
| 10 | Pay mix<br>contd.                        | Contd.                                                    |                                                                                                  |                                                                                                                                                      |  |
| 11 | Internal<br>Equity                       | Discussion/<br>Presentation                               | Chapter 3 of MN.                                                                                 | Why bother about<br>internal equity?<br>When? Under what<br>conditions external<br>equity focus is<br>sufficient?                                    |  |
| 12 | Internal<br>Equity:<br>job<br>evaluation | Case<br>Presentation (case<br>to be<br>distributed later) | Chapter 5 and<br>Working paper by<br>Hay                                                         |                                                                                                                                                      |  |
| 13 | Person<br>based<br>structures            | Shall be<br>distributed later                             | Chapter 6                                                                                        |                                                                                                                                                      |  |
| 14 | External<br>Equity                       | Case<br>discussion (to be<br>distributed later)           | Chapter 7<br>(revisited) and<br>Chapter 8 along<br>with<br>A Note on<br>Compensation<br>Research |                                                                                                                                                      |  |

|    |                            |                                                                    |                                              |                                                                                                                                                                                                                                                                   |  |
|----|----------------------------|--------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 15 | Contd.                     | Case: Roller Coaster Ride: Resignation of a star                   | A market driven approach to Retaining talent | What should Stephen Connor do? (and what should Rina and Peter do?)<br>For the organization: What led to this situation? Can this be avoided or anticipated? What role does compensation design play in all this? What other HR systems have contributed to this? |  |
| 16 | Compa Ratio                | Discussion (Compensation Analytics)                                | Chapter 18 of MN                             |                                                                                                                                                                                                                                                                   |  |
| 17 | Incentives                 | Case : Performance Pay at Safelite Auto Glass (A)                  |                                              | Does the plan solve the “problem”? Can it be approved as it is, or should it be modified? What are the key take away from this case for pay for performance?                                                                                                      |  |
| 18 | Gain Sharing               | Case: Gain-sharing at John Deere/Presentation                      | Chapter 10 of MN                             | What are the merits and de-merits of the earlier plan?<br>What do you think of the new plan? Why?                                                                                                                                                                 |  |
| 19 | Gain sharing contd.        | Case: Engstrom Auto Mirror Plant: Motivating in Good times and bad | Reward systems that really work              | Page 6, last paragraph has the questions to guide you to discuss.                                                                                                                                                                                                 |  |
| 20 | International compensation | In a world of pay                                                  | Chapter 16 of MN.                            |                                                                                                                                                                                                                                                                   |  |

## IV.9 ADVANCED MANPOWER PLANNING

[3 Credits]

### Course 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
      - Computerized Manpower Planning Information System
  - Use and Applicability of Statistical and Mathematical Models in Manpower Planning
    - ☐ Cohort Analysis
    - ☐ Census Analysis
    - ☐ Markov Models
4. Organisation as a Matrix of Jobs
  - Organisation Structuring
    - ☐ Traditional Concepts
    - ☐ Recent Trends
  - Role Clarity Job Enrichment/Job Enlargement
5. Career Planning/Succession Planning
6. Improving Manpower Utilization 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, Modernization, 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]

### Objective:

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

### Contents:

#### A. What is Collective Bargaining? Sessions 1 – 2

- Definitions
- Characteristics

#### B. Critical Issues in Collective bargaining Session 3

#### C. Theories of Collective Bargaining Sessions 4 – 5

- Hick's analysis of wages setting under collective bargaining
- Conflict-choice model of negotiation
- A behavioural theory of labour negotiation

#### E. Collective Bargaining in India Sessions 6 – 7

- 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

#### F Negotiating a Contract Sessions 8 – 15

##### i) Pre-negotiation

- Preparing the charter of demand(s)
- Creating the Bargaining team
- Submission of COD
- Costing of labour contracts

##### ii) The Negotiation process

- Negotiation & collective bargaining
- Approaches and Phases in collective bargaining
- Coalition bargaining and Fractional bargaining
- Impasse resolution
- Contract ratification
- What is negotiation?
- Effective negotiation
- Preparing for negotiation
- Communication style
- Breaking deadlocks
- Strategy and Tactics / Games negotiators play
- Closing successfully
- Negotiating integrative agreements
- Reviewing

##### iii) Post negotiation

- Administration of the agreement
- Grievance management
- Binding up the wounds

#### G. Collective Bargaining around the world

The balance sessions will be utilized for Role plays / Case studies related to the course.

## IV 11. CONTRACT LAW FOR HR MANAGERS

[1.5 Credits]

### Course Objectives:

- 1) To instill working knowledge of contract law
- 2) To integrate and mitigate risks pertaining to contracts
- 3) To understand contracting process
- 4) To understand the implications of various contract clauses
- 5) To develop templates and models of day to day contracts

### Session Plan and Topics:

1. Different kinds of contracts
  - 1) Formation of a contract
  - 2) Concept of offer and acceptance in a contract
  - 3) Electronic Contracts.
2. Elements of a Legal Contract
  - 1) Legal capacity of parties to enter contract
  - 2) Legal capacity visa-vis commercial capacity
3. Elements of a legal Contract
  - 1) Legality of Object
  - 2) Concept of consideration and its requirement
  - 3) Concept of consent
4. Contract Process
  - 1) Pre-contractual Documents
  - 2) Relevance of the Memorandum of Understanding
5. Relevant Contract Documentation
  - 1) Relevance of General Conditions of Contract
  - 2) Specific Conditions of Contract, Service Level Agreements
  - 3) Work Order, Contract Amendments, Addendum
  - 4) Novation, Alteration, Renewal and Termination of Contract
  - 5) Technical Specifications in a contract
6. Relevant Aspects of termination of contract
  - 1) Different forms of discharge
  - 2) Clause of Termination
  - 3) Relevance of Liquidated Damages, Punitive Damages
  - 4) Contracts in which the time *is of the essence*
7. Employment Contracts
  - 1) Important clauses in an employment contract
  - 2) Do and Don'ts in employment contract drafting
  - 3) Incidental documents related to employment contracts like Non-Disclosure and Non-Compete Agreements and Employment Bonds
  - 4) Termination of Employment
8. Internal Documents
  - 1) Employment Handbooks
  - 2) Manual
  - 3) Notices to employees

## 9. Outsourcing Contracts

- 1) Understanding the basic principles of contract outsourcing
- 2) Transformational Outsourcing Contracts
- 3) Models of Outsourcing
- 4) Maintaining data confidentiality during outsourcing
- 5) Appreciation of Laws of important foreign jurisdictions

## 10. Vendor Contracts

- 1) Important Statutory Constraints
- 2) Contract Risk Matrix
- 3) Applicability of CLRA acts in vendor contracts

## 11. Vendor Contracts

1. Dos and Don'ts in Vendor Contracts
2. Creation and implication of score cards
3. Contractual terms visa-vis regularization risks

## 12. Dealing with Intellectual Property Rights Issues in Contract

1. Patents
2. Copy Rights
3. Trade Secrets and Data Protection

## 13. Analysis of boilerplate contract clause



## IV.12 EMPLOYEE EMPOWERMENT

[1.5 Credits]

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

### Course Objective:

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

### Topic:

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

## IV.13 EXECUTIVE COMPENSATION

[3 Credits]

### Course objective:

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

### Session wise outline:

| Session No | Case                           | Discussion Question                                                                                                                                                                                                                                                               | Readings                                   |
|------------|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 1          | Au Bon Pain                    | What are the strengths and weaknesses of the new compensation plan? what are the key differences w.r.t. to the old compensation plan<br>Based on the financial results of the pilot program, would you recommend the program?                                                     | How right should the customer be?          |
| 2          | Janalakshmi Financial Services | What are your views on the new compensation plan? How does fare in comparison to the old one?<br>Should they bring selling and collections under one umbrella just like their competitors? If so why?                                                                             |                                            |
| 3          |                                |                                                                                                                                                                                                                                                                                   |                                            |
| 4          | Arck Systems                   | Compare the strengths and weaknesses of the straight line compensation system for the Hardware group and the slab-based compensation systems of the software group.<br>Should the organization focus on a single incentive plan.                                                  | How to really motivate sales people        |
| 5          | Olympia Machine Company        | Evaluate the current sales compensation plan in the organization. Do you think the current plan needs a change? If so which of the three alternatives would you choose and why?<br>If you are allowed to create a new plan what would be the constituents of such a plan?         | How to really motivate sales people        |
| 6          | Larry Steffen                  | Ignoring income tax, what is the worth of stock options granted to Mr. larry. What assumptions did you make to calculate the worth?<br>Which is better? Cash bonus or stock options? Why?                                                                                         | What you need to know about stock options? |
| 7          | Sara's Options                 | Calculate the CTC of the three offers made to Sara.<br>If Sara decides to stay for 3 years in the first organization (Clearlake) what would be the present value of the compensation for three years? How different will the values be if she stays for 5 years? For eight years? | Accounting for employee stock options      |

|    |                                            |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                     |
|----|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                            | (ignore taxes)                                                                                                                                                                                                                                                                                           |                                                                                                                                                     |
| 8  |                                            |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                     |
| 9  | Raleigh & Rosse                            | What are the problems as listed in the case and what are the causes for the problems?<br>Is sales per hour compensation system creating most of the problems? If so why?<br>And what is the alternative?<br>What would be your solution for a sustainable sales compensation plan for this organization? |                                                                                                                                                     |
| 10 | Sales Force Integration at FedEx           | Why is the compensation plan different for express and ground?<br>What should be the new compensation plan like?                                                                                                                                                                                         |                                                                                                                                                     |
| 11 | Underwater Engineer at Intel Corporation   | Comment on the incentive plan offered to Molly. What purpose does it serve? Why would you accept such a plan if offered to you.<br>If you were in the BOD, how would you have handled the situation?<br>What advice would you give to Molly now (towards the end of the case)?                           |                                                                                                                                                     |
| 12 |                                            |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                     |
| 13 |                                            | Understanding Economic Value Added (reading)                                                                                                                                                                                                                                                             |                                                                                                                                                     |
| 14 | Vyaderm Pharmaceuticals                    | Page 8 has a set of questions that will guide discussion.                                                                                                                                                                                                                                                |                                                                                                                                                     |
| 15 |                                            |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                     |
| 16 | EFI (A)                                    | Comment on EFI-strategy and compensation system? Are they aligned? Should Mills make any changes to the compensation system? If so what specific changes and how should he implement them.                                                                                                               |                                                                                                                                                     |
| 17 | Executive Compensation at General Electric | Comment on the specific long term incentive plans for the CEO. Are they aligned to the strategy of the organization?<br>What luxury does GE have that other organizations do not have when it comes to CEO compensation? How does it affect the CEO compensation?                                        | Dollars and Sense: implications of CEO compensation on organizational performance<br><br>Debt based pay may give the much needed balance. (reading) |
| 18 | CEO Compensation at GE-a decade with       | Page 9 (starting from the last para. Of 8) has the questions.<br>Should GE stick to its compensation plan or change it based on concerns from                                                                                                                                                            | Say on Pay at the Walt Disney Company                                                                                                               |

|    |                   |                                                                                                                                                                                                |                                    |
|----|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
|    | Immelt            | other stakeholders?                                                                                                                                                                            |                                    |
| 19 | Harrah's          | Compare the new gainsharing plan with the earlier plan? What purpose does it achieve?<br>What changes if any would you recommend?                                                              | Chapter 10 of Milkovich and Newman |
| 20 | Marshall & Gordon | Given the strategy is to move towards executive positioning, what changes would that bring within the organization? What is the role of compensation in the implementation of the new strategy |                                    |



## IV.14 GRIEVANCE RESOLUTION

[1.5 Credits]

### Course Objectives:

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

### Topics:

| Session | Topics for discussion/ Cases and Readings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.      | Discussion and presentation by selected groups:<br><b>Topic:</b> The concept of grievance, its meaning and definition; legislative aspects of a grievance procedure, and essential characteristics of model grievance procedure.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 2.      | Discussion and presentation by selected groups:<br><b>Topic:</b> The concept of justice within an organization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 3.      | Discussion and presentation by selected groups:<br><b>Topic:</b> Manifestations of a dysfunctional grievance mechanism within an organization. Participants are expected to do an exhaustive literature review for their report and preparation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 4.      | <b>Case:</b> The Deputation at Modern Mill<br><b>Reading:</b> <ol style="list-style-type: none"><li>1. Blader, S. L., Chang, C, and Tyler, T. (2001) Procedural Justice and Retaliation in Organizations: Comparing Cross – Nationally The Importance of Fair Group Processes. <i>The International Journal of conflict Management</i>, 12(4), 295-311.</li><li>2. Dietz, J., Robinson, S., Folger, R., Baron, R., and Schulz, M. (2003) The impact of community violence and an organization's procedural justice climate on workplace aggression. <i>Academy of Management Journal</i>, 46(3), 317 – 326.</li><li>3. Neuman, Joel H. and Baron, Robert (1998) Workplace Violence and Workplace Aggression: Evidence Concerning Specific Forms, Potential Causes, and Preferred Targets. <i>Journal of Management</i>, 24(3), 391 – 419.</li><li>4. Sullivan, Kevin (2002) The Union Boss is the Only Man to See. <i>Washington Post</i>, December 26, 2002, Page A01. Retrieved June 30, 2005 from <a href="http://www.pulitzer.org">www.pulitzer.org</a>.</li></ol> Participants presenting this case are also required to apply the concepts discussed in the previous sessions. |
| 5.      | Cases will be finalised later.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 6.      | - do-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 7.      | - do-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 8.      | - do-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 9.      | - do-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 10.     | <b>Project Presentations/ Course review</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

## IV.15 HR AUDIT

[1.5 credits]

### 2. Objectives:

The specific objectives of the course are the following:

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

### 3. Course Modules and Content:

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

## IV.16 HR ISSUES IN MERGERS AND ACQUISITIONS

[3 Credits]

### Course Objectives:

#### Current Indian Context

According to the data available with Thomson Reuters for deals up to December 12, 2017, India had M&A worth \$55.9 billion last year. Of this 33 per cent, worth \$18.4 billion, was in the telecom sector as the launch of Reliance Jio services at a record low price disrupted the industry. But there is a much bigger opportunity now lying across multiple sectors in 2018 as 12 cases mandated by the Reserve Bank of India (RBI) for early bankruptcy proceedings are in an advanced stage of auctioning assets at NCLT courts. These 12 cases have NPAs worth about Rs 2 trillion. At estimated 50 per cent haircut by banks it could be an Rs 1 trillion or \$15 billion M&A opportunity. The cases at NCLT are also piling up since the Insolvency and Bankruptcy Code (IBC) came into effect. Banks have Rs 10 trillion in stressed assets — Rs 7.8 trillion of bad loans and Rs 2.2 trillion of restructured ones.

The other factors that are likely to boost M&A activity in India going forward are the emergence of disruptive pressures, such as technological innovation and digitization as companies will be compelled to pro-actively acquire capabilities that provide a competitive edge.

In recent times, energy and natural resources sector led the deal activity accounting for more than half of total deal value, while start-up sector led the deal volumes capturing 25 per cent share resulting on account of revived domestic investors' interest in the food tech space followed by fintech and on-demand services segments. The ASSOCHAM Year Ahead Outlook observed that India's M&A transactions witnessed a quantum jump of 170 per cent in valuations and over 70 per cent in the number of transactions in the year gone by on the basis of various estimates. According to this report, India is likely to see mergers and acquisitions (M&A) worth \$50 billion in 2018 on the back of plenty of stressed corporate assets on offer at tempting valuations. Experts believe that easing of guidelines and legislative support in the Income Tax Act and the Competition Act in recent times will also boost mergers and acquisitions (M&A) activity in India.

According to different data compilations available in public domain, there were a total of 944 transactions (664 domestic and 280 cross-border) in 2017 worth \$46.5 billion (\$13.1 billion domestic and \$33.4 billion cross-border). This was against a total of 553 transactions (358 domestic and 195 cross-border) worth \$17.5 billion (\$7.2 billion domestic and \$10.3 billion cross border) in 2016.

The EY Global Capital Confidence Barometer is a biannual survey of more than 1,600 senior executives from large companies around the world, including 93 from India and across industry sectors. According to the survey, a significant majority of survey respondents (64%) expect the local M&A market to improve further in the next 12 months. Indian companies are also positive on corporate earnings, equity valuations and credit availability, thus pointing to healthy deal market fundamentals. ***“The same is reflected in the deal pipeline, which remains strong; 69% of the respondents expect it to improve further through the year. Additionally, Indian executives remain positive on M&A prospects in the country with 55% of them expecting their companies to actively pursue M&A in the next twelve months,”*** the report said.

Most Indian companies expect their M&A focus to remain on the domestic market, the report pointed out. ***“Indian respondents prefer the domestic market for M&A to tap growth opportunities. It ranks as the top destination of choice for Indian companies, followed by the US and UK,”*** the report said. On the sector front, consumer products and retail and financial services are expected to remain active in the M&A market. Technological disruptions emerged as one of the bigger trends that are driving M&A activity. As per survey responses, changing consumer behaviour (31%), digital transformation (28%) and increasing competition from digitally-enabled players (24%) are becoming some of the key disruptive forces across sectors. ***“With traditional business models facing an ever-increasing risk of obsolescence, Indian executives are being compelled to review their portfolios on a regular basis to proactively identify and actively pursue emerging growth opportunities,”*** the report said. To tackle these issues, companies are also looking to shift talent (within their business) or train the existing workforce to build skill sets suitable for a flexible and dynamic business environment, it added.

Needless to say that following the global trends, in India too organizations are adopting a) M&A as a viable option to achieve faster growth and b) well-planned, carefully-executed people integration processes and systems that are helping them to achieving success. So the writing on the wall is very clear ***“M&A train in India is back on track—both in terms of deal volume and aggregate deal size.”*** With the number of mergers and acquisitions predicted to grow this year, the roles of HR professionals are also going to enhance significantly. Even a few years ago the tendencies in Indian corporates were to bring in HR professionals in the deal at a very later stage. But this has started to change. Most companies now have HR professionals included in a deal team, and certainly using their specialized knowledge of what’s going on in the people side and feeding them in building overall strategy for successful integration. There are number of studies to indicate that many a times well intended mergers and acquisitions fail to achieve their stated goals and as a result of which fail in their effort to satisfy the stakeholders, namely share-holders, employees and regulatory authorities. While reasons for such failure could be many ranging from lack of focus, inadequate financial planning, lack of adequate directions from board on financial and strategic perspectives, a considerable number of mergers and acquisitions (M&A) efforts fail because of inadequacy in managing people related issues.

As aptly put by Kay and Selton (2000) ***“Plenty of attention is paid to the legal, financial, and operational elements of mergers and acquisitions. But executives who have been through the merger process now recognize that in today’s economy, the management of the human side of change is the real key to maximizing the value of a deal.”***

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

### **Course Outline**

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

- Know-how for carrying out HR related Due Diligence process prior to M&A processes in organizations
  - Know the drivers for M&A as a sought after non-organic option for growth
  - Understanding people related strategic perspective for effective integration during pre and post M&A processes in organization
  - Understanding the know-hows for prioritizing and integrating functional HR systems and processes for seamless transition during pre and post M&A processes in organizations
  - Importance of cultural integration with a special reference to Indian context in making M&A successful in organizations.
  - Fairness and Justice –Role of manager in M&A processes
  - Key skills required for managers for successful integration during post- merger
- 
- Learning the framework for understanding and managing transition.
  - Learning contracting skills for building trust and initiating dialogue.
  - Learning how to manage resistance and deal with vulnerability during M&A.

## IV.17 HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR

[3 Credits]

### Course Objectives:

Transactions in service industry are characterized by inseparability of personal service- provided and the human agency-providing-the-service. This is often accompanied by the intangible nature of quality-of-service. As compared to manufacturing, organizations in service sector have a higher need to align HR

practices to customer relationship management practices so as to ensure requisite quality of service to the customer. The HR practices and policies are further significantly impacted by variations in customer-employee interactions, along with the customer segment targeted by the organization, and the strategy adopted.

The course offers the participants an opportunity to

- 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 organizations.

### Topics:

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

|    |                      |                                                             |
|----|----------------------|-------------------------------------------------------------|
| 18 | -do-                 | <b>DENA BANK- Competing with Private and Foreign Bank</b>   |
| 19 | -do-                 | <b>Atarek Kamil Ibrahim &amp; Co. Chartered Accountants</b> |
| 20 | <b>Course Review</b> |                                                             |



## **IV.18 HR Tools and Techniques**

**[1.5 Credits]**

### **Course Objectives:**

The specific objectives of the course are the following:

1. To understand and learn HR tools and techniques that is used in organizations.
2. To learn to design and implement HR Tools and Techniques for employee development taking into consideration of organizational contexts.
3. To pick up skills that are essential to use various HR tools and techniques to identify, assess and develop competencies in individuals, teams and in organizations

### **Contents:**

#### **1. INTRODUCTION**

1. Concept of HR Tools, What are HR Tools?
2. Role of HR Tools and Techniques in implementing HR systems and practices
3. HR Tools and techniques and achieving high performance

#### **2 HR TOOLS AND TECHNIQUES**

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

#### **3. DESIGNING AND IMPLEMENTING HR TOOLS AND TECHNIQUES**

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

- 1 Designing Tools and techniques for HR
2. Developing implementation parameters and monitoring mechanisms
3. Limitations of tools and techniques in HR

#### **4. DEVELOPING HR SYSTEMS AND TOOLS METRICS**

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

1. Available models
2. HR systems/practices tools metrics
3. Implementing the metrics and HR effectiveness

#### **5 CONCLUSIONS**

1. Contribution of HR tools and techniques
2. Challenges in tailor-making tools and techniques
3. Benchmarking tools and techniques
4. Conclusion

## IV.19 INDUSTRIAL JURISPRUDENCE

[3 Credits]

### Course Objectives:

#### Learning Goals

To induct the students to various legal processes relating to probation, promotions & transfers; statutory vs. non-statutory apprentices; legal rights of employer and workmen; powers of government and adjudicatory authorities and the limitations imposed on them; duties and obligations of employers and employees; remedy & relief; social security and workmen's compensation; strikes, lockouts, gherao & go-slow; principles of interpretation of labour statutes; contract labour vs. outsourcing and other related topics. **On the completion of the course, the students are expected to gain a comprehensive knowledge and reasonable command over all the aspects labour law from the perspective of a practising manager in an industrial context.**

**1. Jurisprudence** (meaning and scope of) – Industrial jurisprudence – principles of Industrial adjudication – Statutory construction – Legal concepts as applied to Industrial Law. Constitution and labour legislation – Conditional Legislation v. Delegated Legislation.

**2. 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 – Social Justice (Distributive vs. Corrective)

#### 3. Canons of Construction

*Legal doctrines and maxims & Interpretation of Statutes:*

Status vs. Contract – Freedom of Contract – Contract of service vs. Contract for service – Notional 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? – *Ultravires* – *Res judicata* – *Ejusdem generis* – *Noscitur a sociis* – doctrine of “relation back” – *casus omissus* – question of fact vs. question of law – substantial question of law – waiver vs. estoppel – doctrine of implied power – doctrine of implied repeal – *mens rea* and its application to industrial law – *generalia specialibus* vs. *leges posteriors* rule

#### 4. Rules of Interpretation of Definition clauses & Words and Phrases

Word vs. Meaning – same “expression” occurring in the same section, same Act and cognate Acts: How to interpret? – Text vs. Context – *contemporanea expositio*: its meaning and application – change in interpretative trends

#### 5. Judicial Disposition

Judicial Precedent – *Ratio decidendi* – *Obiter dicta* – *Stare decisis* – Mischief Rule – Rule of Hard cases – Judicial hierarchy & Judicial discipline – Judicial Activism – Judicial inconsistency & unpredictability.

## IV.20 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

[3 Credits]

### Course Learning Goals:

The primary learning goal of the course is to elevate student's global thinking, multi – cultural sensitivities, and leadership capability to drive the planning, design, and delivery of talent management investments and practices in the highly complex multi - national environment. Assigned readings, reflections, and case study exercises will deepen participant's awareness of multi –cultural issues, diverse stakeholder interests, and cross – border communication challenges which need to be analyzed and addressed through system thinking and robust HRM governance. They will grow in their professional appreciation for business-driven management of the constant, often conflicting, interplay between global standardization and local adaptation of HRM policies, practices, and communication approaches. They will perceive the need to acknowledge cultural differences and take steps to make them discussable and useable. The course content will build a platform on which each student can deepen and broaden his/her perspectives on the global - local talent management decision making process. The study of global company approaches will sharpen their ability to analyze situations from diverse viewpoints and to communicate effectively across different cultures and countries strategy driven values, norms, and HRM choices. Students will come to realize that one's own peculiar way of managing people is neither universally better nor worse than others - just different and likely to exhibit strengths and weaknesses, particularly abroad. They will also come to realize that a company's foreign subsidiaries may prefer other ways to manage people – ways that are neither intrinsically better nor worse, but possibly more effective locally. Applying proven global people management models to various business dilemmas during the course, students will gain self confidence in their ability to team with line leaders to identify global performance opportunities, prioritize global / local HR investments, and build high return people development and engagement systems in all geographies. They will become familiar with the technical tools, functional processes, and social mechanisms utilized by successful global organizations to manage the people risks and opportunities associated with 21st century talent markets, comparative industrial systems, and country specific business realities.

### Course Learning Metrics:

Class participation and case study exercises will be evaluated on the following criteria:

- Level and quality of student participation in solving assigned global people challenges with an emphasis on communications, managing multi – cultural issues and addressing various stakeholder needs.
- Persuasiveness of assigned business memos to senior leaders analyzing and recommending HRM solutions to specific business contexts.
- Quality of recommendations on the selection and management of personnel for cross – border assignments.
- Ability to facilitate HRM decision making forums wherein global managers diagnose, design, and agree upon people projects and practices (and, later measure success).
- Professional and business driven application of system thinking, global insights, and global – local decision models to HRM choices confronting presented multi-national corporations.

Exam #1 and Exam #2 will be evaluated on the following criteria:

- Quality of the student proposed people management solutions to the presented global business problems.
- Specific identification and addressing of relevant cultural issues, communication challenges, stakeholder expectations, and implementation risks involved.
- Business memo styled communication with strong attention to situation analysis, issues identification, and demonstrated “fit” of recommendations as pragmatic business solutions to presented global problems

Board of Directors Presentation Projects will be evaluated on the following criteria:

- ✓ Quality and innovation in team presentations communicated to the Board of Directors (rest of class) recommending a set of HRM investments and tools needed to execute the assigned global business plans.
- ✓ The depth of systems thinking in the identification of business issues and recommended people solutions for these issues.

- ✓ Involved multi – cultural issues, desired global mindsets, and necessary cross cultural communications highlighted as “shapers” of the solutions in the presentations. Design and delivery of necessary control and
- ✓ Coordination mechanisms, including cultural controls, to achieve desired Outcomes.



## IV.21 LABOUR LAW APPLICATIONS

[3 Credits]

### Learning Goals:

To induct the students to the Application of the Industrial Relations Law with special reference to discharge, dismissal, termination and retrenchment in general, and disciplinary action and the process of domestic enquiry, in particular, with special focus on s. 33 of IDA, which is the most complex provision of the entire IR law. On the completion of the course, the students are expected to gain a reasonable command over all the aspects such as (i) drafting skills; (ii) ability to conduct a domestic enquiry, and (iii) methodology involved in handling normal discharge and dismissal, apart from the cases falling u/s. 33 and the legal and IR implications of different types of termination.

### Topics:

1. Basic concepts of Law in so far as they are relevant to Labour and Industrial Law
2. Types and sources of the Termination of the contract of employment and the procedure to be followed, the rights and duties of the parties, the pitfalls in the process and the legal and IR implications - The Concept of Retrenchment – Managerial and Legislative reference
3. Distinction between S. 33(1) and 33(2)? Distinction between S. 33 & S. 10 - How does S. 33-A operate? Distinction between s. 33A & s. 10 in terms of the scope of powers of the authority?
4. Distinction between S. 33C (1) & 33C (2) – Scope of enquiry under S. 33-C (2) as compared to S. 10 (1).
5. Discipline - Introduction - common law right of employers - the nature of restrictions imposed on the common law right to terminate - rights of workmen u/s. 2-A of the ID Act - Nature of powers conferred on the adjudicators u/s. 11-A - misconduct - misdemeanor - carelessness - standing orders – misconduct: classification
6. Disciplinary proceedings: Preliminary enquiry - Charge-sheet: its nature, scope and criticality - 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 - proceedings vs. findings - closing of enquiry proceedings - findings or report of the EO; need for, and importance of.
7. S. 2-A. & S. 11-A: “materials on record” - right to adduce evidence before tribunal
8. Principles and practice of drafting – Exercises.

## **IV.22 MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT**

**[4.5 Credits]**

### **Course Objectives:**

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

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

### **Sessions and Topics:**

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

## IV.23 MANAGERIAL COUNSELLING

[3 Credits]

### Objective:

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

### Content:

1. Introduction to basics of counseling processes
2. Recapitulation of the basics of important schools of counseling
3. Essential Skills for counseling:
  - Identification of stages of counseling: feelings & contents
  - Empathy, Listening & Responding & Effective Feedback
  - Specific Processes and Techniques involved in the different schools of counseling
  - Identifying one's own strengths and weaknesses in rendering counseling service & Future plans for oneself

### METHODOLOGY

- The participants will be divided into groups of three each. These groups will be addressed as **Triads**.
- Each triad shall identify a school of counseling in which they would like to specialize and pursue further.
- Each triad is expected to identify a minimum of five cases in the school of thought, which they choose to work on and facilitate analyzing those cases in the class for the benefit of others so that other group members too get an exposure to various schools of counseling techniques as part of this course. The cases chosen must be made available to all in the class.
- Besides, each triad would work through few important personal issues in their respective triads outside the class hours: Each member's role and his or her experiences in the triad as counselor, counselee, & observer should be highlighted and submitted as part of the Internship Report:
  - a. While counseling each other in the triad
  - b. The difficulties encountered,
  - c. The effectiveness and/or ineffectiveness of the counseling rendered to each other
  - d. Logging of the time of each counseling session, the stages reached and action plans developed must be reflected in that report. (A minimum of thirty hours is expected to be put in by each triad for this purpose: that is five to six hours of counseling should have gone in this part of exercise by each individual.

*This paper will be submitted to the facilitator only – CONFIDENTIALITY IS THE VIRTUE WHICH WILL BE MAINTAINED AT ANY COST BY THE FACILITATOR AND THE SAME IS EXPECTED OF THE MEMBERS IN THE TRIADS AS WELL AS AMONG OTHERS IN THE CLASS).*

## IV.24 MANAGING DIVERSITY IN THE WORKPLACE

[3 Credits]

### Course Objectives:

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

### Detailed Session-wise Course Outline

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

|       |                                                                                                                       |                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5-6   | Foundation Building: Understanding and Valuing Workplace Diversity at the Group and Organizational Levels of Analyses | <b>E:</b> Group Identity in the Self-Concept                                                                                                                                                                                                                                                                            | <b>R:</b> Cultural differences from Cox, Taylor Jr. (1993).<br><b>R:</b> Inter-group conflict from Cox, Taylor Jr. (1993).<br><b>R:</b> Informal integration from Cox, Taylor Jr. (1993).<br><b>R:</b> Institutional bias from Cox, Taylor Jr. (1993).                                                                                                                                                                                                                                                                                                          |
| 7-9   | Diverse leadership styles: the impact of gender and culture: Do Men and Women Lead and Manage Differently?            | <b>C:</b> Leaving<br><br><b>D:</b> Robert Shrank (1994). "Two Women, Three Men on a Raft," Harvard Business Review, May-June.<br><br><b>D:</b> Eliza Collins (1982). "The Entrepreneur Sees Herself as a Manager: An Interview with Lore Harp," Harvard Business Review, July-Aug.<br><br><b>E:</b> Communications Quiz | <b>AR:</b> Gary Powell (1990). "One More Time: Do Female and Male Managers Differ?" Academy of Management Executive, Aug.<br><br><b>AR:</b> Martine Duchalet (1998). "Cultural Diversity and Management/Leadership Models," American Business Review: 16(2), 96-99.<br><br><b>AR:</b> Victoria Parker and Kathy Kram (1993). "Women Mentoring Women: Creating Conditions for Connection," Business Horizons, March-April, 42-51.<br><br><b>AR:</b> Rigg, C. & Sparrow, J. (1994). Gender. Diversity and Working Styles, Women in Management Review, 9(1), 9-16. |
| 10-11 | Breaking Through Glass Ceiling                                                                                        | <b>C:</b> Differences at work: Jenny<br><br>C: Fred Smith                                                                                                                                                                                                                                                               | <b>AR:</b> Lauren Strach and Linda Wicander (1993). "Fitting In: Issues of Tokenism and Conformity for Minority Women," SAM.<br><br><b>AR:</b> Lisa Mainiero, Addie Williamson, and Gail Robinson (1994). "Getting Anointed for Advancement: The Case of the Executive Women," Academy of Management Executive                                                                                                                                                                                                                                                  |

|       |                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                  |
|-------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12    | Sexual Harassment                                                                              | <p>C: How Normal is Normal? The Mitsubishi Motors Sexual Harassment Case</p> <p><b>D:</b> Joan Magretta (1997). "Will She Fit In?" Harvard Business Review, March/April 1997.</p> <p>C: Lonestar</p> <p>D: Managing Romance in the Office</p> <p><b>C:</b> BC Metal</p>                                                                                                                         |                                                                                                                                                                                                                                  |
| 12    | Race and Racism in the workplace and Affirmative Action                                        | <p><b>C:</b> Differences at work: Erica</p>                                                                                                                                                                                                                                                                                                                                                     | <p><b>AR:</b> Nkomo, S. M. (1992). The emperor has no clothes: rewriting "race" in organizations. Academy of Management Review, 17(3), 487-513.</p>                                                                              |
| 13    | Physical Ability in the Workplace                                                              | <p><b>D:</b> Richard Tedlow and Michele Marram (1991). "A Case of Aids," Harvard Business Review, Nov-Dec.</p> <p><b>D:</b> Benson, P. L., Severs, D., Tagenhorst, J., Loddengaard, N. (1980). The social costs of obesity: A non-reactive field study. Social Behavior and Personality, 8, 91-96.</p> <p>C: Disability Issues in the Public Workplace</p> <p>C: Quantum Semiconductor, Inc</p> | <p><b>AR:</b> Stone, D. L. &amp; Colella, A. (1996). A model of factors affecting the treatment of disabled individuals in organizations. Academy of Management Review, 21(2), 352-401.</p>                                      |
| 14    | Sexual orientation in the workplace                                                            | <p><b>C:</b> Differences at work: Emily</p> <p><b>C:</b> Differences at work: Martin</p>                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                  |
| 15-18 | Implementing Diversity: Learning from Best Practices and Avoiding Pitfalls Diversity Scorecard | <p><b>C:</b> Differences at work: Jason</p> <p><b>C:</b> Differences at work: Alex</p> <p><b>D:</b> Diversity Management at Pepsico, Coca-Cola, IBM, JP Morgan</p>                                                                                                                                                                                                                              | <p><b>R:</b> A model to guide organization change from Cox, Taylor Jr. (1993).</p> <p><b>R:</b> Tools for organization development and change from Cox, Taylor Jr. (1993).</p> <p><b>AR:</b> Thomas, D. A. (1989). Mentoring</p> |

|       |                                   |                                                                              |                                                                                                                                                                                                                              |
|-------|-----------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       |                                   | <p><b>E:</b> Creating a personal development plan for continued learning</p> | <p>and irrationality: The role of racial taboos. Human Resource Management, 28(2), 279-290.</p> <p><b>AR:</b> Jessica De Groot (1998). "Work and Life: "The End of the Zero-sum Game," Harvard Business Review, Nov-Dec.</p> |
| 19-20 | Students' Presentation & Feedback |                                                                              |                                                                                                                                                                                                                              |



## IV.25 MANAGING REDUNDANCY

[3 Credits]

### Course Objectives:

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

The course aims at

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

### Topics

What is redundancy?

- ✓ Causes / Sources of Redundancy
- ✓ Government Policy and Redundancy

Impact of Redundancy on Organization, Employees and Society

- ✓ Exiting and Existing Employees
- ✓ Ethical Dimensions
- ✓ Employee Collectives and their Reactions

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

- ✓ NRF in India
- ✓ Social Security Systems around the World

Managing Redundancy

- ✓ Planning, Implementation and Follow up
- ✓ Law and Redundancy, Various Cases (and judgments)

Beyond Redundancy

- ✓ Alternatives to Managing Redundancy and their Relevance to Indian Context.

Concept of –death and Resurrection in HRM

- ✓ Managing Death in Organizations
- ✓ Implication of this concept on organization (management) / government (society) and employees (collectives)

## IV.26 MEASURING HR

[1.5 Credits]

### Course Objectives:

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

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

Apart from stated objectives, following are learning goals:

- ✓ To help the participants in developing HR matrices to measure its processes and practices (effectiveness of recruitment strategies, training effectiveness, ration analysis, cost-benefit analysis, etc.).
- ✓ To expose participants to predictive analytics (using past data to predict future outcomes, use of statistical tools & methods) in HR.
- ✓ To illustrate how People, HR strategies, and performance are inter-linked.
- ✓ To equip the participants with knowledge of HR tools and techniques required for developing HR dashboard.

| SESSION | Topic                                                                                                | Reading/s                                                                                                                                                                                                                                                                                                             |
|---------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | <b>Introduction to HR Analytics</b>                                                                  | Chapter 1, 2 & 3 of RTB2<br><b>HBR Article:</b><br>Delivering Strategic Human Resource Management<br>Cost-Benefit Analyses for HR Interventions<br><b>Research Article:</b><br>Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR?. <i>Human Resource Management Review</i> , 25(2), 188-204. |
| 2       | <b>Analytical Foundations of HR Measurement</b>                                                      | Chapter 2 & 3 of RTB1<br>Chapter 4 & 5 of RTB 2<br><b>Case:</b> Edge Networks: Making HR Intelligent                                                                                                                                                                                                                  |
| 3       | <b>a. Quantitative Techniques</b><br>I High Cost of Employee Separation                              | Chapter 5 & 6 of RTB1<br>Chapter 6 of RTB 2                                                                                                                                                                                                                                                                           |
| 4       | II <i>Measuring Effectiveness of Recruitment Process</i>                                             | Chapter 8 & 10 of RTB 1<br><b>Case:</b> Talent Acquisition Group at HCL Technologies: Improving the Quality of Hire Through Focused Metrics                                                                                                                                                                           |
| 5       | III <i>Measuring Effectiveness of Training Programs</i>                                              | Chapter 11 of RTB 1                                                                                                                                                                                                                                                                                                   |
| 6       | IV <i>Measuring Attitude of Employees and Other HR Outcomes</i>                                      | Chapter 5 & 6 of PTB1<br><b>Case:</b> Money Cash Flow Inc.: HR Analytics Applied to Employee Retention and Well Being Issues (A) & (B)                                                                                                                                                                                |
| 7       | <b>b. Qualitative Techniques to Analyze Data</b><br>□ Content Analysis<br>□ Sentiments Analysis (SA) | In class Exercise ( <i>Writing HR Blogs, Analyzing Blogs Using Sentiments Analysis, Analyzing Qualitative Data Collected Through Interviews &amp; Focus Group Using Content Analysis</i> )                                                                                                                            |

|    |                                                                                              |                                                                                                                                |
|----|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| 8  | <b>Application of statistical tools</b><br><i>(using dummy data)</i>                         | SPSS & PLS-SEM Analytical Tools                                                                                                |
| 9  | <b>Practicing use of HR measures learnt in course through data gathered from e-resources</b> | Descriptive and Predictive Analysis <i>(Multiple Regression, Partial Least Square Structural Equation Modelling (PLS-SEM))</i> |
| 10 | <b>Group Proposal Presentations</b>                                                          |                                                                                                                                |



## IV.27 OCCUPATIONAL TESTING

[3 Credits]

### Objectives:

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

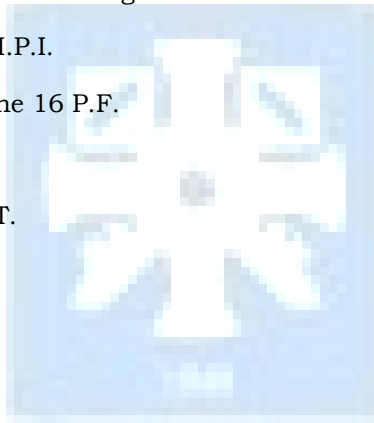
To provide a theoretical background for supplementing the understanding of psychological assessment.

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

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

### Topics:

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



## IV.28 ORGANISATIONAL CHANGE AND DEVELOPMENT

[3 Credits]

### Learning objectives:

By end of the course, you will be able to

- ✓ Understand the skills and strategies needed to design and implement effective change
- ✓ Understand theories about individual and organisational change
- ✓ Learn organisation development tools to supplement change initiatives

| Session | Topic                                                 | Assigned Case /Readings                                                                                                                                                                                                                                                                                                                                                             |
|---------|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | Introduction to Organizational change and development | <ul style="list-style-type: none"> <li>•Vosburgh, R. M. (2007). The evolution of HR: Developing HR as an internal consulting organization</li> <li>•What a difference a word makes: Understanding threats to performance in a VUCA world</li> </ul>                                                                                                                                 |
| 2       | Process of Organisational Change                      | Case: Radio Station WEAA: Leading in a challenging situation<br><ul style="list-style-type: none"> <li>• Leading change: Why transformation efforts fail by John P. Kotter</li> <li>• The change leader's roadmap how to navigate the complexities of your organization's transformation by Linda Ackerman Anderson and Dean Anderson</li> </ul>                                    |
| 3and4   | Organisational Diagnosis                              | <ul style="list-style-type: none"> <li>• Case: Ingersoll Rand: Creating Effective Engineering and Technology Centers (A)</li> <li>• Using fishbone analysis to investigate problems</li> <li>• The Congruence Model: A Roadmap for Understanding Organizational Performance</li> <li>• The Star Model TM: A Framework for Decision Making by Amy Kates; Jay R. Galbraith</li> </ul> |
| 5       | Understanding Power and Politics                      | <ul style="list-style-type: none"> <li>• Case: Donna Dubinsky and Apple Computer, Inc. (A)</li> <li>• Exercise influence without formal authority</li> </ul>                                                                                                                                                                                                                        |
| 6       | Communicating for change                              | <ul style="list-style-type: none"> <li>• The role of organizational leaders in employee emotion management: A theoretical model by Seth Kaplan; Jose Cortina; Gregory Ruark; Kate LaPort; Vias Nicolaides</li> </ul>                                                                                                                                                                |
| 7       | The role of emotions in a change process              | <ul style="list-style-type: none"> <li>• The role of organizational leaders in employee emotion management: A theoretical model by Seth Kaplan; Jose Cortina; Gregory Ruark; Kate LaPort; Vias Nicolaides</li> </ul>                                                                                                                                                                |
| 8and 9  | Strategies for managing change                        | Change Management Simulation ( Readings to be distributed before the session )                                                                                                                                                                                                                                                                                                      |
| 10      | Project Discussion , Mid Course Review Session        | Detailed Project Plan to be prepared by each group by this time.                                                                                                                                                                                                                                                                                                                    |
| 11      | Organisational Change in a start up                   | <ul style="list-style-type: none"> <li>• Case: Henry Silva: Aspiring change agent for a start-up company</li> <li>• How your leadership has to change as your startup scales by</li> </ul>                                                                                                                                                                                          |

|       |                                                                                         |                                                                                                                                                                                                                                                                                                                                                                |
|-------|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       |                                                                                         | <p>Jeffery Hull</p> <ul style="list-style-type: none"> <li>• Surviving a start-up's transition from projects to processes by Derek Lidow</li> </ul>                                                                                                                                                                                                            |
| 12    | Change in Government Sector / Mergers and Acquisitions                                  | <ul style="list-style-type: none"> <li>• Modi is silently, and perhaps irreversibly, transforming a critical area: India's bureaucracy</li> <li>• Change Management in mergers &amp; acquisitions - how to improve integration performance by Mads Hjort Lund &amp; Claus Fjelding Whitt</li> </ul>                                                            |
| 13    | Measuring and Changing Organizational Culture                                           | <ul style="list-style-type: none"> <li>• An introduction to changing organizational culture by Cameron &amp; Quinn</li> </ul>                                                                                                                                                                                                                                  |
| 14    | Managing Leadership Talent – A short session on Talent Management for Change            | <ul style="list-style-type: none"> <li>• Case: Leadership Development Perk or Priority?</li> <li>• Growing business talent as if your business depended on it by Jeffrey M. Cohn,</li> </ul>                                                                                                                                                                   |
| 15    | Evaluating Change Initiatives                                                           | <ul style="list-style-type: none"> <li>• Measuring the effectiveness of change – The role of internal communication in change management</li> <li>• Data can do for Change Management what it did for Marketing by Michael L. Tushman, Anna Kahn, Mary Elizabeth Porray, and Andy Binns</li> </ul>                                                             |
| 16-17 | Leveraging Knowledge from the field of Organizational Development in the change process | <ul style="list-style-type: none"> <li>• Organization Development: Chapter 10 (McCalman, Paton, &amp; Siebert)</li> <li>• Strategic Planning Interventions: Chapter 7 (Michael A. Beitler)</li> <li>• Human Process Interventions: Chapter 10 (Michael A. Beitler)</li> <li>• Management Development Interventions: Chapter 11 (Michael A. Beitler)</li> </ul> |
| 18    | Appreciative Enquiry                                                                    | <ul style="list-style-type: none"> <li>• Positive Problem Solving: How Appreciative Inquiry Works</li> </ul>                                                                                                                                                                                                                                                   |
| 19    | Group Project Presentations                                                             | <ul style="list-style-type: none"> <li>• Presentation time per group - 10 mins</li> </ul>                                                                                                                                                                                                                                                                      |
| 20    | The future of Organizational Change ; Recap and Integration                             | <ul style="list-style-type: none"> <li>• The organization of the future: 2017 Deloitte Global Human Capital Trends</li> <li>• Fooled by Experience by Emre Soyer; Robin M. Hogarth</li> </ul>                                                                                                                                                                  |

## IV.29 PARTICIPATIVE MANAGEMENT

[1.5 Credits]

### Objectives:

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

### Topics:

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

## IV.30 PRINCIPLES OF LABOUR ADMINISTRATION

[3 Credits]

### Course Objectives:

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

- ✓ To help the students to comprehend the system of labour administration that is designed to promote a sound governance of industrial and human relations;
- ✓ To familiarize the students with the administration of labour laws in India at the Central and State levels;
- ✓ To enhance their understanding on functioning of labour related departments, institutions that enforce various labour laws in India;
- ✓ To help them to appreciate the role of labour administration in promoting labour welfare, several forms of security such as occupational health, social security and through workers' education a committed and responsible workforce and workers' organizations

### Topics:

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

## IV.31 ROLE OF HR IN KNOWLEDGE MANAGEMENT

[1.5 Credits]

### Course Objectives:

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

### Topics:

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

## IV.32 SELECTION

[1.5 Credits]

### Course Objectives:

Organizations serious about obtaining profits through people will expend the effort needed to ensure that they select the right people. The organization needs 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:

1. The process of identifying job performance dimensions that are the basis for knowledge, skills and abilities required to perform the job assigned,
2. The process of assessing knowledge, skills and abilities required to perform the job assigned,
3. The process of incorporating knowledge, skills and abilities that are required for job performance, in the recruitment and selection measures and,
4. The process of developing some of the assessment devices those aim at assessing the knowledge, skills and abilities of the applicants in selection

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

### Session Topics and Readings:

#### 1. The Nature of Staffing

Readings:

1. Heneman and Judge: Staffing Models and Strategy

#### 2. Recruitment and Selection: An Overview

Readings:

1. Heneman and Judge: External Recruitment

#### 3. Application Form

Readings:

1. Heneman and Judge: External Recruitment: External Selection 1

#### 4. Ability Tests

Readings:

1. Heneman and Judge: External Recruitment: External Selection II Prof. M. Srimannarayana XLRI

#### 5. Personality Assessment in Selection

Readings:

1. Heneman and Judge: External Recruitment: External Selection II

#### 6. Performance Tests and Work Samples in Selection

Readings:

1. Heneman and Judge: External Recruitment: External Selection II

#### 7 Selection Interview

Readings:

1. Heneman and Judge: External Recruitment: External Selection II

#### 8 Selection Decision Making and Final Match

#### 9&10 Case Presentations

## IV.33 STRATEGIC HUMAN RESOURCE MANAGEMENT

[3 Credits]

### Course Description & Objectives:

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

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

SESSION PLAN *(Cases can be changed based on requirements)*

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

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

## IV.34 SUSTAINABLE HUMAN RESOURCE MANAGEMENT

[3 Credits]

### Course Description & Objectives:

The course attempts to inspire students to engage in Sustainable HRM theories and practices to strategically achieve corporate sustainability business strategy for the common good of the society. In sustainable HRM, the notion of business success is extended beyond financial performance to simultaneously achieve human/social and ecological sustainability outcomes based on a paradox perspective. The course is based on research and insights from diverse fields, including sustainable HRM, green HRM for environmental management system, corporate sustainability, corporate social responsibility, strategic HRM and institutional theory.

- To help the participants in developing understanding of the conceptual foundations and practice of Sustainable Human Resources Management (S-HRM) in organizations.
- To expose participants to various Sustainable HRM (S-HRM) practices such as recruitment, performance management, compensation management, training and development while highlighting its linkage with human, social and environmental goals.
- Examine and explore the difference between strategic HRM (SHRM) and sustainable HRM (S-HRM).
- Critically review research and practices about the complexities of sustainable HRM (S-HRM) for enhancing corporate sustainability.
- Exploring the concept of Green HRM (G-HRM).

### SESSION PLAN

#### Sessions 1 & 2

##### Module I: Evolution of HRM & S-HRM

- Defining S-HRM
- Failure of existing HR models
- Phases of HR evolution
- Future of HR

#### Session 3

##### Module II: Introduction to S-HRM

- Need of sustainable HR system
- Negative impact of existing HRM practices on society, environment and human beings
- Triple bottom line approach
- Increasing health and occupational hazards at workplace
- Depleting human resources

#### Session 4

##### Module III: Theoretical Bases of S-HRM

- Stakeholder theory
- Corporate citizenship
- Institutional theory
- Competitive advantage through Sustainable-HRM system
- ROC –Model
- Ethical positions of firms (ego, benevolence, principled)
- Corporate social responsibility (CSR)

#### Sessions 5 & 6

##### Module IV: Developing context for S –HRM

- Sustainable work system
- Sustainable organizational culture
- Sustainable leadership
- Creating ethical climate at workplace: Contribution of HRM practice

**Session 7****Module V:** Characteristics of S-HRM

- Defining sustainable recruitment & selection
- Sustainable PMS
- Sustainable rewards management
- Sustainable career management

**Session 8****Module-VI:** Impact of S-HRM system on various organizational outcomes

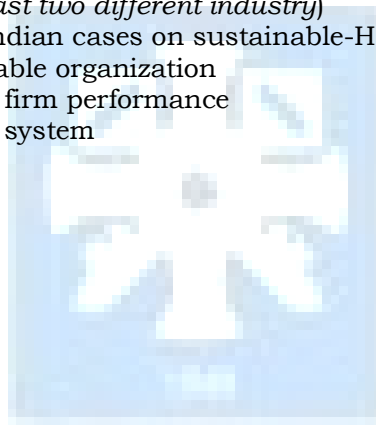
- Impact on employer branding
- Physical & Psychological wellbeing of human capital
- Durable access to human resources

**Sessions 9 & 10****Module VII:** Green HRM & Its impact on organizational/individual outcomes

- Green Recruitment & Selection
- Green Performance management system
- Green Compensation
- Green job involvement
- Challenges in creating green organization through HRM practices

**Sessions 11, 12 & 13****Model VIII:** Guest lectures (*from at least two different industry*)

1. Industry evidence of S-HRM (Indian cases on sustainable-HRM practices)
2. Challenges in creating sustainable organization
3. Impact of sustainable-HRM on firm performance
4. Tools to create sustainable HR system



## IV.35 TAXATION

[1.5 Credits]

### Objective:

#### Learning goals

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

(A) To acquire functional knowledge of income tax laws relating to taxation of salaries and other incomes which normally accrue to salaried employees

(B) To develop decision making skills involving real life taxation issues

(C) To develop communication skills in relation to handling tax related issues for corporates as well as salaried employees.

A. This is a program on tax laws and accordingly it is essential to acquire a functional knowledge of basic concepts of tax laws and accepted practices in relation to salary and other incomes of salaried employees as laid out in tax acts, rules, notifications and decisions of various courts dealing with tax litigation and to develop familiarity with legal language used in tax statutes

B. With knowledge of taxation laws so acquired, the students will be required to apply the provisions of tax statutes to take decisions in real life situations involving taxation of salaried employees. The students will be expected to do tax computation, calculate advance tax and final tax liability and evaluate tax impact of financial decisions. The course will not, however, involve extensive arithmetical computations and numerical exercises though simple computations will be essential for better understanding of concepts, for grasping the tax implications of various provisions of laws and for tax planning exercises involving what-if analysis.

C. The participants must develop written and oral communication skills to communicate with management/ employees at her/his workplace to explain the logic behind specific management decisions, impact of tax provisions on cost to the company/ incomes of employees/ tax deductions etc. and for handling various tax management/ compliance issues.

#### Program Coverage:

*This program will cover, with reference to salaries and other incomes which normally accrue to salaried employees, the current provisions of Income Tax Act and Rules as updated till May 2018, relevant circulars/notifications issued by Central Board of Direct Taxes (CBDT) and decisions of landmark court cases.*

#### Coverage: Classroom sessions – 15 hours

*Topics to be covered during 10 classroom sessions*

Law relating to taxation of salaries including

- Residence status (resident, non-resident etc.)
- Taxation of allowances, Perquisites, Exempted/ Tax-free Incomes
- Cafeteria menu management for allowances and benefits
- Taxation of Retirement/ Terminal benefits
- Tax planning for housing accommodation – own house, house purchased on loan, house on rent/lease
- Deductions and Rebates
- Taxation of ESOPs
- Basics of House Property income
- Long term and short-term capital gains from shares, other assets
- Income from other sources - Taxation of gifts, taxation of other incomes
- Take-home-pay, Tax deduction at source, Advance tax
- Tax planning from employee's perspective
- Tax planning from employer's perspective
- Evaluation of compensation packages
- Tax Computation, Online filing of return of income
- How to save tax – realities, myths and mysteries

## IV.36 TRAINING AND DEVELOPMENT

[3 Credits]

### Course Objectives:

The specific objectives of the course are as follows:

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

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

### Sessions Topics & Readings:

#### 1-2 Human Resource Development

Readings:

1. TV. Rao, Raja Rao & Taru Yadav: A Study of HRD Concepts, Structure of HRD Departments, and HRD Practices in India
2. ATD Global Trends in Talent Development 2015
3. ASTD Competency Study 2013: The ASTD Competency Model

#### 3 Training and development: Introduction

Readings:

1. Chapter 1&2 of Noe
2. Hedell C: Instructional Systems Development and ADDIE Model
3. Case Discussion: Tata Consultancy Services: A systems Approach to HRD

*Group 1 2*

#### 4-5 Needs Assessment

Readings:

1. Chapter 3 of Noe
2. Goldstein: The Needs Assessment Phase
3. Case Discussion (Session 5): Re-imagining Crotonville: Epicenter of GE's Leadership Culture  
(A) *Group 2*

#### 6 Objective Setting

Readings:

1. Hodell C: Mastering Objectives
2. Case Discussion: Linear Network System

#### 7-8 Program Design and Learning Theory

Readings:

1. Chapter 4 of Noe
2. Lynton & Pareek: Designing the Program
3. Case Discussion (Session 8): Improving Customer Service in Sunpharma Pharmacies. *Group 3*
4. Case Discussion (Session 8): Sales Force Training at Arrow Electronics *Group 4*

#### 9-10 Training and Development Methods

Readings:

1. Chapter 7, 8 &9 of Noe
2. Case Discussion (Session 9): Leadership Development at Goldman Sachs

*Group 5*

#### 11-12 Learning Styles and Training Styles

Readings:

1. ASTD: Basic Training for Trainers

### **13 Transfer of Training**

Readings:

1. Chapter 5 of Noe
2. Case Discussion: Mid-Atlantic Professional Development center: Lengthening the half-life of learning *Group 6*

### **14-17 Training Evaluation: ROI Process Model**

Readings:

1. Chapter 6 of Noe
2. Jack J. Phillips: Developing a Result-Based Approach
3. Jack J. Phillips: The ROI Process Model
4. Case Discussion (Session 16): Using Action Plans to Measure Return on Investment *Group 7*
5. Case Discussion (Session 16): Improving Customer Service Skills *Group 8*
6. Case Discussion (Session 17): Measuring the ROI of a Coaching Intervention *Group 9*
7. *Case Discussion* (Session 17): Eyes of Janus: Evaluating Learning and Development at Tata Motors *Group 10*

### **18-20 Alternatives to Classroom Training**

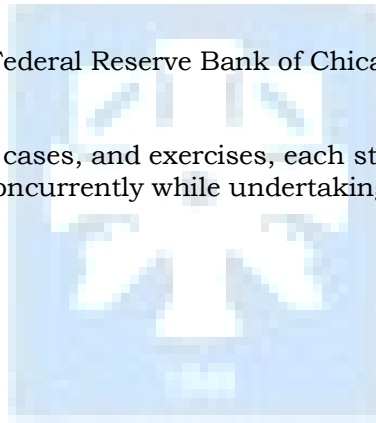
Readings:

1. ASTD: Alternatives to Classrooms
2. *Case Discussion* (Session 20): Developing Professionals – The BCG way

*Group 11*

3. *Case Discussion* (session (20): The Federal Reserve Bank of Chicago's Mentoring Program (A) *Group 12*

**Methodology:** In addition to lectures, cases, and exercises, each student is expected to apply the knowledge gained in this course concurrently while undertaking the group project.



## V INFORMATION SYSTEMS

### V.1 BLOCKCHAIN APPLICATION FOR MANAGERS

[1.5 Credits]

#### Course Description & Objectives:

The course provides understanding and application of Blockchain technology from a manager's perspective.

The Course intends to equip future and present managers with the relevant and requisite knowledge about Blockchain, one of the disruptive technologies today, and various known use cases of Blockchain in industry. This will enable students to make a strategic choice of whether, where and how to implement Blockchain in their industry and derive business benefit from such implementation. This Course will also provide them the knowledge to assess the challenges in implementing Blockchain and suggest means to overcome such challenge. While the students will be given an exposure to the technology backbone of Blockchain, the objective of this Course is not to deep dive into the technology of Blockchain. Rather, the objective is to critically evaluate the applicability of Blockchain in various use cases in industry, possible benefits and challenges around such implementation.

#### Course Topics

| Session No. | Topic                                                                                                                                                               | Text Book Chapters         |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| 1.          | History and evolution of Blockchain<br>How Blockchain in different from other enterprise applications like ERP                                                      | BFD– Chapter 1             |
| 2.          | Blockchain Technology Fundamentals                                                                                                                                  | BFD – Chapter 2            |
| 3.          | Blockchain Technology Fundamentals<br>Blockchain Technology Landscape                                                                                               | BFD – Chapter 3            |
| 4.          | Use Cases – Application of Blockchain in Supply Chain                                                                                                               | BFD – Chapter 16           |
| 5.          | Use Cases – Application of Blockchain in Manufacturing                                                                                                              | BFD– Chapter 16            |
| 6.          | Use Cases – Application of Blockchain in Health and Public Services                                                                                                 | BFD – Chapter 15           |
| 7.          | Use Case – Application of Blockchain in Financial Sector<br>Overview of Cryptocurrency, Policy of different countries on acceptance and legality of Crypto currency | BFD– Chapter 12, Chapter 4 |
| 8.          | Use Case Modelling Using IBM Bluemix Hyperledger                                                                                                                    | BFD – Chapter 11           |
| 9.          | Use Case Modelling Using IBM Bluemix Hyperledger                                                                                                                    | BFD– Chapter 11            |
| 10.         | Challenges in implementing Blockchain                                                                                                                               |                            |

**Text Book**

Blockchain for Dummies (BFD) by Tiana Laurence

**Reference Books**

- Blockchain for Business: A Hands-on approach: Understand the Technical Principles of Blockchain, and learn how to build Successful Business Models based on this technology (TRENDS Book 2) by Bert Langa
- Hands-On Blockchain with Hyperledger: Building decentralized applications with Hyperledger Fabric and Composer by Salman Baset (Author), Luc Desrosiers (Author), & 4 More
- Blockchain Applications: A Hands-On Approach by Arshdeep Bahga (Author), Vijay Madiseti (Author)

**Pedagogy**

The Course will be taught through

1. A series of classroom lectures focusing on principles of Blockchain and its use cases
2. Modelling Blockchain Use Cases using pre-configured platform like IBM Hyperledger platform in IBM Bluemix



## V.2 BUSINESS AND DATA COMMUNICATIONS NETWORKS

[3 Credits]

### Objectives:

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

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

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

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

### Topics:

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

## V.3 BUSINESS INTELLIGENCE AND DATA MINING

[3 Credits]

### Objective:

Information is one of the most valuable assets of an organization, and when used properly can assist intelligent decision-making that can significantly improve the functioning of an organization. As computerized systems have spread throughout all facet of business, the amount of data collected has exploded. These will be useless without an effective way to access and synthesize vast amounts of information and knowledge. Business Intelligence allows information to be easily and effectively accessed for decision-making activities. Data mining is the process of shifting through the mass of organizational data to identify patterns critical for decision support. This course focuses on basic and advanced data mining, predictive modeling and AI-based web-intelligence tools to make best possible decisions from a large amount of datasets. Methods will be covered both at a theoretical level, and in terms of how to analyze them using R.

### Course Schedule:

| Session | Topic                                                                                                                                                     |                                                                                  |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| 1.      | Introduction to BI                                                                                                                                        |                                                                                  |
| 2.      | Data warehousing and Business Intelligence                                                                                                                |                                                                                  |
| 3.      | OLTP and OLAP                                                                                                                                             |                                                                                  |
| 4.      | Data Management in Big Data Era                                                                                                                           | <i>Case: Continental Airlines Takes Off with Real-time Business Intelligence</i> |
| 5.      | Data Analytics Lifecycle                                                                                                                                  | Chapter 2 [4]                                                                    |
| 6-7.    | Data Mining – Data preparation                                                                                                                            | Chapter 1-4 [1]<br>Chapter 1-2 [1]                                               |
| 8.      | Introduction to Statistical Modelling, Machine Learning                                                                                                   |                                                                                  |
| 9-13    | Supervised Learning using R <ul style="list-style-type: none"><li>• K-NN</li><li>• Decision Tree</li><li>• Neural Network</li><li>• Naïve Bayes</li></ul> | Chapter 3 [2]<br>Case: Bank customer attrition analysis<br>Case: cell2cell       |
| 14.     | Unsupervised learning – Basic concepts and applications                                                                                                   | Chapter 19 [1]                                                                   |
| 15.     | Using Cluster Membership to predict churn                                                                                                                 | Chapter 19[1]                                                                    |
| 16.     | Affinity Analysis                                                                                                                                         | Chapter 23[1]                                                                    |
| 17-18.  | Thinking like a Data Scientist in e-marketplace                                                                                                           | Chapter 9 [3]<br>Case: Bigbasket                                                 |
| 19-20   | Advanced Data Mining: Text Analytics                                                                                                                      | Chapter 9[4]                                                                     |

## V.4 BUSINESS MODELING THROUGH SYSTEM DYNAMICS

[3 Credits]

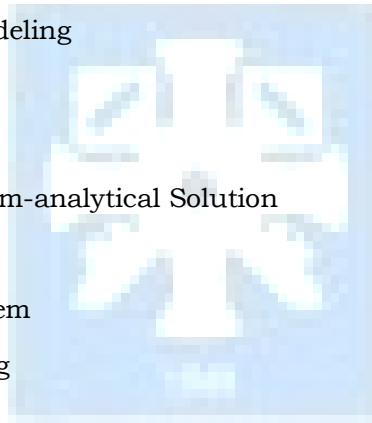
### Objectives:

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

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

### Topics:

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



## V.5 CYBER LAW

[3 Credits]

### Objectives:

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

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

### Topics:

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

## V.6 DATA STRUCTURES

[3 Credits]

### Objectives:

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

### Topics:

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

## V.7 DBMS WITH ORACLE

[3 Credits]

### Objectives:

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

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

### Topics:

#### 1. Database Design

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



#### 2. Database Manipulation

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

## V.8 DECISION SUPPORT SYSTEMS

[3 Credits]

### Course Objectives:

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

### Topics:

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

## V.9 DIGITAL PRODUCT MANAGEMENT: CONCEPT TO COMMERCIALIZATION

[3 Credits]

### Course Objective:

With the advent of digital economy fueled by innovative ecommerce business models like aggregators and platform-based economy, digital assets like websites and mobile apps become core to almost all businesses today. Retail-tech, Fintech, EdTech, Healthtech – a host of businesses have emerged that hinge on conceptualization, design, development, marketing and management of digital products that is central to their businesses.

Most organisations have created and invested on digital product development and management team headed by a Chief Product Officer (CPO). This course is designed to equip students with the strategy, technique and technology management that goes into a successful digital product design and development.

In this course the students will

1. Learn the theoretical construct of developing and managing a digital product (website/ portals/ mobile apps) in a digital economy driven by portals and mobile apps.
2. Learn technology strategy driving development of digital products by organisations.
3. Learn processes, tools and techniques used in design, development, and deployment of products.
4. Learn doing financial evaluation and marketing of digital products.
5. Build a working software product as a minimum viable product.

### Session Plan

| Session | Module                               | Topics                                                                                                                                                                                                                                                                                          |
|---------|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | Digital product management framework | <ul style="list-style-type: none"><li>• Concept of a digital product and its difference with software and physical products</li><li>• Product ownership vs. product management</li></ul>                                                                                                        |
| 2       | Digital product management framework | <ul style="list-style-type: none"><li>• Principles of systems thinking and its application in digital product creation.</li><li>• Systems thinking processes and framework</li><li>• Peter Checkland's SSM Methodology</li></ul>                                                                |
| 3       | Digital product management framework | <ul style="list-style-type: none"><li>• Visualizing Digital Product Creation</li><li>• Translating a digital business idea to a digital product</li><li>• Identifying a Potentially Viable Digital Product Gap</li><li>• Proof of concept, Prototype and Minimum Viable Product (MVP)</li></ul> |

| Session | Module                                                        | Topics                                                                                                                                                                                                                                                                                                          |
|---------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4       | Digital product management framework                          | <ul style="list-style-type: none"> <li>Applying Customer Journey Maps</li> <li>Principles of user experience (UX) and user interface (UI)</li> <li>Krugs Law</li> <li>Jacob Nielson's 10 principles of user interface (UI) design</li> </ul>                                                                    |
| 5       | Digital product management framework                          | <ul style="list-style-type: none"> <li>Developing user stories and conversation</li> <li>Developing use cases &amp; consolidating user stories</li> <li>Customer validation</li> </ul>                                                                                                                          |
| 6       | Learning tools and technology                                 | <ul style="list-style-type: none"> <li>Develop product management roadmap using tools like Prod</li> <li>Balsamiq or Moqup for UX and UI design and wireframe</li> <li>Google Forms and Survey Monkey for customer validation</li> </ul>                                                                        |
| 7       | Learning to develop a working digital product (workshop mode) | <ul style="list-style-type: none"> <li>Students will create wireframes for digital product creation project assigned to them</li> </ul>                                                                                                                                                                         |
| 8       | Learning to develop a working digital product (workshop mode) | <ul style="list-style-type: none"> <li>Understanding use and construct of product requirement documents (PRDs) developed from consolidated use cases</li> <li>Develop product requirement document (PRD) for the project assigned to them</li> </ul>                                                            |
| 9       | Learning tools and technology                                 | <ul style="list-style-type: none"> <li>Website development using tools like WIX</li> <li>Ecommerce portal development using tools like Shopify</li> </ul>                                                                                                                                                       |
| 10      | Learning tools and technology                                 | <ul style="list-style-type: none"> <li>App development using tools like Appy Pie</li> <li>Learn Google Analytics set up for analysing product use metrics</li> <li>Learn building product metric dashboard using tools like Google Data Studio</li> </ul>                                                       |
| 11      | Digital product management framework                          | <ul style="list-style-type: none"> <li>Understand statistical concept of A/B testing and its utility in creating digital products</li> <li>Implement A/B testing for the in-progress MVP using tools like Optimizely</li> </ul>                                                                                 |
| 12      | Learning to develop a working digital product (workshop mode) | <ul style="list-style-type: none"> <li>Build assigned MVP</li> <li>Do customer validation; observe customer</li> </ul>                                                                                                                                                                                          |
| 13      | Learning to develop a working digital product (workshop mode) | <ul style="list-style-type: none"> <li>Define product use metrics</li> <li>Implement measurement of product use metrics using tools like Google Analytics or in-built tools of products like Shopify</li> <li>Design dashboards reporting on product performance using tools like Google Data Studio</li> </ul> |
| 14      | Learning tools and technology                                 | <ul style="list-style-type: none"> <li>Use DevOps for continuous product improvement and deployment</li> <li>Get basic exposure of MS Azure or AWS DevOps for product release</li> </ul>                                                                                                                        |
| 15      | Learning tools and technology                                 | <ul style="list-style-type: none"> <li>Deconstructing the Digital Product</li> </ul>                                                                                                                                                                                                                            |

| Session | Module                                        | Topics                                                                                                                                                        |
|---------|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         |                                               | <ul style="list-style-type: none"> <li>Development and Application Journey through Digital Product Cloning</li> </ul>                                         |
| 16      | Learning tools and technology                 | <ul style="list-style-type: none"> <li>Development and Application Journey through Digital Product Cloning</li> </ul>                                         |
| 17      | Financial considerations for digital products | <ul style="list-style-type: none"> <li>Investment Planning &amp; Development Cost Budgeting</li> <li>Estimating the RoI of Digital Products</li> </ul>        |
| 18      | Financial considerations for digital products | <ul style="list-style-type: none"> <li>Digital Product Funding Lifecycle &amp; Funding Series</li> <li>Pricing &amp; Valuation of Digital Products</li> </ul> |
| 19      | Learning from Practising Product Managers     | <ul style="list-style-type: none"> <li>MVP pitch presentation and evaluation in presence of industry and faculty panel</li> </ul>                             |
| 20      | Learning from Practising Product Managers     | <ul style="list-style-type: none"> <li>MVP pitch presentation and evaluation in presence of industry and faculty panel</li> </ul>                             |



## V.10 LEADING DIGITAL: TURNING TECHNOLOGY INTO BUSINESS TRANSFORMATION

[3 Credits]

### Course Objectives:

Three key messages are woven throughout the course. First, establish habits for keeping up to date on emerging digital technologies (social, mobile, analytics and cloud) relevant to business and to marketing. Second, rise to the challenge of developing strategy to guide tactics. Third, identify data sources that allow you to define and track performance indicators for your digital marketing activities.

1. Creating your Digital Assets that are engaging and user friendly.
2. Establish habits for keeping up to date on emerging digital technologies. Develop creative ideas and convincing arguments about how these innovations will enable new ways of creating value.
3. Developing a basic understanding of digital revolution and write actionable objectives for digital initiatives.
4. How to start off a web-based venture, gain experience driving traffic to a website, critically evaluating what was effective and what was not.
5. Learn how to use web site analytics tools and know how to interpret the data.
6. Leveraging web analytics for attracting customers and boosting revenue.
7. Leveraging the social media to gain visibility.
8. Mobile Machines and the “Internet of Things”

| Course Contents |                                                                                                      |                                                                                                                                 |
|-----------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Session         | Topics                                                                                               | Learning Goals/Dimensions of Learning Goals                                                                                     |
| 1               | Introduction to SMAC stack, background and current status<br><br><b>Case:</b> Orange Mart            | Communication:<br>Ability to effectively listen, inform, or persuade through appropriate medium, achieving the intended purpose |
| 2               | Leading Digital and Digital Mastery<br><br><b>Infrastructure Case:</b> Lemons & Melons Inc.          |                                                                                                                                 |
| 3               | Social Strategies/Social economy that work                                                           |                                                                                                                                 |
| 4 & 5           | Assignment-1: Case discussion & presentation in group<br><b>Case :</b> Volvo & GE                    |                                                                                                                                 |
| 6 & 7           | Mobility<br><b>Case:</b> Zip Dial and EKO                                                            | Continual Process: Cases to be changed/added when the course will be offered                                                    |
| 8 & 9           | Cloud Strategies<br><br><b>Case:</b> Dropbox & Ghaziabad development authority (SAAS implementation) |                                                                                                                                 |
| 10-11           | Analytics – Recommender System<br>Case: Broad vision                                                 |                                                                                                                                 |
| 12-13           | Analytics – Social Network Analytics                                                                 |                                                                                                                                 |

|                                |                                                           |  |
|--------------------------------|-----------------------------------------------------------|--|
| <b>14, 15,<br/>16 &amp; 17</b> | Invited session on Business Analytics/ Big Data Analytics |  |
| <b>18</b>                      | Machine Learning and IoT models                           |  |
| <b>19</b>                      | Digital Transformation                                    |  |
| <b>20</b>                      | <b>Term Project:</b> Multiplier effect of SMAC            |  |



## V.11 ENTERPRISE RESOURCE PLANNING

[3 Credits]

### Course Objectives:

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

### Session Topics:

| Session | Topics                                                                                     |
|---------|--------------------------------------------------------------------------------------------|
| 1       | ERP Then and Now – A Manager’s Perspective - I                                             |
|         | 1.What defines an ERP – concept of “integration”, “parameterisation” and “standardisation” |
|         | 2.Difference between “configuration” and “customisation”                                   |
|         | 3.Transformational impact of ERP on business and IT industry                               |
|         | 4.Benefits of ERP                                                                          |
|         | 5.Critical Success Factors of an ERP                                                       |
| 2       | ERP Then and Now – A Manager’s Perspective – 2                                             |
|         | 1.ERP and Organisational Change 1                                                          |
|         | 2.ERP Selection 2                                                                          |
|         | 3.The Disruptive Forces 3                                                                  |
|         | 4.Future of ERP 4                                                                          |
| 3       | SAP Fundamentals                                                                           |
|         | 1.Understanding SAP terminology 1                                                          |
|         | 2.Modules of SAP                                                                           |
|         | 3.SAP products3                                                                            |
|         | 4.SAP and other popular ERP Licensing Policy                                               |
| 4       | Designing Enterprise Structure using SAP                                                   |
| 5       | SAP Fundamentals – Hands On                                                                |
| 6       | Procurement Process in SAP                                                                 |
| 7       | Procurement Process in SAP – Hands On                                                      |
| 8       | Sales and Operations Planning (SOP) and Planning Strategy in SAP                           |
| 9       | Materials Requirement Planning (MRP) in SAP                                                |
| 10      | SOP, Planning Strategy and MRP in SAP – Hands On                                           |
| 11      | Availability Check (ATP), Capacity Planning and Scheduling in SAP                          |
| 12      | Manufacturing Cycle in SAP                                                                 |
| 13      | Manufacturing Cycle in SAP – Hands On                                                      |
| 14      | Product Costing in SAP                                                                     |
| 15      | Product Costing in SAP – Hands On                                                          |
| 16      | Sales and Distribution Cycle in SAP                                                        |
| 17      | Sales and Distribution Cycle in SAP – Hands On                                             |
| 18      | S/4 HANA Overview                                                                          |
| 19      | S/4 HANA Overview                                                                          |
| 20      | ERP Project Management                                                                     |

## V.12 HUMAN RESOURCE INFORMATION SYSTEM

[3 Credits]

### Course Objectives:

A generation ago computers were first introduced into businesses and organizations to automate clerical functions and routine transactions. Today, information technology (IT) is an integral part of any manager's daily life and forms the backbone for every managerial function of the modern organization. Whether it be integrating ERP systems for operational control, improving customer relationship management using data mining, launching a comprehensive web-based human resource management system, or executing financial transaction in electronic markets, modern information systems (IS) are the life blood of the organization – linking all the different functions together in an integrated way and getting information to decision makers at the right time and in the right format. Information systems have long matured beyond their direct use as a tool for increasing the efficiency of back-office operations. They have been used by long-established companies to change their position in the market, and they have been used by innovators to create new companies in markets, which formerly did not exist. Thus a HR manager of this century should be acquainted with different facets of HRIS.

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

Understanding HRIS and its Need in an Organization

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

| S.No                                 | Topic                                                                     | Readings                                                                 | Case                  |
|--------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------|-----------------------|
| 1                                    | Primer on HRS                                                             | Chapter-1                                                                | Novartis              |
| 2                                    | HRIS and its relation to ERP & Types of HRIS                              |                                                                          | RBS                   |
| 3                                    | Process of acquiring an HRIS                                              | Chapter-3                                                                |                       |
| 4                                    | Components of HRIS ; Infrastructure & Need Analysis                       | Chapter-4                                                                |                       |
| 5                                    | DFD & ERD                                                                 | Chapter 2 & 5                                                            |                       |
| 6                                    | Ethics and Future Trends in HRIS                                          | Deloitte Report                                                          |                       |
| Quiz I - Syllabus -Sessions 1 to 6   |                                                                           |                                                                          |                       |
| 7                                    | Introduction to e-Commerce ,e-Business and Digital Firm                   |                                                                          | Cases will change     |
| 8                                    | Evolution of IT infrastructure , New IT infrastructure for Digital Firms  |                                                                          |                       |
| 9                                    | Introduction to ERP , The critical success factors for ERP implementation |                                                                          |                       |
| 10                                   | e-BIZ models                                                              |                                                                          |                       |
| 11                                   | Virtualization , Cloud Computing and Big Data Analysis                    |                                                                          |                       |
| 12                                   | e-Marketing                                                               |                                                                          |                       |
| Quiz II - Syllabus -Sessions 7 to 12 |                                                                           |                                                                          |                       |
| 13                                   | Introduction to Spreadsheet Modelling -I                                  | Using MS Excel to Model Simple Business Problems , Basic Excel Functions | The Woodworks Company |
| 14                                   |                                                                           |                                                                          |                       |

|       |                                           |                                                                 |                                 |
|-------|-------------------------------------------|-----------------------------------------------------------------|---------------------------------|
|       | Introduction to Spreadsheet Modelling -II | Modelling an ill - Structured Problem                           | Retirement Planning Problem (A) |
| 15-17 | Some Important Excel Functions -1         | VLOOKUP, HLOOKUP , INDEX, MATCH , IF , COUNTIF , TEXT functions |                                 |
| 18-19 | Advanced Spreadsheet Modeling -1          | Sensitivity Analysis , Tornado Charts                           |                                 |
| 20    | Advanced Spreadsheet Functions            | Array Formulas                                                  |                                 |



## V.13 I S STRATEGY

[3 Credits]

### Course Objectives:

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

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

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

### Topics:

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

## V.14 INFORMATION SECURITY AND RISK MANAGEMENT

[3 Credits]

### Course Objectives:

Enhancing understanding of the

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

### Topics:

1. Aspects of Security
  - Information Age and Risks
  - Vulnerabilities
  - Causes and Effects
  - Communications Security Criteria
  - Requirement Specification
  - System Design
  - Physical Security
  - Organizational Integrity
2. Risk Management
  - Grade of Risk
  - Level of Threat
  - Constraints
  - Balancing Risks and Countermeasures
  - Standards
3. Encryption Principles
  - Theory and Terminology
  - Public Key Systems
  - Message Authentication
  - Underlying Mathematics
  - Data Encryption Algorithm
  - Public Key Algorithms
  - Current Developments
4. Keys and Key management
  - Algorithm and Keys
  - Types of Keys
    - Secret Key
    - Public Key
    - Hashing
    - Digital Signature
  - Key Management
  - Digital Signature and One Way Hash Functions
5. Technical Controls
  - Access Control
  - File Protection
  - Virus Protection
  - Operating Systems



- Databases and DBMSs
- Security Protocols
- Identification and Authentication
- Network Security
- Email Security
- Intrusion Detection
- Audit Trails and Audit Reduction

6. Application Specific Risks

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



## V.15 INTELLECTUAL PROPERTY RIGHTS

[3 Credits]

### Course Objectives:

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.16 OBJECT-ORIENTED PROGRAMMING

[3 Credits]

### Course Objectives:

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



### Topics:

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

## V.17 SOFTWARE PROJECT MANAGEMENT

[3 Credits]

### Course Objectives:

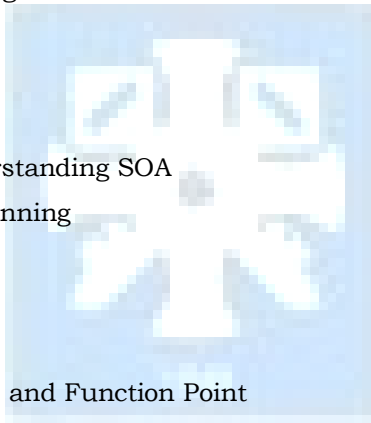
Unlike traditional manufacturing industry, the software industry is still at its infancy. All management has been mostly self-learned after repeated problem encounters. It is unlikely that the industry can continue to keep to the track and maintain the pace if remained un-tethered by sound principles of management. The course stresses the need to use metrics both in the planning of projects and in the managing against those plans, the use of risk management techniques and the role of quality in the development of software. Appropriate application of software engineering requires a managerial approach and that is what software project management is all about.

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

### Topics:

#### Course Contents

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



# VI MARKETING

## VI.1 MARKETING MANAGEMENT

[3 Credits]

### Course Objectives:

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

### SESSION PLAN vs Topics:

#### Marketing Overview

1 Introduction: Core Concepts

Reading Defining Marketing for the 21st Century, Chapter 1, Kotler, Keller, Koshy and Johan  
What business are you in? Marketing myopia

#### 2 Marketing Process

Reading Marketing and Customer Value, Chapter 2, Kotler, Keller, Koshy and Johan  
Creating new market space, Marketing success through differentiation

#### 3 Marketing Intelligence – Information, Environment, Market Potential

Case Biopure Corporation

Reading Scanning the Environment, Forecasting Demand and Conducting Marketing Research, Chapter 3, Kotler, Keller, Koshy and Jha

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

5 **Case** Cola war continues 2006 Buyer Behavior

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

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

7 **Case** TiVo

8 **Organizational Buying Behavior** Case Tinplate Company of India

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

9 **Segmentation, Targeting & Positioning** Discussion of core concepts

10 **Case RIN Detergent:** To Position or Reposition

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

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

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

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

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

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

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

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

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

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

16 **Case** Total Cereal, Value Delivery

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

Reading Kotler et al, 2008: Chapter 15 & 16

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

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

Case: Harley-Davidson India

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



## VI.2 MARKETING DECISIONS FOR HR

[3 Credits]

### Course Objectives:

The objective of the course is to provide a Marketing Perspective to the HR Function. The course builds on the concepts of Marketing learnt in the first year to develop application on how HR services and the organization can be marketed well both to internal and external stakeholders, how an organization shall be able to move closer to its vision and mission through the committed efforts of its energized employees.

The main objectives of the course are:

1. How to deploy marketing and branding strategies to attract and retain better talent through employer branding in the current era of digitalized world and 24\*7 media
2. How marketing can help in defining and inspiring right thinking and behavioral patterns amongst the employees to earn loyalty of customers
3. To understand the service profit chain concept and role of employees and ways of brand culturalization
4. How to build a strong employer Brand?
5. Understanding brand leadership and brand ways
6. To understand employee branding for enhancing firm performance
7. How an organization shall be able to move closer to its vision and mission through the committed efforts of its energized employees.

### Marketing Decisions for HR

#### Module -1 Session No Topic

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

SubTopics:

- Marketing, Communication, Advertising, Branding, Triad and Pyramid of Mktg, Knowledge Society and Knowledge Workers
- Corporate Strategy and Product Policy: Role of HR

Reading: 1. Perspectives on Brand Equity

##### 2. Topic: Core Branding Concepts, Brand Value Chain, Brand Prism and Pyramid Models, Brand Personality, Brand Hierarchy, Brand Architecture Employees and Service Profit Chain

*Sub Topics:* Quantifying links to Profit, Growth, Customer Loyalty, Employee Loyalty, Productivity, 3Rs, Auditing Service Profit Chain

Readings:

1. Putting the Service-Profit Chain to Work, HBR, 2008
2. Impact of Technology Quality –Value, Loyalty Chain, Journal of Academy of Marketing Science, 2000, Parsuraman and Grewal

##### 3. Topic: Employees First and Customers Second

Readings:

1. A Maverick CEO explains How he Persuaded Employees to Leap into Future, Vineet Nayar, HBR, 2010

##### 4. Topic: Alignment of Employees with Corporate Vision and Brand

Readings:

1. Taj Hotels: Ordinary Heroes of the Taj, HBR, Dec 2011
2. Recruitment and Selection Practices: Person Brand Fit and Soft Skills Gaps

##### 5. Topic: Design Thinking in the Services Sector

Readings:

1. SAP Design Thinking

## **6. Topic: Employee Branding and Inculcating Brand Ways**

Readings:

1. The Brand I call Home? Employee –Brand Appropriation at IKEA.
2. Positioning Southwest Airlines through Employee Branding
3. The Role of Internal Communication and Training in Infusing Corporate Values and Delivering Brand Promise: Singapore Airlines'

## **7. Topic: Employee Based Brand Equity**

SubTopics: Customer Based Brand Equity, Measuring Brand Equity, Parameters

Readings:

1. Building and Measuring Employee Based Brand Equity
2. Employee Contributions to Brand Equity, CMR, Winter, 2014

## **8. Topic: Fostering Internal Markets and Incentives 4**

Subtopics: *Empowering Innovation Champions, Cultural Innovation Theory*

Readings: Internal Communication at Daimler Chrysler in South Africa

2. Finding Right Role for Social Media in Innovation, MIT Sloan, 2016

Case: At Ford, Turnaround is Job One

## **9. Topic: Empowering Innovation Champions and Cultural Innovation Theory**

Readings: 1.The 4 Laws of Enduring Innovation Success, Complete Innovator, 2010

2. The Real Causes of Enduring Market Leadership, Tellis and Golder, Sloan Mgmt. Review,
4. Cultural Innovation Theory of Holt

## **10. Topic: Employer Branding**

Readings: 1. Characteristics of Successful Employer Branding

- 2... EBBE: Why Firms with Strong Brands Pay their Executives Less, Journal of Marketing Research, Dec 2014

3. Employer Branding and Its Influence on Managers, European Journal of Marketing,

Case: *A Great Place to Work, Understanding Crowdsourced Employer Branding*

## **11. Topic: Metrics of measuring Employees and Customer Linkages Advertising and Human Resources Management**

Readings: 1. Advertising's Internal Audience, Mary Gily and Mary, Journal of Marketing, Vol 62, 69-88

2. Employees as Internal Audience: How Advertising Affects Employee's Customer Focus

3. Role of Brand Communication on Frontline Service Employees, Beliefs, Behaviour and Performance, Journal of Academy of Marketing Science, 2014

Case: PLB Search Growing with LinkedIn

## **12. Topic: Employees and Social Media 5**

Reading:

1. Helping Workers Understand and Follow Social Media Policies, Business Horizon, March 2016

3. Real Time Power of Twitter and Facebook in Crisis Management, Business Horizon, March 2015

4. Applying Principles of Branding to Build Personal Brands, ESMT Technical Note, March, 2014

Case: New Startups in HR

## **Module -II Sales Management - Marketing Decisions for HR**

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 6 (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.

Text Book

Pingali Venugopal (2006). *Managing the Sales force: A motivational approach*. Sage

Evaluation:

End term 30 marks Class Presence and Participation- 5 marks

### **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. Marketing and Selling**

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

### **3. 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.

### **4 Selling Style**

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

Case: Incomplete Solutions

### **5 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.

### **6 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.

Case: Anupama Cosmetics

### **7 Supervisory Styles**

Case: Lightening Electric Products

### **8 Integrating Sales force with Product management**

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

Case: Komal Food Products

### **9 Target setting**

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

Case: Green lawn Fertilisers

### **10 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.

Case: XYZ Consumer Durables

## **VII ORGANISATIONAL BEHAVIOUR**

### **VII.1 OB - I: INDIVIDUAL BEHAVIOUR IN ORGANISATION**

**[3 Credits]**

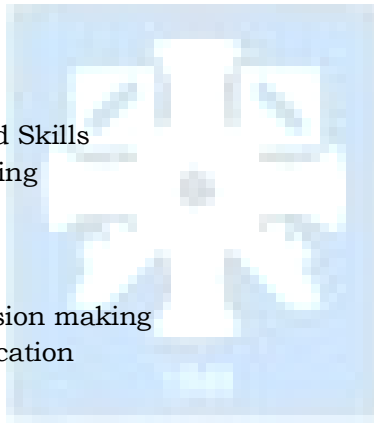
#### **Course Objectives:**

At the end of the OB I course; the participants must have a comprehensive understanding and appreciation of the topics covered in the course contents. An understanding of the behavior of individuals in the organization must further enhance the skills of the participants in understanding and appreciating individual, interpersonal, and group processes for increased effectiveness both within and outside organizations.

The pedagogy of the course is experiential in nature. The participants will be facilitated to generate data through and from the critical incidents, instruments, observations and group discussions. They will learn the skills by processing the data both at individual and group level contexts.

#### **Topics:**

1. Course introduction
2. OB overview
3. Managerial functions, roles and Skills
4. Ability, Competency and Learning
5. Attitudes and Job satisfaction
6. Personality
7. Values
8. Perception and Individual decision making
9. Motivation: Theories and Application
10. Emotions and Moods
11. Emotional intelligence
12. OB for life



## VII.2 OB - II: GROUP BEHAVIOR IN ORGANIZATIONS

[3 Credits]

### Course Objectives:

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

### Topics:

1 - Introduction: Course Overview

2- Interpersonal Needs and Communication

3. - Managerial Traits and Skills

Readings:

Leadership Traits and Skills

4. - Effective Leadership Behaviors

Readings:

Chapter 11 of Thompson

5. - Empowerment and Delegation

Readings:

Empowering and Delegation

Educating Managers for Decision Making and Leadership

6 - Relationships with Team Members

Case: What A Star What A Jerk

Case: Bob Knowlton

7 - Managing Conflict

Readings:

Conflict in Teams (Chapter 8 of Thompson)

8 - Power and Influence

Readings:

Power and Influence: Achieving Your Objectives in Organizations

Harnessing the Science of Persuasion 4

Guidelines for Influence Tactics

9 - Networking and Politics

Case: Heidi Roizen

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

Readings:

How to Build Your Network

10 - Decision Making and Creativity

Readings:

Chapter 7 and 9 of Thompson

11 -Leading Change

Readings:

(To be announced)

12 - Transformational Leadership

Readings: (to be announced)



13 -Simulation on Leading Change

Readings:

(To be announced)

14 - Classification of Groups

15. -Work Group Behaviour Model

16. -Socio Metricx – through Sociogram

17 -Stages of Group Development

18 -Stages of Group Development

19 -Work Group Vs Work Team

20 -Virtual and Diverse Teams

Readings:

Chapter 13 of Thompson



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

[3 Credits]

### Course Objectives:

- To familiarize the participants with different concepts related to macro level analysis of organizational behaviour
- To develop an understanding of the nature, functioning and design of the organizations
- To examine the reciprocal relationship between organizational characteristics and managerial behaviour
- To help the participants to develop and apply the theoretical and practical insights regarding organizational processes for participating in / initiating efforts to change and adapt organizations to new challenges

### ORGANIZATIONAL STRUCTURE AND DESIGN

#### Session-wise Details of Readings, Project Presentation Details

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

|          |            |                                                                         |                                                                                                                                                                                               |
|----------|------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | Session 11 | Organizational Strategy & Structure                                     | Jones Ch. 8, How Strategy Shapes Structure <b>(OR)</b> , Restructuring for Global Success <b>(OR)</b> , Why Conglomerates Thrive (outside US) <b>(OR)</b><br><b>(Presentation by Group V)</b> |
|          | Session 12 | Organizational Design & Technology                                      | Jones Ch. 9, Baseball, Football & Basketball: Business Models <b>(ER)</b> , Winning Race with Ever Smarter Machines <b>(OR)</b><br><b>(Presentation by Group VI)</b>                          |
|          | Session 13 | Integrating Case (A)                                                    | (Case will be provided later: Lead Presenter(s): Any Group<br>Do You Have a Well Designed Organization? <b>(ER)</b>                                                                           |
|          | Session 14 | <b>Midterm Exercises</b>                                                | Newspaper Based Exercise: Identification and Application of Concepts. <b>Scheduled Quiz 3 on 12.02.2016</b>                                                                                   |
| Module 4 | Session 15 | Organizational Change                                                   | Jones Ch. 10, Blueprint for Cultural Change <b>(ER)</b> , Accelerate <b>(OR)</b> , How CEO of Siemens using a scandal to change <b>(OR)</b>                                                   |
|          | Session 16 | Organizational Decision Making                                          | Jones Ch. 12, The Decision Driven Organization <b>(OR)</b><br><b>(Presentation by Group VII)</b>                                                                                              |
|          | Session 17 | Organizational Transformations                                          | Jones Ch. 11, Preparing your organization for growth <b>(OR)</b> , Two routes to resilience <b>(OR)</b>                                                                                       |
|          | Session 18 | Innovation, Creativity & Intrapreneurship                               | Jones Ch.13, The Ambidextrous Organization <b>(ER)</b> , Is Your Company Ready for Open Innovation <b>(OR)</b> , Accelerate <b>(OR)</b><br><b>(Presentation by Groups VIII, IX)</b>           |
|          | Session 19 | Power & Politics in Organizations                                       | Jones Ch. 14,<br><b>(Presentation by Group X)</b>                                                                                                                                             |
|          | Session 20 | Integrating Case (B)<br>5 Steps to Implement New Organizational Design, | (Case will be provided later), Lead Presenter(s): Any Group<br>Course Recap                                                                                                                   |

## VII.4 ASSERTIVENESS TRAINING

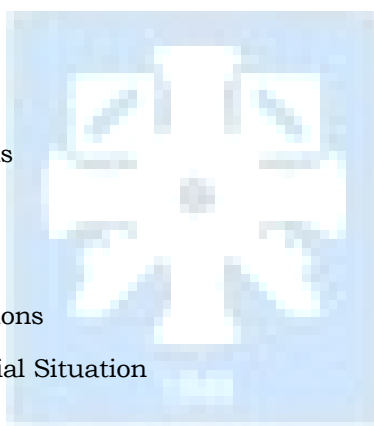
[3 Credits]

### Course Objectives:

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

### Topics:

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



## VII.5 BEHAVIOURAL STRATEGY & DECISION MAKING

[3 Credits]

### Course description and objectives:

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

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

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

## VII.6 BUILDING LEARNING ORGANISATIONS

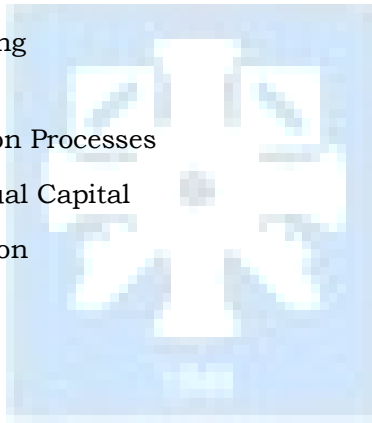
[3 Credits]

### Course Objectives:

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

### Topics:

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



## VII.7 CONSULTING TO MANAGEMENT

[3 Credits]

### Objectives:

The Course aims to

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

### Topics:

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



## VII.8 CROSS-CULTURAL MANAGEMENT

[3 Credits]

### Course Objectives:

This course will help the participants to:

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

### Course Design and Coverage:

#### Session: 1 Introduction to the Course

*Coverage:* Introduction; Importance of culture, etc.

#### Session: 2-3 A Systemic View of Culture

*Coverage:* Culture as a system; roots of cultural identity; building blocks of culture

#### Session: 4-5 Understanding Culture: Key Concepts

*Coverage:* Key concepts in understanding culture; Edward T Hall's framework; High and low context cultures; Monochronic and polychronic cultures

#### Session: 6-7 Dimension of Cultural Differentiation - Geert Hofstede

*Coverage:* Geert Hofstede's Model

#### Session: 8-9 Dimension of Cultural Differentiation – Cluckhohn

*Coverage:* Mapping the culture: Clyde Clickhohn's Cultural Orientation Framework

#### Session: 10-11 Cultural Differences in Management/Business Practices

*Coverage:* Implications for management practices, e.g., strategy, organizational forms, leadership, motivation, team-working, etc.

#### Session: 12-18 Studies of National Cultures

*Coverage:* Group Presentations of national cultures with reference to management and business practices

#### Session: 19 Adjusting to the New Culture

*Coverage:* Understanding and managing the culture shock; stages of cultural adjustment;

#### Session: 20 Course Review and Conclusion

*Coverage:* Clarifications if any, and summarization of course.

## VII.9 DESIGNING ORGANIZATIONS FOR UNCERTAIN ENVIRONMENT

[3 Credits]

### Objectives:

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

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

### Topics:

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

## VII.10 INDIAN PHILOSOPHY AND LEADERSHIP EXCELLENCE

[3 Credits]

### Overview and Course Objectives:

Much of the learning acquired by management students in India today is based on theories developed in the western world. Empirical evidence shows that such learning to be fully effective has to be related to the context of Indian culture in which they will be working and interacting with people. Religion, spirituality and philosophy comprise the innermost core of India and they permeate all aspects of Indian life. It is because of this core remaining intact, that Indian civilization has survived several onslaughts and continues its march forward. An understanding of Indian philosophy will therefore enable you to grasp the essentials of Indian culture and hence to be a more effective manager. Management is after all the art of influencing, and influencing others requires an awareness of their world-view and life-view. The strongest influence is exerted when you transform others by taking them closer to their real roots and by leading them to where they truly belong. That is when you really touch their lives and leave a lasting impact, resulting in leadership par excellence. This course would also induce in you a certain pride in your heritage. It would help you realize the immense spiritual wealth and philosophical wisdom, including corporate wisdom, to which you are heirs by virtue of being Indians. Increased pride in our unsurpassed heritage will enhance performance in several ways. We have a very healthy and vigorous leadership tradition developed over a long period of time during which India was a world leader in the truest sense of the term, and insights from this tradition that have survived millennia would be invaluable to us now when once again our country is emerging as an unquestionable world leader. At this time of never before growth opportunities and the resulting new challenges, new dangers and uncertainties, the world is turning towards India for its timeless insights. If these insights are in such demand across the world, it will certainly be of much greater value to ourselves. This course will also help you better understand who you really are and what your life goals should truly be. Understanding your true nature will not only enrich your life by making it multi-faceted, more balanced, and less stressful, but will also enhance your personal effectiveness.

### Main Topics:

- Indian Perspectives on Self, Life, Work and the World
- Understanding Self and Others: The Three Gunas
- Indian Philosophy of Motivation, Power, Influence and Effectiveness
- Work/life Balance and Indian Philosophy
- Leadership excellence: Lessons from the Vedas
- Leadership Excellence and the Gita: Anasakti
- Leadership Excellence and the Gita: Samatva
- Leadership Excellence and the Gita: Competency Management
- Karma Yoga, Flow and Performance Excellence
- Self-mastery: Mind Management, Stress Management
- Rajarshi, Servant, Garbhini and other Leadership Models from India
- Kootaniti: The Asuri Leadership philosophy of Kanika
- Value-based Leadership and Spirituality in the Workplace
- Shreyas, Preyas and the Three Models of Consumption
- The Mahabharata and the 18 Habits of Highly Effective Leaders
- Case Studies in Leadership Excellence from Indian Literature

## Sessions: Details

SESSION 1: Introduction: Why Indian Management and Leadership Thought  
Central texts: Bhagavad Gita Ch XVI, Ch XVII; Arthashastra, Mahabharata

SESSION 2: Indian Perspectives on Self, Life, Work and the World  
Central texts: *Bhagavad Gita Ch II, Kathopanishad*

SESSION 3: Understanding Self and Others, Motivating Self and Others: The Three Gunas  
Central texts: Mahabharata Shanti Parva, Bhagavad Gita

SESSIONS 4 & 5: Indian Philosophy of Power, Influence, Effectiveness and Leadership Charisma  
Central texts: Valmiki Ramayana Ayodhya I, II; Tirukkural [Aram, Porul]

SESSIONS 6 & 7: Indian Philosophy of Work/life Balance for Today's Leader  
Central texts: Mahabharata Shanti Parva, Chanakya's Arthashastra [The Life of a King], Dhammapada

SESSION 8: Kootaniti: The Asuri Leadership philosophy of Kanika  
Central text: The Cultural Heritage of India Vol. I [Part III], Vol. II [Part IV]

SESSION 9: Sheelam Pradhanam Purushe: Value-based Leadership in Today's Corporate World  
Central text: Bhagavad Gita with special emphasis on Ch. XVI

SESSION 10: Leadership Excellence Lessons from the Vedas  
Central texts: The Call of the Vedas, Mahanarayana Upanishad

SESSIONS 11&12: Leadership Excellence and the Gita: Anasakti, Competency Management  
Central text: Bhagavad Gita [Commentary by Swami Chinmayananda/Swami Ranganathananda, Ch II-IV],

SESSION 13: Karma Yoga, Flow and Performance Excellence  
Central texts: Bhagavad Gita Ch III, Karma Yoga by Swami Vivekananda, Finding Flow, the Psychology of Everyday Engagement with Life by Mihalyi Csikszentmihalyi

SESSION 14: Self Mastery: Mind Management, Stress Management  
Central texts: The Dhammapada, Raja Yoga by Swami Vivekananda, Kathopanishad

SESSION 15: Leadership Excellence and the Gita: Samatva  
Central texts: Bhagavad Gita Ch.2, Mahabharata [Shanti Parva]

SESSION 16: Rajarshi, Servant and Garbhini and other Leadership Models from India  
Central texts: Mahabharata [Shanti Parva]

SESSION 17: Leadership Excellence and Spirituality in the Workplace: Indian Perspectives  
Central texts: Dhammapada, Tirukkural [Aram, Porul]

SESSION 18: Sustainable Development: Shreyas, Preyas and the Three Models of Consumption  
Central texts: Katha Upanishad, Chanakya Sutras, Is the American Dream Killing You?

SESSION 19: The Mahabharata and the 18 Habits of Highly Effective Leaders  
Central text: Mahabharata [Shanti Parva]

SESSION 20: Case Studies in Leadership Excellence from Indian Literature  
Central texts, Mahabharata [Adi Parva], Valmiki Ramayana [Ayodhya]

[While this is the general framework to the course, there will be a lot of flexibility to the course, which is highly interactive in nature and will evolve through the participation of the students, their pace and their needs. Apart from the texts mentioned above, the course also draws insights from India's oral myths and story traditions.]

## VII.11 LEADERSHIP, INFLUENCE AND POWER

[3 Credits]

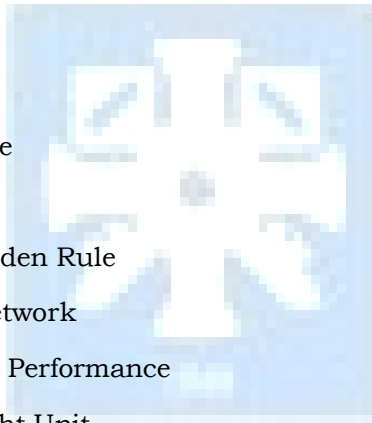
### Objectives:

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

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

### Topics:

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



## VII.12 MANAGEMENT OF CREATIVITY

[3 Credits]

### Course Objectives:

This elective aims to help you to develop:

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

PLEASE NOTE that this course aims to equip the students to harness their creativity. Therefore its design is hands-on and will not follow a very structured format.

### Course Outline:

#### Session: 1 **Managing Creativity: An Overview**

- Introduction to the course
- Importance of creativity for self and organizations
- Expectation setting

#### Session: 2 **Understanding Creativity**

- What is creativity
- Divergent and convergent thinking
- Stages of creativity

#### Sessions: 3&4 **Unblocking Creative Potential**

- What are Blocks to creativity
- their causes, antecedents and outcomes

#### Sessions: 5-7 **Creative Process and Person**

- Unconscious processes in creativity
- Nature of creative thinking
- Creative styles

#### Sessions: 8-12 **Creativity Techniques**

- Divergent thinking abilities
- Lateral thinking skills
- Creativity techniques: Brainstorming; Lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing, etc.

#### Session 13-15: **Creativity in Organisations**

- Being creative in organizations
- Managerial styles of creativity
- Idea selling skills

#### Sessions: 16-17 **Managing Creativity & Innovation in Organisation**

- Managing creativity and creative talent
- Characteristics of innovative workplace
- Building creative and innovative organisations – systems, processes and structures

#### Session 18-19 **Strategies for Innovation**

- Strategizing innovation process in organisations
- Managing innovation for corporate performance

#### Session 20: **Review & Feedback**

## VII.13 MANAGEMENT OF RELATIONSHIPS

[3 Credits]

### Course Objectives:

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

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

### Topics:

- Psychoanalysis of Human Relationships: Basic Concepts
- Psychoanalysis of Relationships within the Indian Context
- Applications to the Organizational Relationships:

- ✓ Oedipus in the Office
- ✓ Leadership
- ✓ Subordinacy
- ✓ Interpersonal Conflicts

- Applications to Family Relations

- ✓ Partnership
- ✓ Parenting
- ✓ Emotional Spillover
- ✓ Deviant Relations

- Psychoanalysis of Social Life in India

- ✓ Women in India
- ✓ Psychoanalysis and the Indian Culture



## **VII.14 MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT**

**[4.5 Credits]**

### **Course Objectives:**

The course 'MCD' describes the career orientations of the new careerists and suggests ways to manage them effectively by minimizing the discrepancy between what they want and what the organisation wants.

On completion of the course, the students should be able to:

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

### **Session wise Topics:**

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

## VII.15 MANAGERIAL COUNSELLING

[3 Credits]

### Course Objectives:

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

### Content:

1. Introduction to basics of counseling processes
2. Recapitulation of the basics of important schools of counseling
3. Essential Skills for counseling:
  - Identification of stages of counseling: feelings & contents
  - Empathy, Listening & Responding & Effective Feedback
  - Specific Processes and Techniques involved in the different schools of counseling
  - Identifying one's own strengths and weaknesses in rendering counseling service & Future plans for oneself

### METHODOLOGY

- The participants will be divided into groups of three each. These groups will be addressed as **Triads**.
- Each triad shall identify a school of counseling in which they would like to specialize and pursue further.
- Each triad is expected to identify a minimum of five cases in the school of thought, which they choose to work on and facilitate analyzing those cases in the class for the benefit of others so that other group members too get an exposure to various schools of counseling techniques as part of this course. The cases chosen must be made available to all in the class.
- Besides, each triad would work through few important personal issues in their respective triads outside the class hours: Each member's role and his or her experiences in the triad as counselor, counselee, & observer should be highlighted and submitted as part of the Internship Report:
  - a. While counseling each other in the triad
  - b. The difficulties encountered,
  - c. The effectiveness and/or ineffectiveness of the counseling rendered to each other
  - d. Logging of the time of each counseling session, the stages reached and action plans developed must be reflected in that report. (a minimum of thirty hours is expected to be put in by each triad for this purpose: that is five to six hours of counseling should have gone in this part of exercise by each individual.

*This paper will be submitted to the facilitator only – CONFIDENTIALITY IS THE VIRTUE WHICH WILL BE MAINTAINED AT ANY COST BY THE FACILITATOR AND THE SAME IS EXPECTED OF THE MEMBERS IN THE TRIADS AS WELL AS AMONG OTHERS IN THE CLASS).*

## VII.16 OCCUPATIONAL TESTING

[3 Credits]

### Objectives:

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

### Topics:

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



## VII.17 ORGANISATIONAL CHANGE AND DEVELOPMENT

[3 Credits]

### Learning objectives:

By end of the course, you will be able to

- ✓ Understand the skills and strategies needed to design and implement effective change
- ✓ Understand theories about individual and organisational change
- ✓ Learn organisation development tools to supplement change initiatives

| Session | Topic                                                 | Assigned Case /Readings                                                                                                                                                                                                                                                                                                                                                           |
|---------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | Introduction to Organizational change and development | <ul style="list-style-type: none"> <li>•Vosburgh, R. M. (2007). The evolution of HR: Developing HR as an internal consulting organization</li> <li>•What a difference a word makes: Understanding threats to performance in a VUCA world</li> </ul>                                                                                                                               |
| 2       | Process of Organisational Change                      | Case: Radio Station WEAA: Leading in a challenging situation<br><ul style="list-style-type: none"> <li>• Leading change: Why transformation efforts fail by John P. Kotter</li> <li>• The change leader's roadmap how to navigate the complexities of your organization's transformation by Linda Ackerman Anderson and Dean Anderson</li> </ul>                                  |
| 3and4   | Organisational Diagnosis                              | <ul style="list-style-type: none"> <li>• Case: Ingersoll Rand: Creating Effective Engineering and Technology Centers (A)</li> <li>• Using fishbone analysis to investigate problems</li> <li>• The Congruence Model: A Roadmap for Understanding Organizational Performance</li> <li>• The Star Model™: A Framework for Decision Making by Amy Kates; Jay R. Galbraith</li> </ul> |
| 5       | Understanding Power and Politics                      | <ul style="list-style-type: none"> <li>• Case: Donna Dubinsky and Apple Computer, Inc. (A)</li> <li>• Exercise influence without formal authority</li> </ul>                                                                                                                                                                                                                      |
| 6       | Communicating for change                              | <ul style="list-style-type: none"> <li>• The role of organizational leaders in employee emotion management: A theoretical model by Seth Kaplan; Jose Cortina; Gregory Ruark; Kate LaPort; Vias Nicolaides</li> </ul>                                                                                                                                                              |
| 7       | The role of emotions in a change process              | <ul style="list-style-type: none"> <li>• The role of organizational leaders in employee emotion management: A theoretical model by Seth Kaplan; Jose Cortina; Gregory Ruark; Kate LaPort; Vias Nicolaides</li> </ul>                                                                                                                                                              |
| 8and 9  | Strategies for managing change                        | Change Management Simulation (Readings to be distributed before the session )                                                                                                                                                                                                                                                                                                     |
| 10      | Project Discussion, Mid Course Review Session         | Detailed Project Plan to be prepared by each group by this time.                                                                                                                                                                                                                                                                                                                  |
| 11      |                                                       | <ul style="list-style-type: none"> <li>• Case: Henry Silva: Aspiring change agent for a start-up company</li> </ul>                                                                                                                                                                                                                                                               |

|       |                                                                                         |                                                                                                                                                                                                                                                                                                                                                                |
|-------|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       | Organisational Change in a start up                                                     | <ul style="list-style-type: none"> <li>• How your leadership has to change as your startup scales by Jeffery Hull</li> <li>• Surviving a start-up's transition from projects to processes by Derek Lidow</li> </ul>                                                                                                                                            |
| 12    | Change in Government Sector / Mergers and Acquisitions                                  | <ul style="list-style-type: none"> <li>• Modi is silently, and perhaps irreversibly, transforming a critical area: India's bureaucracy</li> <li>• Change Management in mergers &amp; acquisitions - how to improve integration performance by Mads Hjort Lund &amp; Claus Fjelding Whitt</li> </ul>                                                            |
| 13    | Measuring and Changing Organizational Culture                                           | <ul style="list-style-type: none"> <li>• An introduction to changing organizational culture by Cameron &amp; Quinn</li> </ul>                                                                                                                                                                                                                                  |
| 14    | Managing Leadership Talent – A short session on Talent Management for Change            | <ul style="list-style-type: none"> <li>• Case: Leadership Development Perk or Priority?</li> <li>• Growing business talent as if your business depended on it by Jeffrey M. Cohn,</li> </ul>                                                                                                                                                                   |
| 15    | Evaluating Change Initiatives                                                           | <ul style="list-style-type: none"> <li>• Measuring the effectiveness of change – The role of internal communication in change management</li> <li>• Data can do for Change Management what it did for Marketing by Michael L. Tushman, Anna Kahn, Mary Elizabeth Porray, and Andy Binns</li> </ul>                                                             |
| 16-17 | Leveraging Knowledge from the field of Organizational Development in the change process | <ul style="list-style-type: none"> <li>• Organization Development: Chapter 10 (McCalman, Paton, &amp; Siebert)</li> <li>• Strategic Planning Interventions: Chapter 7 (Michael A. Beitler)</li> <li>• Human Process Interventions: Chapter 10 (Michael A. Beitler)</li> <li>• Management Development Interventions: Chapter 11 (Michael A. Beitler)</li> </ul> |
| 18    | Appreciative Enquiry                                                                    | <ul style="list-style-type: none"> <li>• Positive Problem Solving: How Appreciative Inquiry Works</li> </ul>                                                                                                                                                                                                                                                   |
| 19    | Group Project Presentations                                                             | <ul style="list-style-type: none"> <li>• Presentation time per group - 10 mins</li> </ul>                                                                                                                                                                                                                                                                      |
| 20    | The future of Organizational Change ; Recap and Integration                             | <ul style="list-style-type: none"> <li>• The organization of the future: 2017 Deloitte Global Human Capital Trends</li> <li>• Fooled by Experience by Emre Soyer; Robin M. Hogarth</li> </ul>                                                                                                                                                                  |

## VII.18 PERSONAL EFFECTIVENESS AND SELF-LEADERSHIP

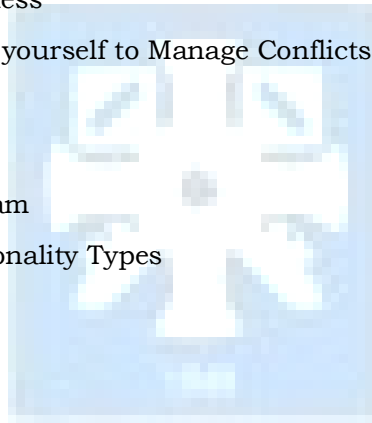
[3 Credits]

### Objectives:

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

### Topics:

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



## VII.19 PERSONAL GROWTH LAB

[3 Credits]

### Objectives:

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

### Topics:

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



## VII.20 POLITICAL BEHAVIOR & IMPRESSION MANAGEMENT IN ORGANIZATIONS

[3 Credits]

### Course Objectives:

Familiarize the participants to:

- The nature and context of political behaviour and impression management
- The strategies and tactics of positive organizational politics while dealing with superiors, people at your own level and subordinates
- Guideline for first 90 days in an organization
- The impression management techniques
- Forms of dysfunctional politics and methods to overcome it

### Session wise outline

| Sl No | Module                                      | Session Theme                                                 | Readings & Exercises                                                                                                                                                                                                                                                                                                                                                                                          |
|-------|---------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1     | Module 1<br>Nature & Context (Session 1- 4) | Introduction to Political Behaviour and Impression Management | <ul style="list-style-type: none"> <li>• Impression Management: Multilevel Review</li> <li>• Power and Politics in Organizational Life</li> <li>• Framework for Effective Use of Organizational Politics</li> </ul> <p><b>Preparation:</b> Comprehend the movie “ Erin Brockovich”</p> <p><b>Experiential Exercise:</b> Understanding Office Politics &amp; Your Tendency to Play Organizational Politics</p> |
| 2     |                                             | Organizational Context and Ethics                             | <ul style="list-style-type: none"> <li>• The Ethics of Organizational Politics.</li> <li>• Promote Yourself with Integrity</li> <li>• Ethical Lobbying</li> </ul> <p><b>Experiential Exercise:</b> Impression Management through Story Telling</p>                                                                                                                                                            |
| 3     | Module 2<br>Strategies &                    | Initiatives for Acquiring Power                               | <ul style="list-style-type: none"> <li>• Power Dynamics in Negotiations</li> </ul>                                                                                                                                                                                                                                                                                                                            |

|   |                                                                               |                                           |                                                                                                                                                                                                                                                                                                                                                                                                    |
|---|-------------------------------------------------------------------------------|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                                                                               |                                           | <ul style="list-style-type: none"> <li>• Development and Transfer of Power across Organizational Levels</li> </ul> <p><b>Experiential Exercise:</b><br/>Creating an Impression of Power</p>                                                                                                                                                                                                        |
| 4 |                                                                               | Upward Relations                          | <ul style="list-style-type: none"> <li>• The politics of Impression Management in Organizations: Contextual Effects</li> <li>• Managing Your Boss</li> </ul> <p><b>Experiential Exercise:</b><br/>Engaging in Effective Flattery</p>                                                                                                                                                               |
| 5 | <b>Module 2</b><br>Strategies & Tactics of Positive Politics (Session 5 - 16) | Managing First 90 days in an organization | <ul style="list-style-type: none"> <li>• Themes from the book” The first 90 days”</li> <li>• Case study</li> <li>• <b>Experiential Exercise:</b><br/>First Impression</li> </ul>                                                                                                                                                                                                                   |
| 6 |                                                                               | Lateral Relations                         | <ul style="list-style-type: none"> <li>• Political Tactics to Enhance Team Play</li> <li>• Protective Impression Management</li> <li>• Relationship Quality &amp; Relationship Context</li> <li>• Building a Savvy Team</li> </ul> <p><b>Experiential Exercise:</b><br/>High-Quality Exchanges with Coworkers</p>                                                                                  |
| 7 |                                                                               | Downward Relations                        | <ul style="list-style-type: none"> <li>• The Symbiosis of Organizational Politics and Organizational Democracy</li> <li>• The Team Trust/Competence Grid</li> <li>• Antecedents, Processes and Outcomes of Collective Politics in Organizations</li> </ul> <p><b>Experiential Exercise:</b><br/>Effective Downward Relations: Appropriate Mix of Humanistic and Politically Astute Impressions</p> |
| 8 |                                                                               | Influence Tactics                         | <ul style="list-style-type: none"> <li>• Organizational Politics: Building Positive Political</li> </ul>                                                                                                                                                                                                                                                                                           |

|    |                                                                |                                      |                                                                                                                                                                                                                                                                                                                                                |
|----|----------------------------------------------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                                                |                                      | <p>Strategies in Turbulent Times</p> <ul style="list-style-type: none"> <li>• Influence Tactics Used by Subordinates</li> <li>• The Impact of Political Skill on Impression Management Effectiveness</li> <li>• Role of Subordinate Political Skill on Supervisor's Impressions</li> </ul> <p><b>Experiential Exercise:</b> HBR Simulation</p> |
| 9  |                                                                | Social Networks within Organizations | <ul style="list-style-type: none"> <li>• Social Network Theory</li> <li>• Weaving a Safety Network</li> <li>• Capabilities of the Consummate Net-worker</li> <li>• Competent Jerks, Lovable Fools and the Formation of Social Networks</li> </ul> <p><b>Experiential Exercise:</b> Building Your Network</p>                                   |
| 10 | Module 3<br>Managing Dysfunctional Politics (Sessions 18 - 20) | Negative Tactics & Blunders          | <ul style="list-style-type: none"> <li>• Negative Political Tactics</li> <li>• Detecting Power Dynamics, Agendas and Unwritten Rules</li> <li>• Rethinking Political Correctness</li> </ul> <p><b>Experiential Exercise:</b> Blunder Recovery and Damage Control</p>                                                                           |
| 11 |                                                                | Controlling Dysfunctional Politics   | <ul style="list-style-type: none"> <li>• Consequences of Disfunctional Impression Management</li> <li>• Forging a High Integrity Politics Culture</li> <li>• The Bigger Picture: A Societal Wake-Up Call</li> </ul> <p><b>Experiential Exercise:</b> Confronting a Backstabber</p> <p>Group Presentations during last one/two sessions</p>     |

## VII.21 STRATEGIC HUMAN RESOURCE MANAGEMENT

[3 Credits]

### Course Description & Objectives:

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

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

SESSION PLAN (*Cases can be changed based on requirements*)

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

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

## VII.22 STRESS MANAGEMENT

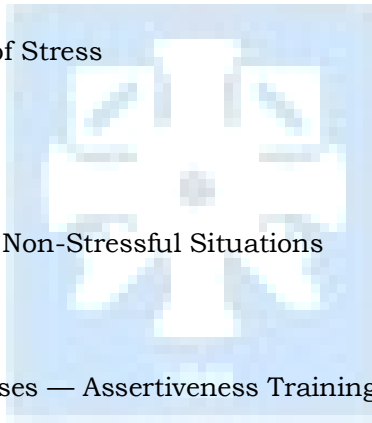
[3 Credits]

### Course Objectives:

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

### Topics:

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



## VII.23 TRANSACTIONAL ANALYSIS

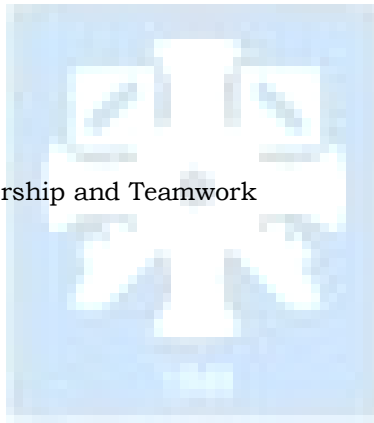
[3 Credits]

### Course Objectives:

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

### Topics:

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



## VII.24 ZEN AND THE EXECUTIVE MIND

[3 Credits]

### Overview and Course Objectives:

The job of an executive today is more challenging than it has ever been in the past. His pace of work is hectic and unrelenting, and the content of his work is varied and fragmented. Much of his work is reactive rather than proactive in nature, requiring him to react to decisions taken by others and actions initiated by others. The decision making processes are disorderly, characterised more by confusion and emotionality than by rationality and frequently involve hard negotiations, organizational politics and self-serving interests of individuals and groups complicating the process. While his job involves dealing with his boss and higher executives on one side, it involves dealing with direct and indirect subordinates, peers, lateral superiors and lateral juniors on another side and officials in government agencies, clients, suppliers, colleagues in the same position and important people in the community on yet another. His responsibilities involve supervising, planning, organizing, decision making, monitoring, controlling, representing, coordinating, consulting and administering and he is called upon to play the leader role, the liaison role, the entrepreneur role, the disturbance handler role and the negotiator role, to mention just a few. And he has to do all these under severe constraints of numerous kinds imposed upon him. The executive today requires a mind that is capable of meeting effectively both the challenges this situation offers and thrive under them. Zen and the Executive Mind is a course designed to enable future executives develop precisely such a mind. To achieve its aim, the course uses the wisdom, insights and training techniques from Zen, the Japanese tradition that is one of the secrets behind Japan's supremacy in the world. Besides Zen, the course will be using insights from other eastern wisdom traditions like Tao [Chinese], Vajrayana [Tibetan], and Yoga as well as from modern western mind training programmes. An area of special focus will be insights from contemporary neurobiology, which studies the brain and the way it functions, from the standpoint of the modern executive. The course involves a variety of exercises from different body-mind traditions, both eastern and western, with particular focus on meditation.

### Main Topics:

1. UNDERSTANDING ZEN AND OTHER WISDOM TRADITIONS
2. ZEN MIND, BEGINNER'S MIND: SHOSHIN AND ORDERED FLEXIBILITY
3. CULTIVATING INTELLIGENCE: SEM, RIGPA AND TIBETAN PSYCHOLOGY
4. BRAIN WAVES, BRAIN MANAGEMENT, MIND MANAGEMENT
5. LIVING ZEN: BALANCING THE MIND, UNIFYING THE MIND, MINDFULNESS
6. ZEN, SHAMBHALA AND THE HABITS OF HIGHLY EFFECTIVE EXECUTIVES
7. WU WEI, THE PSYCHOLOGY OF FLOW AND PERFORMANCE EXCELLENCE
8. IMAGINATION, RESOURCEFULNESS AND CREATIVE PROBLEM SOLVING
9. VISUAL THINKING, AMBIDEXTROUS THINKING AND WHOLE BRAIN SYNCHRONY
10. FAST THINKING VS SLOW THINKING
11. DEVELOPING MIND COMPETENCIES: THE LEONARDO DA VINCI WAY
12. NEUROBICS: THE NEW SCIENCE OF BRAIN EXERCISE
13. SHAMATHA, DHARANAS AND UNLOCKING THE POWER OF THE FOCUSED MIND
14. ZEN AND THE EXECUTIVE MIND

### Sessions: Details

*SESSION 1: UNDERSTANDING ZEN AND OTHER WISDOM TRADITIONS*

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

SESSION 2: ZEN MIND, BEGINNER'S MIND: SHOSHIN AND ORDERED FLEXIBILITY IN THE CORPORATE WORLD *Central texts: Zen Mind, Beginner's Mind; Zen in the Art of Archery; and Tao Te King.*

SESSION 3: CULTIVATING INTELLIGENCE: SEM, RIGPA AND TIBETAN PSYCHOLOGY  
*Central texts: Various Tibetan books, including Tibetan Yoga and Secret Doctrines and Shambhala: the Path of the Warrior.*

SESSION 4: UNDERSTANDING YOUR BRAIN: ZEN, NEUROBIOLOGY AND THE EXECUTIVE  
*Central texts: Zen and the Brain, and Keep Your Brain Alive*

SESSION 5: BRAIN WAVES, BRAIN MANAGEMENT, MIND MANAGEMENT AND PERFORMANCE EXCELLENCE

SESSION 6 & 7: LIVING ZEN: BALANCING THE MIND, UNIFYING THE MIND, MINDFULNESS AND THE EXECUTIVE

SESSION 8, 9 & 10: ZEN, SHAMBHALA AND THE HABITS OF HIGHLY EFFECTIVE EXECUTIVES  
*Central text: Shambhala: the Path of the Warrior*

SESSION 11: WU WEI, THE PSYCHOLOGY OF FLOW AND PERFORMANCE EXCELLENCE  
*Central texts: Finding Flow and The Ultimate Athlete and other books.*

SESSION 12: IMAGINATION, RESOURCEFULNESS AND CREATIVE PROBLEM SOLVING  
*Central texts: Various books, including Imagination and The Fourth Eye*

SESSION 13: VISUAL THINKING, AMBIDEXTROUS THINKING AND WHOLE BRAIN SYNCHRONY  
*Based on different texts on the subjects, including Super Brain Power*

SESSION 14: FAST THINKING VS SLOW THINKING AND THE EXECUTIVE TODAY

SESSIONS 15 & 16: DEVELOPING MIND COMPETENCIES: THE LEONARDO DA VINCI WAY  
*Based on How to Think Like Leonardo da Vinci.*

SESSION 17: NEUROBICS: THE NEW SCIENCE OF BRAIN EXERCISE  
*Central text: Keep Your Brain Alive.*

SESSIONS 18 & 19: SHAMATHA, DHARANAS AND UNLOCKING THE POWER OF THE FOCUSED MIND  
*Central texts: Dharana Darshan and other books on dharanas, kasinas, etc.*

SESSION 20: ZEN AND THE EXECUTIVE MIND  
*Visual Texts: The Karate Kid series and other Zen-related movies*

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

## **VIII. PRODUCTION, OPERATIONS & DECISION SCIENCES**

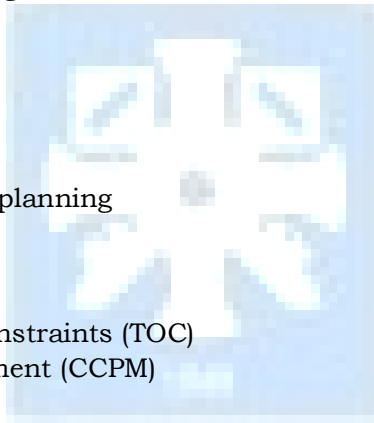
### **VIII.1 PRODUCTION MANAGEMENT**

**[3 Credits]**

#### **Course 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. In the exposition of the topics of the course, the primary focus is given to bring out the decision making element, for instance what type of Production System fits which type of Production Process, how one decides on capacity, location etc., how to manage projects, how to decide on various operational aspects like, forecasting, inventory, production planning, lean, quality etc.

1. Introduction
  - a. History and Overview of Operations Management
  - b. Types of Production Process.
  - c. Process Analysis
2. Interface with HRM
  - a. Work Measurement and Job Analysis
  - b. Job Design and Learning Curve
3. Forecasting
4. Capacity Management
5. Inventory management
6. Supply chain management
7. Location Analysis and Layout planning
8. Project Management
9. Optimization and Theory of Constraints (TOC)
10. Critical Chain Project Management (CCPM)
11. APP, MPS , MRP
12. Lean manufacturing
13. Quality Management



## VIII.2 QUANTITATIVE TECHNIQUES FOR HUMAN RESOURCE MANAGEMENT

[3 Credits]

### Objectives:

1. to provide a basic tool kit of relevant tools which would be necessary for decision-making;
2. to develop students' diagnostic and analytic skills through suitable logical problems to types;
3. to develop their ability to measure and judge quantities;
4. To provide a probabilistic base for all functional areas of management.

### Topics:

- Parametric Inference
- Analysis of Variance
- The Chi Square Test on Independence
- Non parametric Inference
- Regression Analysis and Correlation Coefficient
- Mid-term
- Descriptive statistics
- Probability
- Conditional probability and Bayes Theorem
- Random Variables, expectation and variance
- Binomial and Poisson Distributions
- Normal Distribution
- Sampling and estimation



## VIII.3 DIGITAL PRODUCT MANAGEMENT: CONCEPT TO COMMERCIALIZATION

[3 Credits]

### Course Objective:

With the advent of digital economy fueled by innovative ecommerce business models like aggregators and platform-based economy, digital assets like websites and mobile apps become core to almost all businesses today. Retail-tech, Fintech, EdTech, Healthtech – a host of businesses have emerged that hinge on conceptualization, design, development, marketing and management of digital products that is central to their businesses.

Most organisations have created and invested on digital product development and management team headed by a Chief Product Officer (CPO). This course is designed to equip students with the strategy, technique and technology management that goes into a successful digital product design and development.

In this course the students will

6. Learn the theoretical construct of developing and managing a digital product (website/ portals/ mobile apps) in a digital economy driven by portals and mobile apps.
7. Learn technology strategy driving development of digital products by organisations.
8. Learn processes, tools and techniques used in design, development, and deployment of products.
9. Learn doing financial evaluation and marketing of digital products.
10. Build a working software product as a minimum viable product.

### Session Plan

| Session | Module                               | Topics                                                                                                                                                                                                                                                                                          |
|---------|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | Digital product management framework | <ul style="list-style-type: none"><li>• Concept of a digital product and its difference with software and physical products</li><li>• Product ownership vs. product management</li></ul>                                                                                                        |
| 2       | Digital product management framework | <ul style="list-style-type: none"><li>• Principles of systems thinking and its application in digital product creation.</li><li>• Systems thinking processes and framework</li><li>• Peter Checkland's SSM Methodology</li></ul>                                                                |
| 3       | Digital product management framework | <ul style="list-style-type: none"><li>• Visualizing Digital Product Creation</li><li>• Translating a digital business idea to a digital product</li><li>• Identifying a Potentially Viable Digital Product Gap</li><li>• Proof of concept, Prototype and Minimum Viable Product (MVP)</li></ul> |

| Session | Module                                                        | Topics                                                                                                                                                                                                                                                                                                          |
|---------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4       | Digital product management framework                          | <ul style="list-style-type: none"> <li>Applying Customer Journey Maps</li> <li>Principles of user experience (UX) and user interface (UI)</li> <li>Krugs Law</li> <li>Jacob Nielson's 10 principles of user interface (UI) design</li> </ul>                                                                    |
| 5       | Digital product management framework                          | <ul style="list-style-type: none"> <li>Developing user stories and conversation</li> <li>Developing use cases &amp; consolidating user stories</li> <li>Customer validation</li> </ul>                                                                                                                          |
| 6       | Learning tools and technology                                 | <ul style="list-style-type: none"> <li>Develop product management roadmap using tools like Prod</li> <li>Balsamiq or Moqup for UX and UI design and wireframe</li> <li>Google Forms and Survey Monkey for customer validation</li> </ul>                                                                        |
| 7       | Learning to develop a working digital product (workshop mode) | <ul style="list-style-type: none"> <li>Students will create wireframes for digital product creation project assigned to them</li> </ul>                                                                                                                                                                         |
| 8       | Learning to develop a working digital product (workshop mode) | <ul style="list-style-type: none"> <li>Understanding use and construct of product requirement documents (PRDs) developed from consolidated use cases</li> <li>Develop product requirement document (PRD) for the project assigned to them</li> </ul>                                                            |
| 9       | Learning tools and technology                                 | <ul style="list-style-type: none"> <li>Website development using tools like WIX</li> <li>Ecommerce portal development using tools like Shopify</li> </ul>                                                                                                                                                       |
| 10      | Learning tools and technology                                 | <ul style="list-style-type: none"> <li>App development using tools like Appy Pie</li> <li>Learn Google Analytics set up for analysing product use metrics</li> <li>Learn building product metric dashboard using tools like Google Data Studio</li> </ul>                                                       |
| 11      | Digital product management framework                          | <ul style="list-style-type: none"> <li>Understand statistical concept of A/B testing and its utility in creating digital products</li> <li>Implement A/B testing for the in-progress MVP using tools like Optimizely</li> </ul>                                                                                 |
| 12      | Learning to develop a working digital product (workshop mode) | <ul style="list-style-type: none"> <li>Build assigned MVP</li> <li>Do customer validation; observe customer</li> </ul>                                                                                                                                                                                          |
| 13      | Learning to develop a working digital product (workshop mode) | <ul style="list-style-type: none"> <li>Define product use metrics</li> <li>Implement measurement of product use metrics using tools like Google Analytics or in-built tools of products like Shopify</li> <li>Design dashboards reporting on product performance using tools like Google Data Studio</li> </ul> |
| 14      | Learning tools and technology                                 | <ul style="list-style-type: none"> <li>Use DevOps for continuous product improvement and deployment</li> <li>Get basic exposure of MS Azure or AWS DevOps for product release</li> </ul>                                                                                                                        |
| 15      | Learning tools and technology                                 | <ul style="list-style-type: none"> <li>Deconstructing the Digital Product</li> </ul>                                                                                                                                                                                                                            |

| Session | Module                                        | Topics                                                                                                                                                        |
|---------|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         |                                               | <ul style="list-style-type: none"> <li>Development and Application Journey through Digital Product Cloning</li> </ul>                                         |
| 16      | Learning tools and technology                 | <ul style="list-style-type: none"> <li>Development and Application Journey through Digital Product Cloning</li> </ul>                                         |
| 17      | Financial considerations for digital products | <ul style="list-style-type: none"> <li>Investment Planning &amp; Development Cost Budgeting</li> <li>Estimating the RoI of Digital Products</li> </ul>        |
| 18      | Financial considerations for digital products | <ul style="list-style-type: none"> <li>Digital Product Funding Lifecycle &amp; Funding Series</li> <li>Pricing &amp; Valuation of Digital Products</li> </ul> |
| 19      | Learning from Practising Product Managers     | <ul style="list-style-type: none"> <li>MVP pitch presentation and evaluation in presence of industry and faculty panel</li> </ul>                             |
| 20      | Learning from Practising Product Managers     | <ul style="list-style-type: none"> <li>MVP pitch presentation and evaluation in presence of industry and faculty panel</li> </ul>                             |



## VIII.4 LEADING DIGITAL: TURNING TECHNOLOGY INTO BUSINESS TRANSFORMATION

[3 Credits]

### Course Objectives:

Three key messages are woven throughout the course. First, establish habits for keeping up to date on emerging digital technologies (social, mobile, analytics and cloud) relevant to business and to marketing. Second, rise to the challenge of developing strategy to guide tactics. Third, identify data sources that allow you to define and track performance indicators for your digital marketing activities.

1. Creating your Digital Assets that are engaging and user friendly.
2. Establish habits for keeping up to date on emerging digital technologies. Develop creative ideas and convincing arguments about how these innovations will enable new ways of creating value.
3. Developing a basic understanding of digital revolution and write actionable objectives for digital initiatives.
4. How to start off a web-based venture, gain experience driving traffic to a website, critically evaluating what was effective and what was not.
5. Learn how to use web site analytics tools and know how to interpret the data.
6. Leveraging web analytics for attracting customers and boosting revenue.
7. Leveraging the social media to gain visibility.
8. Mobile Machines and the “Internet of Things”

| Session | Topics                                                                                               | Learning Goals/Dimensions of Learning Goals                                                                                     |
|---------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| 1       | Introduction to SMAC stack, background and current status<br><br><b>Case:</b> Orange Mart            | Communication:<br>Ability to effectively listen, inform, or persuade through appropriate medium, achieving the intended purpose |
| 2       | Leading Digital and Digital Mastery<br><br><b>Infrastructure Case:</b> Lemons & Melons Inc.          |                                                                                                                                 |
| 3       | Social Strategies/Social economy that work                                                           |                                                                                                                                 |
| 4 & 5   | Assignment-1: Case discussion & presentation in group<br><b>Case :</b> Volvo & GE                    |                                                                                                                                 |
| 6 & 7   | Mobility<br><b>Case:</b> ZipDial and EKO                                                             | Continual Process: Cases to be changed/added when the course will be offered                                                    |
| 8 & 9   | Cloud Strategies<br><br><b>Case:</b> Dropbox & Ghaziabad development authority (SAAS implementation) |                                                                                                                                 |

|                                |                                                              |  |
|--------------------------------|--------------------------------------------------------------|--|
| 10-11                          | Analytics – Recommender System<br>Case: Broadvision          |  |
| 12-13                          | Analytics – Social Network Analytics                         |  |
| <b>14, 15,<br/>16 &amp; 17</b> | Invited session on Business Analytics/ Big<br>Data Analytics |  |
| <b>18</b>                      | Machine Learning and IoT models                              |  |
| <b>19</b>                      | Digital Transformation                                       |  |
| <b>20</b>                      | <b>Term Project:</b> Multiplier effect of SMAC               |  |



## VIII.5 ENTERPRISE RESOURCE PLANNING

[3 Credits]

### Course Objectives:

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

### Session Topics:

| Session | Topics                                                                                     |
|---------|--------------------------------------------------------------------------------------------|
| 1       | ERP Then and Now – A Manager’s Perspective - I                                             |
|         | 1.What defines an ERP – concept of “integration”, “parameterisation” and “standardisation” |
|         | 2.Difference between “configuration” and “customisation”                                   |
|         | 3.Transformational impact of ERP on business and IT industry                               |
|         | 4.Benefits of ERP                                                                          |
|         | 5.Critical Success Factors of an ERP                                                       |
| 2       | ERP Then and Now – A Manager’s Perspective – 2                                             |
|         | 1.ERP and Organisational Change 1                                                          |
|         | 2.ERP Selection 2                                                                          |
|         | 3.The Disruptive Forces 3                                                                  |
|         | 4.Future of ERP 4                                                                          |
| 3       | SAP Fundamentals                                                                           |
|         | 1.Understanding SAP terminology 1                                                          |
|         | 2.Modules of SAP                                                                           |
|         | 3.SAP products3                                                                            |
|         | 4.SAP and other popular ERP Licensing Policy                                               |
| 4       | Designing Enterprise Structure using SAP                                                   |
| 5       | SAP Fundamentals – Hands On                                                                |
| 6       | Procurement Process in SAP                                                                 |
| 7       | Procurement Process in SAP – Hands On                                                      |
| 8       | Sales and Operations Planning (SOP) and Planning Strategy in SAP                           |
| 9       | Materials Requirement Planning (MRP) in SAP                                                |
| 10      | SOP, Planning Strategy and MRP in SAP – Hands On                                           |
| 11      | Availability Check (ATP), Capacity Planning and Scheduling in SAP                          |
| 12      | Manufacturing Cycle in SAP                                                                 |
| 13      | Manufacturing Cycle in SAP – Hands On                                                      |
| 14      | Product Costing in SAP                                                                     |
| 15      | Product Costing in SAP – Hands On                                                          |
| 16      | Sales and Distribution Cycle in SAP                                                        |
| 17      | Sales and Distribution Cycle in SAP – Hands On                                             |
| 18      | S/4 HANA Overview                                                                          |
| 19      | S/4 HANA Overview                                                                          |
| 20      | ERP Project Management                                                                     |

## VIII.6 OPERATIONS RESEARCH FOR HRM

[3 Credits]

### Objectives:

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

### Topics:

- Introduction
- Linear Programming : Mathematical Formulation
- Linear Programming : An Algebra Approach
- Linear Programming – The graphical Solution
- Linear Programing – The Simplex Method
- Linear Programing – Problem Solving
- Duality and Sensitivity Analysis
- Assignment Problem
- Markov Analysis
- Queuing Models
- Multi-objective decision making (MODM)
- Goal Programming
- Interactive and Non –Interactive methods in MODM
- Multi-attribute decision making (MADM)
- Analytic Hierarchical Process
- TOPSIS
- Measuring efficiency through DEA
- Measuring effectiveness through MOLP
- Case Discussion
- Case Discussion

## VIII.7 TOTAL QUALITY MANAGEMENT

[3 Credits]

### Course Objectives:

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

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

The learning goals that this course incorporates are Conceptual Frameworks and Decision Making. These are evaluated through written tests and software-based exam.

### Tentative Syllabus and Readings:

#### Session 1 □ Understanding Quality

□ Textbook: Chapters 1, 9

1. Zairi, M. (2013). The TQM legacy–Gurus' contributions and theoretical impact. The TQM Journal, Vol. 25 No. 6, pp. 659-676.
2. March, A. and Garvin, D.A. (1986), "A Note on Quality: The Views of Deming, Juran, and Crosby", Harvard Business School, Boston, MA, Product Number 9-687-011

#### Session 1-3 □ Foundations and Principles of Six Sigma, DMAIC methodology, Seven QC tools, Seven New Quality Tools

□ Textbook: Chapter 3

3. David R. Bamford Richard W. Greatbanks, (2005), "The use of quality management tools and techniques: a study of application in everyday situations", International Journal of Quality & Reliability Management, Vol. 22 Iss 4 pp. 376 - 392

#### Session 4-6 □ Lean Six Sigma - Value Stream Mapping (VSM), ISO 9000:2015, Cost of Quality, FMEA, Benchmarking

□ Textbook: pp. 393-395

□ Textbook: Chapter 2

4. Mohamed Zairi, (1994), "Benchmarking: The Best Tool for Measuring Competitiveness", Benchmarking for Quality Management & Technology, Vol. 1 Iss 1 pp. 11 - 24

#### Session 8 □ Value Stream Mapping (VSM) Case discussion

5. Braglia, M., Carmignani, G., & Zammori, F. (2006). A new value stream mapping approach for complex production systems. International journal of production research, 44(18-19), 3929-3952
6. Fawaz A. Abdulmaleka, Jayant Rajgopal (2007), "Analyzing The Benefits Of Lean Manufacturing And Value Stream Mapping Via Simulation: a Process Sector Case Study", Int. J. Production Economics, 107(1), 223-236.

#### Session 7, 9-12 □ SQC (Theory), Data visualization and SQC problem solving using R/Minitab/Excel

□ Textbook: Chapter 15, 19-20

□ Additional Material (Practice Problem Set) will be given

#### Session 13-14 □ Quality Inspections, Measurement System Analysis (Gage Bias and Linearity, Gage R&R, Gage Attribute study)

#### Session 14-15 □ Reliability Analysis

□ Additional Material (Practice Problem Set) will be given

#### Session 16 □ Revisiting SQC and other issues

**Session 17-18 □ Design of Experiments (ANOVA, Taguchi Methods and S/N Ratio)**

□ Textbook: pp. 605-619

7. Kumar, A., Motwani, J., & Otero, L. (1996). An application of Taguchi's robust experimental design technique to improve service performance. *International Journal of Quality & Reliability Management*, 13(4), 85-98.

8. Rowlands, H., Antony, J., Knowles, G. (2000), "An application of experimental design for process optimization", *The TQM Magazine*, Vol. 12 No.2, pp.78-83

**Session 19 □ A Six Sigma Case Study**

9. Rasis, D., Gitlow, H. S., & Popovich, E. (2002). Paper organizers international: a fictitious Six Sigma green belt case study. I. *Quality Engineering*, 15(1), 127-145.

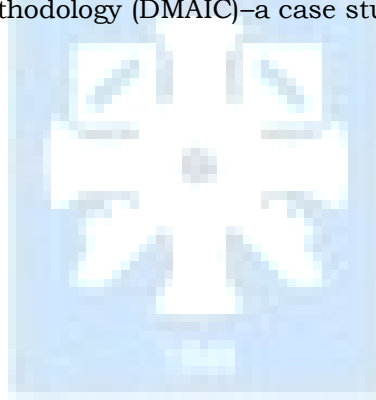
10. Rasis, D., Gitlow, H. S., & Popovich, E. (2002). Paper organizers international: a fictitious Six Sigma green belt case study. II. *Quality Engineering*, 15(2), 259-274.

**Session 19-20 □ Six Sigma case studies from various sectors**

11. Redzic, C., & Baik, J. (2006, August). Six sigma approach in software quality improvement. In *Software Engineering Research, Management and Applications*, 2006. Fourth International Conference on (pp. 396-406). IEEE.

12. Kumar, M., Antony, J., Antony, F. J., & Madu, C. N. (2007). Winning customer loyalty in an automotive company through Six Sigma: a case study. *Quality and Reliability Engineering International*, 23(7), 849-866.

13. Li, S. H., Wu, C. C., Yen, D. C., & Lee, M. C. (2011). Improving the efficiency of IT help-desk service by Six Sigma management methodology (DMAIC)—a case study of C company. *Production Planning & Control*, 22(7), 612-627.



## IX STRATEGIC MANAGEMENT

### IX.1 INTRODUCTION TO SUSTAINABLE DEVELOPMENT AND CORPORATE SUSTAINABILITY

[2 Credits]

#### Course Objectives:

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

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

#### SESSION PLAN

##### I. Overview of sustainability

##### 1. What is sustainability: Economic perspective

- Readings
  - i. Historical, practical and theoretical perspectives on green management
  - ii. Tradeoffs in corporate sustainability, you can't have your cake and eat it
  - iii. Case: <https://www.youtube.com/watch?v=T6X2uwlQGOM>

##### 2. Problems in achieving sustainability: systems perspective

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

##### 3. Business case for sustainability: strategic perspective

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

##### 4. Stakeholders interests and incentives: stakeholder perspective- I

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

##### 5. Multi stakeholder partnerships- Stakeholder perspective - II

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

##### II. Sustainability: Functional perspectives

## **6. Markets for sustainable products: New product development perspective**

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

## **7. Brand and marketing perspective**

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

## **8. Sustainability measurement and reporting**

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

## **9. Reducing waste: Operations perspective- I**

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

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

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

## **III. Key topics in sustainability: Business Implications**

### **11. Climate change**

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

### **12. Urban Context and solutions**

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

### **13. Biodiversity and Ecosystem services**

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

## IX.2 STRATEGIC MANAGEMENT

[3 Credits]

### **Course Objectives:**

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

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

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

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

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



## **IX.3 ADVANCED ENVIRONMENTAL MANAGEMENT AND GREEN MARKETING**

**[3 Credits]**

### **Objectives:**

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

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

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

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

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

### **Topics:**

- THE TRIPLE BOTTOM LINE

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

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

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

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

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

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

- SUSTAINABLE DEVELOPMENT

City Water Tanzania – Illustrates the challenges of the role of private sector initiatives in reaching the 10th target in the UN 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. 9B07M022, -023, -024

- MARKETING AND BUSINESS STRATEGY

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

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

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

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

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

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

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

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

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

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

General Electric – EcoImagination strategy – readings

- ENERGY AND GLOBAL WARMING

Global warming films and readings

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

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

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

## IX.4 APPLIED QUANTUM INNOVATIONS

[3 Credits]

### Course Objectives:

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

### Topics:

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

## IX.5 BALANCED SCORE CARD

[3 Credits]

### Course Objectives:

The elective on Balanced Scorecard (BSC) is a specialized course, which broadly looks at holistic performance measurement and management; and then attempts to provide an in-depth understanding of Balanced Scorecard as an important tool of strategic management and implementation. The objectives of this course are as under.

1. To emphasize the need to evolve a thorough and meaningful picture of business with multiple perspectives, taking a long-term strategic view
2. To provide an understanding of the development and evolution of BSC from a performance measurement tool to a strategic management imperative
3. To familiarize the students with the practicalities and challenges of using a BSC, through the use of cases/simulation in class
4. To provide examples of corporate experience in the usage of BSC (through guest lectures)
5. To acquaint the students with the methodology and process of creating a BSC

### Topics:

| Sessions        | Topics                                                                                                                                  | Articles and Cases                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sessions 1 & 2  | <ul style="list-style-type: none"><li>• Introduction to the course</li><li>• Review of strategy implementation concepts</li></ul>       | <ul style="list-style-type: none"><li>• Drucker, P. F. (1994), The theory of the business, HBR, Sept-Oct</li><li>• Christensen, C. M. &amp; Donovan, T. (2002), The process of strategy development &amp; implementation, Infosight</li></ul>                                                                                                                                                        |
| Sessions 3 to 6 | <ul style="list-style-type: none"><li>• Performance measurement</li><li>• Balanced Scorecard concepts</li><li>• Strategy Maps</li></ul> | <ul style="list-style-type: none"><li>• Kaplan, R.S., &amp; Norton, D.P. (1999), Building a Strategy-Focused Organization, HBS Publishing</li><li>• 2008 – Setting Measures and Targets that Drive Performance – a Balanced Scorecard Reader, HBS Publishing</li><li>• Case – Citibank: Performance Evaluation</li><li>• Case – Playgrounds and Performance: Results Management at KaBOOM!</li></ul> |
| Sessions 7 & 8  | <ul style="list-style-type: none"><li>• Learning &amp; Knowledge Management</li><li>• Alignment through BSC</li></ul>                   | <ul style="list-style-type: none"><li>• Hansen, M. T., Nohria, N., Tierney, T. (1999), What's your strategy for managing knowledge? HBR, March-April</li><li>• Kaplan, R.S., &amp; Norton, D.P. (2006), Linking balanced scorecard measures to your strategy, HBS Press</li></ul>                                                                                                                    |

|                   |                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   |                                                                                                 | <ul style="list-style-type: none"> <li>• Kaplan, R.S., &amp; Norton, D.P. (2006), <i>Achieving strategic alignment: From top to bottom</i>, HBS Press</li> <li>• Alignment at Tata Motors' Commercial Vehicle Business Unit</li> </ul>                                                                                                                                                                               |
| Sessions 9 & 10   | <ul style="list-style-type: none"> <li>• BSC simulation</li> </ul>                              | <ul style="list-style-type: none"> <li>• <i>Case – Transworld Auto Parts (TWA) – A &amp; B</i></li> <li>• <b>Balanced Scorecard</b> by V G Narayanan</li> </ul> <p>(Harvard Business Publishing simulation)</p>                                                                                                                                                                                                      |
| Sessions 11 & 12  | <p>☐ Integrating strategy processes through BSC</p>                                             | <ul style="list-style-type: none"> <li>• Kaplan, R.S., &amp; Norton, D.P. (2007), <i>Using the balanced scorecard as a strategic management system</i>, HBR, July-Aug</li> <li>• <i>Case – Volkswagen do Brasil: Driving Strategy with the Balanced Scorecard</i></li> </ul>                                                                                                                                         |
| Sessions 13 to 18 | <ul style="list-style-type: none"> <li>• Applications of BSC in various contexts</li> </ul>     | <ul style="list-style-type: none"> <li>• <i>Case – Strategic Performance Measurement of Suppliers at HTC</i></li> <li>• <i>Case – Verizon Communications, Inc.: Implementing a Human Resources Balanced Scorecard (HR-BSC)</i></li> <li>• <i>Case – Amanco: Developing the Sustainability Scorecard</i></li> <li>• <i>Case – Infosys' Relationship Scorecard: Measuring Transformational Partnerships</i></li> </ul> |
| Sessions 19 & 20  | <ul style="list-style-type: none"> <li>• Innovation BSC</li> <li>• Summary / Wrap-up</li> </ul> | <ul style="list-style-type: none"> <li>• 2007 – <i>Managing Innovation – a Balanced Scorecard Reader</i>, HBS Publishing</li> </ul>                                                                                                                                                                                                                                                                                  |

## IX.6 BEHAVIORAL STRATEGY & DECISION MAKING

[3 Credits]

### Course description and objectives:

This course is not about *what* we choose, it is about *how* we choose and how we make better decisions. Wise people make them for themselves, while others follow the public opinion. High achievers make them quickly, while stragglers plod on without ever making them. Less effective managers wait until they are certain before they make them, while effective ones only wait until they have clarity. Some postpone them until they are no longer relevant, while others are willing to make them when they are necessary. From paying for coffee to losing weight; from buying a car to choosing a spouse - our decisions shape our destiny. If we are to be high achievers, effective managers, or leaders, we must understand how to make decisions. And we must understand even better how to avoid the traps that cause intelligent people to make bad decisions. The purpose of this course is to inform future managers, analysts, consultants, and entrepreneurs, about the psychological processes and biases underlying the decisions. Understanding and improving these decisions, made by themselves and their critical stakeholders such as customers, competitors, and co-workers, will allow them to incorporate such insights to business strategies.

### Topics:

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

## IX.7 BUILDING LEARNING ORGANISATIONS

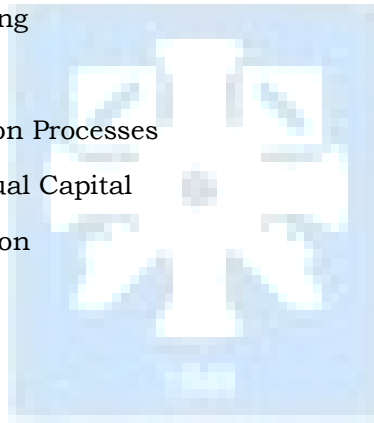
[3 Credits]

### Course Objectives:

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

### Topics:

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



## IX.8 BUSINESS AT THE BOTTOM OF THE PYRAMID

[3 Credits]

### Course Objectives:

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

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

### Pedagogy:

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

| Session Details: |                                         |                                                                                                                                                                                                                                                                        |
|------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Session No.      | Topic/s                                 | Readings & Cases                                                                                                                                                                                                                                                       |
| 1                | Introduction and Overview               | Case (Visual): Voices of the Poor<br>Readings: 1. Sachs J. (1999) Helping the world's poorest. The Economist.<br>2. Easterly W. (2007). The Ideology of development. FP<br>3. Prahalad, C. K. (2005). Aid is not the answer. WSJ                                       |
| 2                | Opportunities and Challenges at the BoP | Case : Patrimonio Hoy<br>Readings: 1. Prahalad and Hammond (2002) Serving the world's poor profitably. HBR<br>1. Prahalad and Hart (2002) Fortune at the Bottom of the Pyramid. B+S                                                                                    |
| 3                | BoP Interventions: Cases and non-cases  | Case (Visual): Cases of BoP (From the fortune at the BoP, Prahalad, 2007)<br>Readings: 1. Karnani, A. (2007) "Doing well by doing good: Fair and Lovely", SMJ<br>2. Karnani, A. (2007) "The Mirage of Marketing at BoP" CMR., and Prahalad's response to Karnani, SSRN |
| 4                | Understanding and developing BoP market | Case: Hindustan Levers Project Shakti: Marketing FMCG to Rural Consumers<br>Readings: Hammond et al (2008), The next four billion: characterizing BoP market (in Business and Poverty)                                                                                 |

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

#### Optional Readings:

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

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

## IX.9 BUSINESS NETWORKING

[1.5 Credits]

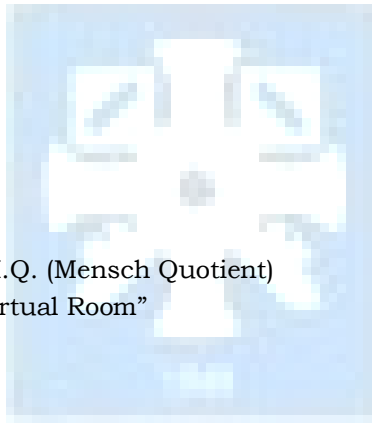
### Course Objectives:

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

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

### Topics

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



## **IX.10 BUSINESS MODELS FOR ORGANIZATIONAL EXCELLENCE**

**[3 Credits]**

### **Course Objectives:**

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

### **Session 1: Introduction**

Topic(s):

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

### **Session 2: Competing Through Business Model**

Topic(s):

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

### **Session 3 and 4: Types of Business Models**

Topic(s):

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

### **Session 5 and 6: Business Model Generation**

Topic(s):

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

### **Session 7: Analyzing Business Models**

Topic(s):

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

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

Topic(s):

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

### **Session 9: Replicating Successful Business Model**

Topic(s):

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

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

Topic(s):

- Discuss multiple business models for each sector
- Education Sector

- Case Analysis: TedEd (or some other education business model)
- Banking and Financial Services Sector
  - Google Wallet (or some other financial services business model)
- Technology Sector
  - iCloud (or some other technological services business model)
- Media Sector
  - Netflix (or some other media based business model)
- Mobile and Telecom Sector
  - WhatsApp or Skype (or some other mobile or telecom based business model)
- Healthcare Sector
  - Narayana Hrudayala (or some other healthcare based business model)
- Travel Sector
  - Airbnb (or some other travel based business model)
- Government and Public Sector
  - Indian Railway (or other government or public sector based business model)
- Consumer Goods and Service Sector (Food & Beverages)
  - Subway (or some other consumer goods based business model)
- Retail Sector
  - Walmart / Amazon (or some other retail sector based business model)
- Energy Sector
  - SELCO or Husk Power (or some other energy sector based business model)

***Session 17-19: Student Business Model Presentation***

Topic(s):

- Present the developed business model

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

Topic(s):

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

## IX.11 COMPETITION AND GLOBALISATION

[3 Credits]

### Course Objectives:

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

### Topics:

### **MODULE 1**

#### UNDERSTANDING GLOBALISATION AND COMPETITIVENESS- CONCEPTUAL

##### Readings –

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

#### BUSINESS CONTEXT IN EMERGING MARKETS

##### Readings

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

### **MODULE 2**

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

##### Reading - CHINA AND INDIA

- Emerging giants
- Diaspora's causes and effects

##### Case

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

### **MODULE 3**

#### MnC'S IN EMERGING MARKETS

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

#### Readings

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

#### Cases

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

### **MODULE 4**

New Business models emerging in Today's world

#### Readings

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

#### Cases

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



## **IX.12 CORPORATE SUSTAINABILITY IN PRACTICE**

**[3 Credits]**

### **Course Description and Objectives:**

Mere knowledge of theoretical concepts, frameworks & tools of corporate sustainability count for nothing if not appropriately embedded into context specific corporate strategy, supplemented by a robust implementation plan. Many a corporates fail to leverage the value & competitive advantage creation potential of sustainability on this count. This course explores sustainability from the perspective of strategy formulation and implementation and the challenges inherent therein. The aim of this course is to expose students to the nuances of “sustainability in practice”. Accordingly the course objectives will be:

1. Understand the business case for corporate sustainability, including sustainability as a driver of strategy, innovation and value creation.
2. Focus on making sustainability part of the corporate DNA – its mission and vision
3. Develop competencies that are required in creating sustainability management systems, including metrics, implementation, feedback and reporting.
4. Prepare students to hit the ground running, if she lands a sustainability role in final placements

### **Session Topics and Readings:**

#### **Session 1-2**

Primer on Sustainability as a driver of strategy, innovation & value creation

#### **Readings:**

1. Thomas Dyllick; Kai Hockerts (2002). Beyond the business case for corporate sustainability. Business Strategy and the Environment, 11, 130-141.
2. Dangelico R.M and Pujari (2010). Mainstreaming Green Product Innovation: Why and How Companies Integrate Environmental Sustainability, Journal of Business Ethics, Vol. 95, No. 3, 471-486.

#### **Session 3-9**

Metrics of sustainability: Measuring footprints

1. Carbon
2. Water
3. LCA
4. Waste
5. Natural capital valuation

#### **Readings:**

1. WRI & WBCSD (2011) Corporate Value Chain (Scope 3) Accounting and Reporting Standard
2. IFC (2013). Water Footprint Assessment, Results & Learning – Tata, chemicals, Tata Motors, Tata Power, and Tata Steel.
3. ISO. ISO 14040:2006 Environmental management -- Life cycle assessment -- Principles and framework
4. Trucost (2016). Growing business value in an environmentally challenged economy.
5. Natural Capital Coalition (2016). Natural Capital Protocol.

#### **Session 10-13**

Integrating Sustainability into corporate Strategy for value creation

1. Sustainable Operations and supply chain management
2. Green Marketing strategies
3. Strategic CSR
4. Circular Economy
5. Innovation

Readings:

1. Puma (2011). Environmental Profit & Loss Accounting
2. Louis Lebel and Sylvia Lorek (2008). Enabling Sustainable Production-Consumption Systems. *Annu. Rev. Environ. Resour.* 33:241–75.
3. Yes Bank and TERI (2018) Circular Economy: A Business Imperative for India

**Session 14-17**

Implementation & reporting

Readings:

1. L. Buys, K. Mengersen, S. Johnson, N. van Buuren, A. Chauvin (2014). Creating a Sustainability Scorecard as a predictive tool for measuring the complex social, economic and environmental impacts of industries, a case study: Assessing the viability and sustainability of the dairy industry. *Journal of Environmental Management* 13, 184-92.
2. GRI reporting protocol
3. Carbon Disclosure Project
4. Dow Jones Sustainability Index

**Session 18-20**

Connecting the dots: Governance, Leadership & organizational change management for sustainability

Readings:

1. Alice Klettner, Thomas Clarke, Martijn Boersma (2014). The Governance of Corporate Sustainability: Empirical Insights into the Development, Leadership and Implementation of Responsible Business Strategy. *J Bus Ethics*, 122:145–165.
2. Robert Hay (2010). The Relevance of Ecocentrism, Personal Development and Transformational Leadership to Sustainability and Identity. *Sust. Dev.* 18, 163–171.

**Course Pedagogy**

This course shall primarily use multiple industry examples predominantly from Indian context, supplemented by readings, lectures, exercises as required. Information will be presented from academic research and actual disclosures of major multinational companies. Sustainability officers and other sustainability professionals will serve as guest speakers in the class throughout the course. Live projects with Jamshedpur based corporate entities will provide students with first hand exposure to sustainability strategy creation, implementation, monitoring and reporting practices.

As there will be limited live project opportunities in Jamshedpur, the class will have a cap of 60 students (30 from BM & 30 from HRM). As the course is predominantly strategy and sustainability oriented, strong theoretical understanding of issues related to corporate sustainability & strategy are a prerequisite. To ensure that every student in the class is on the same page as regards to sustainability & strategy, those with higher grades in ISDCS course + strategy courses till term 4 will be given preferential admission into the course.

## IX.13 DESIGNING ORGANISATIONS FOR UNCERTAIN ENVIRONMENT

[3 Credits]

### Course Objectives:

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

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

### Topics

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

## IX.14 ENTREPRENEURSHIP AND NEW VENTURES

[3 Credits]

### Course Objective:

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

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

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

### Tentative Topics

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

## **IX.15 ENTREPRENEURSHIP PLANNING AND DEVELOPMENT: WITH SPECIAL REFERENCE TO TECH-ENTREPRENEURS AND PROFESSIONALS**

**[3 Credits]**

### **Course Objectives:**

This course has five basic objectives:

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

### **Topics**

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

## IX.16 GAME THEORY FOR MANAGERS

[3 Credits]

### Course Objectives:

Business managers make decisions in an interactive strategic environment. Their decisions affect other businesses, and vice versa. Such situations are known as 'games'. Game Theory is the science of playing 'games'. Managers frequently play 'games' with competitors, suppliers, customers, complementors, as well as with internal stake-holders. Internationally, a lot of integration is taking place between decision theory, particularly applied game theory, and business strategy. On one hand, applied game theorists are trying to draw on real life management practices to develop newer and more relevant theories. On the other hand, strategists are coming to depend on game theory to provide a general framework for organizing the otherwise incoherent mass of facts available to them. In this context, the current course seeks to provide the students with an introduction to the interface between game theory and strategy. The purpose of this course is to enhance students' ability to think strategically in complex, interactive environments. As functional managers, when the students will engage themselves in negotiating and / or contracting with customers and / or suppliers, in bidding for contracts against competitors, and in pricing or other strategic decision making, they will be able to reap the benefit of doing this course.

### Course Content:

#### **Module A (Games of Complete Information – Fundamentals and Applications) – 8 sessions**

Introduction to game theory – Concept of individual rationality, Sequential move games, backward induction and foresight, Simultaneous move games - Pure strategy Nash equilibrium, Repeated games, Simultaneous move games - Mixed strategy Nash equilibrium, Commitment and Strategic Moves - Credibility, threats, and promises, War of Attrition, Negotiations – Wage / price bargaining under complete information, Investment and hold-up problem.

#### **Module B (Games of Complete Information – Advanced Topics) – 4 sessions**

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

#### **Module C (Games of Incomplete Information and its Business Applications) – 8 sessions**

Introduction to games of incomplete information and Bayesian Nash equilibrium, Sequential move games of incomplete information and Perfect Bayesian equilibrium; Doing business with limited information, Negotiation failure under incomplete information; Managing “principal-agent problems” by creating incentives, Designing contracts Auctions and bidding, The structure of signaling games Job-market signaling, Certification as signal, Entry deterrence under incomplete information.

### Session plan

#### **Module A**

#### **(Games of Complete Information – Fundamentals and Applications)**

#### **Session. Topic(s) Book Chapters(s) / Reference(s) / Case(s)**

1. Introduction; Understanding “individual rationality”; Sequential moves, backward induction and foresight Games with Sequential Moves (*Chapter 3 of Dixit and Skeath*) Out-think Chapter. 2
2. Simultaneous move games with pure strategies-*Problem Solving Session (Set A1)* Simultaneous-Move Games with Pure Strategies I: Discrete Strategies Simultaneous-Move Games with Pure Strategies II: Continuous Strategies (*Chapter 4-5 of Dixit and Skeath*) Out-think Chapter. 3 and Chapter 4
3. Repeated games and tacit collusion-*Problem Solving Session (Set A1)* the Prisoners' Dilemma and Repeated Games (*Chapter 11 of Dixit and Skeath*) Out-think Chapter. 6
4. Simultaneous move games with mixed strategies -*Problem Solving Session (Set A2)* Simultaneous-Move Games with Mixed Strategies I:(*Chapter 7 of Dixit and Skeath*) Out-think Chapter. 7
5. Commitment and Strategic Moves - Credibility, threats, and promises -*Problem Solving Session (Set A2)* Strategic Moves (*Chapter 10 of Dixit and Skeath*) Out-think Chapter. 5

**6.** War of Attrition Case:-Hold or Fold? (HBS: 9-794-092)Entry and Deterrence in British Satellite Broadcasting (Section 7.1. of Ghemawat)

**7.** Understanding the value-net- Negotiations - Bargaining under complete information-Nash bargaining solution, **Caselet:** Acme Auto vs. Selco Steel Bargaining Problems; Out-think Chapter. 8

**8.** Tactical issues in negotiating and designing contracts-Investment and hold-up problem Caselets: Gainesville Regional Utility o Hero Cycles vs. PARI Players and Rules (Chapter. 4 and 6 of Coopetition by Brandenberger and Nalebuff) Investment, Hold-up and Ownership (Chapter 21 of Watson)

**Module B (Games of Complete Information – Advanced Topics) Session. Topic(s) Book Chapters(s) / Reference(s) / Case(s) 9 and 10**

N-person games-Problem Solving Session (Set B1)-3-person games (Chapter 7 of McCain)

N-person games (Chapter 10 of McCain) Collective-action games (Chapter 12 of Dixit and Skeath)

**11.** Matching games and market designing-Coalitional games; A Note on Gale-Shapley Algorithm – Sumit Sarkar Elements of Cooperative Games (Chapter. 16 of McCain)

**12.** Evolutionary game theory Problem solving session (Set B2) -Evolution and Adaptive Learning (Chapter. 19 of McCain)

**Module C**

**(Games of Incomplete Information and their Business Applications)**

**Session. Topic(s) Book Chapters(s) / Reference(s) / Case(s)**

**13 and 14.** Introduction to games of incomplete information

Simultaneous move games of incomplete information - Bayesian Nash Equilibrium

□ Bayesian Games (Chapter 9 of Osborne) □ Information (Chapter 6 of Binmore)

**15.** Sequential move games of incomplete information - Perfect Bayesian Equilibrium

Wage bargaining under incomplete information; Final Offer Arbitration; A note on strikes (Sumit Sarkar);A note on Final Offer Arbitration (Sumit Sarkar) Out-think Chapter. 7

**16.** Designing contracts under incomplete information Problem Solving Session (Set C1)

□ Risk and Incentives in Contracting (Chapter. 25 of Watson)

**17 and 18.** Auctions and bidding – Private value auctions with risk-neutral and risk averse bidders. □ Bidding Strategy and Auction Design (Chapter 17 of Dixit and Skeath) □ A Simple Mathematical Note on Auctions (Sumit Sarkar)

**19.** □ The structure of signaling games □ Entry deterrence under incomplete information

□ Case: Fog of Business (HBS) □ Note: Bitter-Sweet Temptation (Sumit Sarkar) □ Uncertainty and Information (Chapter 9 of Dixit and Skeath)

**20.** □ Job-market signaling □ Problem Solving Session (Set E) □ A Note on Signaling Games (Sumit Sarkar)

## IX.17 I S STRATEGY

[3 Credits]

### Course Objectives:

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

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

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

### Topics

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

## **IX.18 INDUSTRIAL ECONOMICS AND COMPETITIVE STRATEGIES**

**[3 Credits]**

### **Course Objectives:**

To help gain an understanding of:

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

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

### **Topics**

Topics:

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

#### **STRUCTURE**

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

#### **CONDUCT**

- 9. Competition
  - Competing via commitment
  - Dynamics of pricing rivalry
  - Entry & exit strategies

#### **10. Strategic Positioning & dynamics**

- Competitive advantage and its sustenance
- Innovation as a source of competitive advantage
- Agency and performance measurement

#### **PERFORMANCE**

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

#### **PUBLIC POLICY & REGULATION**

- 12. Issues in Antitrust & regulatory Economics

# IX.19 INTERNATIONAL MANAGEMENT

[3 Credits]

## Course Objectives:

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

## Session 1: Introduction & Overview of the Course

Globalization or Semi-globalization?

- **Textbook:** Chapter 1
  - Friedman, T. L. (2005). It's a flat world, after all. *The New York Times*.
  - TED Talk by Ghemawat – Actually, the world isn't flat
- Page 2 of 3

## Session 2 to 4: Role of Institutions & Globalization

International Trade and Global Institutions

- The Economic Gains from Trade: Comparative Advantage. *Harvard Teaching Note*.
  - The Economic Gains from Trade: Theories of Strategic Trade. *Harvard Teaching Note*.
  - Bremmer, I. (2014). The new rules of globalization. *Harvard Business Review*.
  - Understanding the WTO. Fifth Edition 2015. (Optional Reading)
  - **Case:** Collision Course in Commercial Aircraft: Boeing-Airbus-McDonnell Douglas--1991 (A)
- Competitive Advantages of Nations: Porter's Diamond Framework
- Porter, M. E. (1990). The Competitive Advantage of Nations. *Harvard Business Review*.
  - **Case:** Finland and Nokia: Creating the World's Most Competitive Economy

## Session 5 to 8: Organizing MNCs

Strategy and Structure of MNC

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

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

Headquarter-Subsidiary relationship

- Ghoshal, S., & Bartlett, C. (1986). Tap your subsidiaries for global reach. *Harvard Business Review*.
  - Ghemawat, P., & Vantrappen, H. (2015). How global is your c-suite? *MIT Sloan management review*.
  - **Case:** Levendary Cafe: The China Challenge
  - **Case:** EMI and the CT Scanner (A) & (B)?
- Managing Innovation Across Borders | Reverse innovation | Blue Ocean Strategy
- Immelt, J. R., Govindarajan, V., & Trimble, C. (2009). How GE is disrupting itself. *Harvard Business Review*.
  - Khanna, T. (2014). Contextual Intelligence. *Harvard Business Review*.
  - Chan, K. W., & Mauborgne, R. (2005). Blue ocean strategy: from theory to practice. *California Management Review*. (Optional Reading)
  - **Case:** GE Healthcare (A): Innovating for Emerging Markets

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

World of Differences: CAGE Framework

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

- **Case:** Grolsch: Growing Globally  
Global Value Creation: ADDING Value Scorecard
- **Textbook:** Chapter 3
- **Case:** Mittal Steel in 2006: Changing the Steel Game

### **Session 11 to 14: Foreign Market Entry Strategies**

#### Modes of Entry

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

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

#### Page 3 of 3

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

#### FDI Trends in Developing Economies

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

#### Cross-border M&As

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

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

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

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

### **Session 15 to 20: Competing Across Borders**

#### Adaptation Strategies in Foreign Markets

- **Textbook:** Chapter 4

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

- **Case:** Must Zee TV

#### Arbitrage Strategies for Cross-border Outsourcing

- **Textbook:** Chapter 5

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

#### Aggregation Strategies for Managing Foreign Operations | SCM for Trading Companies

- **Textbook:** Chapter 6

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

- **Case:** ZARA: Fast Fashion

#### Playing the Differences: The AAA Triangle

- **Textbook:** Chapter 7

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

#### Globalization of Capital Markets

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

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

#### Course Wrap-up

## IX.20 INTERNATIONAL RELATIONS AND MANAGEMENT

[3 Credits]

### Course Objectives:

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

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

### Topics

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

- Disaster Management & Business:
- India's Interaction in Africa:
  - ✓ Exploiting an Untapped Market & Seeking Resources
- India & West Asia: Transfer of Wealth & the Politics of Oil
- Energy Security : Oil, Gas & the Nuclear Deal
- Scenario Building:
  - ✓ Iran & Central Asia- Energy & Allies
  - ✓ Iran becomes a Nuclear State



## IX.21 INTRODUCTION TO SOCIAL ENTREPRENEURSHIP

[3 Credits]

### I. Course Objectives:

This course will help the participants to:

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

### II. Course Design & Coverage:

This course is designed to provide both conceptual and experiential learning to help appreciating how culture influences behaviour and why it is important for practicing/ potential managers to understand the culture relativities. To fully benefit from the course, regular class attendance, pre-class preparation, and participation is essential.

The course is designed in four modules:

#### Module 1: Understanding Culture (Sessions 1-4)

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

##### Session 1 Introduction to the Course

*Readings:* 1. T Morrison & Wayne Conway *The Color of Money* 2. -do- *The Relativity of Time* 3. -do- *What's in a Name* 4. -d- *How's Your Foreign Image* [ii]

##### Session 2-3 A Systemic View of Culture

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

##### Session 4-5 Understanding Culture: Key Concepts

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

#### Quiz-1 in Session 6 (10 Marks)

**Module 2: Frameworks for Mapping the Culture (Sessions 5-8)** This module discusses two comprehensive frameworks which help one to analyse and compare different cultures and derive their implications for management practices.

##### Session 6-7 Dimension of Cultural Differentiation - Geert Hofstede

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

##### Session 8-9 Dimension of Cultural Differentiation – Cluckhohn

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

#### Mid-Course Quiz- 2 in Session 10 (10 Marks)

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

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

Specifically, the following countries will be covered:

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

These sessions have an evaluation component, which will be explained in the class. The readings for these are in Booklet 2 [iii]  
Quiz-3 in Session 18 (10 Marks)

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

##### **Session 18 Adjusting to the New Culture**

*Readings:* 16. William B Heart *The Intercultural Sojourn as the Hero's Journey*

##### **Session 19- 20 Cultural Differences in Management/Business Practices**

*Readings:*

17. Geert Hofstede *Cultural Constraints in Management Theories*

18. Ethan Watters *We Aren't the World*

19. Madhukar Shukla *Cross-Cultural Differences in Business Environments*

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

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



## IX. 22 INTRODUCTIONS TO MANAGEMENT CONSULTING PRACTICE

[3 Credits]

### Course Objectives:

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

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

### Session Plan

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

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

|         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         | 1. “Consultant’s comeuppance” by R Buday (HBR case Feb 2003)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 7       | <p>Client Relationship Management</p> <ul style="list-style-type: none"> <li>Political and interpersonal aspects of the consulting relationship</li> <li>Understanding and tackling resistance</li> </ul> <p><b>Readings:</b></p> <ol style="list-style-type: none"> <li>“Client vs. Consultant: Fishbowl or Foxhole?” by CF Easley Jr and CF Harding (Journal of Management Consulting: Nov 1999).</li> <li>“Overcome the fatal flaws of consulting: Close the results gap” by RH Schaffer (Business Horizons – Sep-Oct 1998)</li> </ol> <p><b>Case:</b></p> <ol style="list-style-type: none"> <li>When consultants and clients clash” by IF Kesner and S Fowler (HBR Case study – Nov-Dec 1997)</li> </ol>                                                                                                                                           |
| 8 & 9   | <p>Knowledge management and the consulting business</p> <p><b>Readings:</b></p> <ol style="list-style-type: none"> <li>“Knowledge management in the wild” by M Weeks (Business Horizons Nov-Dec2004)</li> <li>“What’s your strategy for managing knowledge?” by M Hansen, N Nohria and T Tierney (HBR Mar-Apr 1999)</li> </ol> <p><b>Case:</b></p> <ol style="list-style-type: none"> <li>McKinsey &amp; Company: Managing knowledge and learning (by C Bartlett - HBR case 396357)</li> <li>Knowledge Management at Katzenbach Partners LLC – by B Blumenstein (Stanford GSB - SM-162)</li> </ol>                                                                                                                                                                                                                                                      |
| 10      | Mid-term review and project interim presentations by groups                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 11 & 12 | <p>Executing the consulting engagement (A)</p> <ul style="list-style-type: none"> <li>Data collection and analysis (Qualitative and Quantitative); Diagnosing situations; Generating insights from data and translating them in to executive communications</li> </ul> <p><b>Readings:</b></p> <ol style="list-style-type: none"> <li>Chapter 11: “Getting the data” (from the book “Flawless consulting: A guide to getting your expertise used” by Peter Block)</li> <li>Chapter 12: “Preparing for feedback” (from the book “Flawless consulting: A guide to getting your expertise used” by Peter Block)</li> <li>Chapter 11: “Gathering data and diagnosing situations” (from the book “The Advice Business” by C.J. Fombrun &amp; M.D. Nevins)</li> </ol> <p><b>Case:</b></p> <ol style="list-style-type: none"> <li>(To be confirmed)</li> </ol> |
| 13 & 14 | <p>Executing the consulting engagement (B)</p> <ul style="list-style-type: none"> <li>Designing Interventions, solution(s) and implementation framework(s)</li> <li>Facilitating organizational change associated with the proposed solution</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

|         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         | <p><b>Readings:</b></p> <ol style="list-style-type: none"> <li>Chapter 12: “Interventions: Getting the client to change” (from the book “The Advice Business” by C.J. Fombrun &amp; M.D. Nevins)</li> <li>Chapter 13: “Facilitating change: Implementing a results orientation” (from the book “The Advice Business” by C.J. Fombrun &amp; M.D. Nevins)</li> </ol> <p><b>Case:</b></p> <ol style="list-style-type: none"> <li>Discuss the case on AT&amp;T Business Services given in Chapter 17: “Large-scale change in the strategic enterprise” (from the book “The Advice Business” by C.J. Fombrun &amp; M.D. Nevins)</li> <li>Discuss the case on First Trust Bank &amp; IBM given in Chapter 18: “Aligning business and technology strategy” (from the book “The Advice Business” by C.J. Fombrun &amp; M.D. Nevins)</li> </ol> |
| 15      | <p>Ethical dimensions of consulting</p> <p><b>Readings:</b></p> <ol style="list-style-type: none"> <li>Chapter 24: “Strong ethics: The cornerstone of professionalism in consulting” (from the book “The Advice Business” by C.J. Fombrun &amp; M.D. Nevins)</li> <li>“A note on ethical decision making” by AC Wicks (Darden Business Publishing – Univ of Virginia, UV0099).</li> </ol> <p><b>Case:</b></p> <ol style="list-style-type: none"> <li>“Martha McCaskey ” - by BJ Van Dissel, J Margolis and A Kanji (HBS – 9-403-114)</li> </ol>                                                                                                                                                                                                                                                                                        |
| 16 & 17 | <p>Consulting as a career</p> <ul style="list-style-type: none"> <li>Work life issues, lifestyle, rewards, culture, interviewing with consulting companies</li> </ul> <p><b>Readings:</b></p> <ol style="list-style-type: none"> <li>Chapter 25: “So you want to be a consultant?” (from the book “The Advice Business” by C.J. Fombrun &amp; M.D. Nevins)</li> <li>“Consulting and you” by Carol Harris (Consulting to management, Mar-2001)</li> </ol> <p><b>Case:</b></p> <ol style="list-style-type: none"> <li>“George Martin at the Boston Consulting Group (A) ” - by L Perlow and K Herman (HBS - 410117)</li> <li>“Banking or consulting: That is the question” – by B Barker and R Levy (R Ivey School of Business)</li> </ol> <p>In class exercises and self-evaluation (details TBC)</p>                                   |
| 18      | <p>Value added by consulting companies and the future of management consulting</p> <p><b>Readings:</b></p> <ol style="list-style-type: none"> <li>“Consulting on the cusp of disruption” – CM Christensen et al (HBR – Oct 2013)</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 19 & 20 | <p>Group Project Presentations – Final</p> <p>Final review and summation</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

## IX.23 MANAGING PRIVATE-PUBLIC PARTNERSHIPS

[3 Credits]

### Course Objectives:

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

### Topics:

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

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

## IX.24 MANAGING ENERGY BUSINESSES

[3 Credits]

### Course Objectives

This course aims to introduce participants to the Indian and global energy sector in general and energy businesses of different types in particular. The course also aims to expose students to the complex business environment in which energy businesses operate by discussing interfaces with environment, sustainability, policies and regulations, and other businesses.

The course has a global perspective and will focus on how global and Indian energy businesses are evolving and responding to changing competitive dynamics. The focus will be to identify solutions that can integrate energy business concerns with environmental, socio-economic, technological and geopolitical considerations. Besides covering businesses in coal, oil, gas, nuclear, and hydro sectors, the course will also discuss recent advances and emerging business opportunities in: i) new and renewable energy markets, ii) energy services businesses focusing on the demand-side efficiency (e.g. appliances, automobile), iii) and broad linkages of energy businesses with other fields (water and finance).

### Course Schedule

| Session                                                                                    | Topics to be covered in the course                                                                                                                                                                                                                                                                             | Readings                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>MODULE 1: INTRODUCTION TO COURSE AND OVERVIEW OF GLOBAL AND INDIAN ENERGY LANDSCAPE</b> |                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                |
| 1                                                                                          | This session will first provide an introduction to the course. It will also provide an overview of the general energy and environment topics, and how developments in energy sector impact other industries and sectors.                                                                                       | IEA (2016) Executive Summary: World Energy Outlook 2016. Paris: OECD/ IEA                                                                                                                                                                                                                                                                                      |
| 2                                                                                          | This session will provide insights about global and Indian energy and environmental modelling and IPCC scenarios. Special emphasis will be given on understanding the past, current, and future global and Indian trends in policies and technologies, projections for future and their impact for businesses. | Chapter 1, Report of the Expert Committee on Integrated Energy Policy, Planning Commission, Government of India, 2007                                                                                                                                                                                                                                          |
| <b>MODULE 2: KEY TERMS AND CONCEPTS RELVANT FOR ENERGY BUSINESSES</b>                      |                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                |
| 3                                                                                          | Public goods, private goods, common property rights, regulation                                                                                                                                                                                                                                                | Joseph, K,L. (2010). The politics of power: Electricity reform in India. Energy Policy, 38, 503-511.<br><br>Dassler, T. (2006). Combining theories of regulation and proposing a framework for analyzing regulatory systems worldwide. Utilities Policy, 14 (2006).                                                                                            |
| 4                                                                                          | Natural resource economics, intergenerational discounting, green growth                                                                                                                                                                                                                                        | Arrow et al. (2012). How Should Benefits and Costs Be Discounted in an Intergenerational Context? Resources for the Future, RFP DP 12-53. December 2012<br><br>Inclusive Green Growth: The Pathway to Sustainable Development, The World Bank, 2012<br><a href="http://siteresources.worldbank.org/EXTSDNET/">http://siteresources.worldbank.org/EXTSDNET/</a> |

|                                                              |                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              |                                                                                                                                                                                                                                                                                                 | Resources/Inclusive_Green_Growth_May_2012.pdf                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>MODULE 3: MANAGING CONVENTIONAL ENERGY BUSINESSES</b>     |                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>5</b>                                                     | The session will focus on coal, the bedrock of global and especially Indian energy sector. Past and current global and Indian trends in coal sector will be discussed with the aim to understand how they affect coal businesses.                                                               | Chapter 12, Fossil Energy, Global Energy Assessment<br>( <a href="http://www.iiasa.ac.at/web/home/research/Flagship-Projects/Global-Energy-Assessment/Chapte12.en.html">http://www.iiasa.ac.at/web/home/research/Flagship-Projects/Global-Energy-Assessment/Chapte12.en.html</a> )<br><br><a href="http://www.dnaindia.com/money/report-indonesian-nightmare-for-tata-adani-jsw-lanco-1554313">http://www.dnaindia.com/money/report-indonesian-nightmare-for-tata-adani-jsw-lanco-1554313</a>                                                                                                                                                                                                                                                     |
| <b>6</b>                                                     | This session will provide insights for upstream oil and gas sector. Policy and market developments over the last decade in India will also be discussed.                                                                                                                                        | Case: Journey to Sakhalin: Royal Dutch/Shell in Russia (A) and (B), HBS (2006).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>7</b>                                                     | This session will provide insights into downstream oil and gas sector with a particular emphasis on the Indian markets.                                                                                                                                                                         | Dhar, S. & P.R. Shukla (2010), Natural Gas Market in India. Chapter 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>8</b>                                                     | This session will focus on the complex business processes in case of nuclear power. Though the focus will largely be on nuclear fission, nuclear fusion will also be touched upon. Special attention will be given to recent developments in India involving Areva and protests in Koodankulam. | Case: Areva, HBS 2009.<br><br>Understanding Buyer choice/Rejection/Experience Processes for Complex Business, Note Richard Ivey School of Business, 2010                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>9</b>                                                     | This session will focus on large and small hydro projects, and the linkage between energy and water                                                                                                                                                                                             | Case: Endessa Chile: Raising the Ralco Dam, HBS, 2009.<br><br>Case: The US Export-Import Bank and the Three Gorges Dam (A), HBS, 2000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>MODULE 4: MANAGING NEW AND EMERGING ENERGY BUSINESSES</b> |                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>10</b>                                                    | This session will focus on wind sector and renewable energy certificates.                                                                                                                                                                                                                       | The tale of Suzlon:<br>2008:<br><a href="http://www.spiegel.de/international/business/tulsi-tanti-s-success-story-the-rise-of-indian-wind-power-a-559370.html">http://www.spiegel.de/international/business/tulsi-tanti-s-success-story-the-rise-of-indian-wind-power-a-559370.html</a><br><br>2013:<br><a href="http://www.livemint.com/Companies/VdQho2Ms6D4PEyJSZaxmNJ/Buffered-by-debt-Suzlon-tries-to-turn-itself-around.html">http://www.livemint.com/Companies/VdQho2Ms6D4PEyJSZaxmNJ/Buffered-by-debt-Suzlon-tries-to-turn-itself-around.html</a><br><br>2015:<br><a href="http://forbesindia.com/article/boardroom/suzlons-rise-from-the-ashes/41139/1">http://forbesindia.com/article/boardroom/suzlons-rise-from-the-ashes/41139/1</a> |
| <b>11</b>                                                    | This session will expose candidates to solar markets, policies, and regulations.                                                                                                                                                                                                                | Jawaharlal Nehru National Solar Mission<br><br>Case: First Solar (2013), Stanford Graduate School of Business.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>12</b>                                                    | This session will focus on bioenergy and biomass. Special focus will be given to analyze the food-energy-water-land conflict in case of bioenergy projects.                                                                                                                                     | Case: Cosan: Thinking outside the barrel, HBS, 2010.<br><br>Case: Khosla Ventures: Biofuels Strategy, HBS, 2010                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

|                                                         |                                                                                                                                                                                         |                                                                                                                                                                                                                                                                |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>13</b>                                               | This session will focus on the off-grid markets and the business solutions including hybrid models.                                                                                     |                                                                                                                                                                                                                                                                |
| <b>14</b>                                               | In this session, the discussion will focus on carbon capture and storage (CCS) technologies, clean coal businesses and shale gas.                                                       | <a href="http://www.europeanclimate.org/documents/no_coal2c.pdf">http://www.europeanclimate.org/documents/no_coal2c.pdf</a><br><br><a href="http://www.teriin.org/policybrief/docs/Shale_gas.pdf">http://www.teriin.org/policybrief/docs/Shale_gas.pdf</a>     |
| <b>15</b>                                               | This session will focus on businesses in waste to energy sector, smart grids, and energy efficiency.                                                                                    | Report of the Task Force on Waste to Energy (Planning Commission): Available from <a href="http://planningcommission.nic.in/reports/genrep/rep_wte1205.pdf">http://planningcommission.nic.in/reports/genrep/rep_wte1205.pdf</a>                                |
| <b>16</b>                                               | This session will focus on automobile industry and future of mobility including smart transportation, electric vehicles, hybrid vehicles, and hydrogen vehicles.                        | Shukla, PR, Dhar, S, Pathak, M, & Bhaskar, K. (2014). Electric Vehicle Scenarios and a Roadmap for India. Published as a part of "Promoting Low Carbon Transport in India" project of UNEP Riso Centre (Denmark) and UNEP Transport Centre (Kenya). New Delhi. |
| <b>MODULE 4: INTERFACE OF ENERGY WITH OTHER SECTORS</b> |                                                                                                                                                                                         |                                                                                                                                                                                                                                                                |
| <b>17</b>                                               | This session will introduce candidates to the key nexus between energy and water, not just for hydro energy but for various other energy and non-energy applications and businesses.    | Case: The US Export-Import Bank and the Three Gorges Dam (A), HBS, 2000                                                                                                                                                                                        |
| <b>18</b>                                               | This session will provide insights about financing new ventures in the field of clean tech. Evidences drawn from India and other countries will be used to analyze trends in the field. | Case: Khosla Ventures: Biofuels Strategy, HBS, 2010                                                                                                                                                                                                            |
| <b>19-20</b>                                            | GROUP PROJECT PRESENTATIONS                                                                                                                                                             |                                                                                                                                                                                                                                                                |

## IX.25 MANAGING INNOVATION

[3 Credits]

### Course Description and Objectives:

Managers, today, are increasingly being held responsible for the tasks of new value creation, delivery and appropriation. Traditionally, these tasks were reserved for top management teams and R&D departments. However, the spurt in new technologies, business models and disruptions has made these tasks vital for the survival and performance of firms. Today, innovation is not limited at the top of the firm, and instead has become the concern and responsibility of each employee. In such a scenario, managers must have necessary knowledge and skills to drive innovation in their firms.

The theory of innovation has seen rich contributions across the years. From Joseph Schumpeter, in the past, to Clayton Christensen, today, many bright minds have led to a robust and vibrant understanding of innovation management. This course aims to provide students with knowledge of the current set of salient concepts regarding the strategic management of innovation. Further, the course will couple important concepts with hands-on knowledge of ready-to-use tools and frameworks for students. The takeaways of this course can be applied in disparate fields of technology management, intra/entrepreneurship and management consulting.

The major questions explored in the course are listed as follows:

- How can managers lead value creation, delivery and appropriation through innovation?
- What are the various types of innovation and which types fit your firm's strategy?
- How to technologies and markets change and their impact on innovation?
- What processes are available to the manager for creating and delivering innovation?
- How to appraise and secure funding for an innovation?

### Session Outline

| Session Number | Topic                                                                                                                                                    | Readings and cases                                                                                                                                                    |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1              | Introduction<br>What is innovation?<br>Differences between creativity, invention and innovation<br>Sources of Innovation<br>Myths surrounding innovation |                                                                                                                                                                       |
| 2              | Systematic Problem solving and Ideation Techniques<br>Intuitive methods<br>Logic-based methods<br>Comparison between methods                             | <b>Article:</b> Goldenberg, J., Horowitz, R., Levav, A., & Mazursky, D. (2003). Finding your innovation sweet spot. <i>Harvard Business Review</i> , 81(3), 120-129.  |
| 3              | Choosing the right innovation for your firm<br>Types of Innovation<br>Innovation Choice and Strategy                                                     | <b>Note:</b> Note on Scenario Planning, David A. Garvin, Lynne C. Levesque, Harvard Business Press                                                                    |
| 4              | Evolution of Technologies and Markets:<br>S-Curves<br>Dynamics of Innovation in an industry                                                              | Textbook Chapter.<br><b>Article:</b> The S-Curve and Its Strategic Lessons: What Curve Are You On?, HBS Press, Harvard Business School Press                          |
| 5              | Managing New Product Development Processes                                                                                                               | <b>Article:</b> Bonabeau, E., Bodick, N., & Armstrong, R. W. (2008). A more rational approach to new-product development. <i>Harvard business review</i> , 86(3), 96. |
| 6              | Intellectual Property (IP) Management and Challenges<br>Industry Standards<br>Strategic Management of IP                                                 | <b>Article:</b> Reitzig, M. (2004). Strategic management of intellectual property. <i>MIT Sloan Management Review</i> , 45(3), 35-40.                                 |

|           |                                                                                                                                |                                                                                                                                                                                                                                                                                                             |
|-----------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7         | Open Innovation<br>The scope and use of open innovation<br>Challenges of open innovation<br>Managing open innovation           | <b>Case:</b> Houston, We Have a Problem: NASA and Open Innovation (A)                                                                                                                                                                                                                                       |
| 8         | Platforms and Innovation                                                                                                       | <b>Article:</b> Zhu, F., & Furr, N. (2016). Products to platforms: Making the leap. <i>Harvard business review</i> , 94(4), 72-78.                                                                                                                                                                          |
| 9         | Disruption and its characteristics                                                                                             | <b>Case:</b> Netflix Inc.: The Disruptor Faces Disruption<br><br><b>Article:</b> Christensen, C. M., Raynor, M. E., & McDonald, R. (2015). What is disruptive innovation? <i>Harvard Business Review</i> , 93(12), 44-53.                                                                                   |
| 10 and 11 | Business Models and Innovation<br>Generating business models<br>Business model appraisal<br>Business model innovation          | <b>Case:</b> Fasten: Challenging Uber and Lyft with a New Business Model                                                                                                                                                                                                                                    |
| 12 and 13 | Design Thinking<br>Process of design thinking<br>Key Principles<br>Design thinking culture                                     | <b>Article:</b> Kolko, J. (2015). Design thinking comes of age. <i>Harvard Business Review</i> .                                                                                                                                                                                                            |
| 14        | Managing innovation: Role of leadership and culture                                                                            | <b>Article:</b> Reeves, M., Fink, T., Palma, R., & Harnoss, J. (2017). Harnessing the Secret Structure of Innovation. <i>MIT Sloan Management Review</i> , 59(1), 37.<br><br><b>Article:</b> Pisano, G. P. (2019). The Hard Truth About Innovative Cultures. <i>Harvard Business Review</i> , 97(1), 62-71. |
| 15        | Managing Global Innovation                                                                                                     | <b>Case:</b> GE China Technology Center: Evolving Role in Global Innovation                                                                                                                                                                                                                                 |
| 16        | Innovation in Emerging Markets<br>Reverse Innovation<br>Organizing innovation in emerging markets                              | <b>Article:</b> Govindarajan, V. (2012). A reverse-innovation playbook. <i>Strategic Direction</i> , 28(9).                                                                                                                                                                                                 |
| 17        | Financing Innovation<br>Sources of Funding<br>Failure of DCF approaches<br>Asymmetric Information Problems<br>Other approaches | Textbook Chapter.<br><br><b>Article:</b> Assenova, V., Best, J., Cagney, M., Ellenoff, D., Karas, K., Moon, J., & Sorenson, O. (2016). The present and future of crowdfunding. <i>California Management Review</i> , 58(2), 125-135.                                                                        |
| 18        | Conflicts in innovation<br>Ambidexterity<br>Paradoxes of innovation<br>Strategies for managing conflicts                       | <b>Article:</b> O'Reilly 3rd, C. A., & Tushman, M. L. (2004). The ambidextrous organization. <i>Harvard business review</i> , 82(4), 74.                                                                                                                                                                    |
| 19        | Project Presentations                                                                                                          |                                                                                                                                                                                                                                                                                                             |
| 20        | Course-Wrap Up                                                                                                                 |                                                                                                                                                                                                                                                                                                             |

**Textbook:**

Schilling, M. A. (2013). *Strategic management of technological innovation*. Tata McGraw-Hill Education.

**Reference books:**

1. Dodgson, M., Gann, D. M., & Phillips, N. (Eds.). (2013). *The Oxford handbook of innovation management*. OUP Oxford.
2. Foss, N. J., & Saebi, T. (Eds.). (2015). *Business model innovation: The organizational dimension*. OUP Oxford.
3. Martin, R., & Martin, R. L. (2009). *The design of business: Why design thinking is the next competitive advantage*. Harvard Business Press.



## IX. 26 PUBLIC POLICY AND BUSINESS STRATEGY

[3 Credits]

### Course Description

Markets and business environment world over are evolving and the traditional boundaries between corporations and governments are being reshaped. Today, government policies and regulations often dictate what corporations can do or cannot do. Similarly the effects of business activities of corporations on society and environment are increasingly shaping responses from governments in terms of new policies. On a different note, developmental agendas of the governments are leading to innovative approaches in association with private organizations. All these developments require a close look into the role of government, the role of public policies, and the interface between corporate policy and public policy.

This is a 20 session course for second year students of BM and HRM. The course builds on the students' knowledge on foundations of management and sustainability. The course is meant to introduce students to public policy as a subject and to related topics such as public policy processes and public policy institutions. The course is divided into three modules. The initial sessions focus on the key theoretical underpinnings and evolution of public policy as a separate discipline. A special emphasis is laid on introducing the critical theory approach of public policy so as to enable students to identify and question various underlying assumptions and beliefs. The subsequent modules and sessions focus on India-specific context on topics ranging from policy processes, policy cycles, and public finance. In the second half of the course, sector specific policies are discussed with a particular emphasis place on understanding the interface between public policy and corporate policy.

The candidates are expected to come prepared with assigned readings and any extra reading material that may be shared to the class.

### Course Objectives:

- A) to introduce key theoretical concepts of public policy
- B) to provide deeper understanding to students on governance structure, public policy processes and institutions in India
- C) to provide an understanding of different public policy instruments used for managing social and environmental sectors
- D) to expose students to the interface between public policy and corporate policy and help them identify challenges and opportunities in various sectors.

### Detailed Plan of Lectures

| E) ----- |                                                                                                                                                                                                  |                                                      |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| Session  | Topics                                                                                                                                                                                           | Reading                                              |
| -----    |                                                                                                                                                                                                  |                                                      |
| Session  | Key Questions and/or Discussion Points                                                                                                                                                           | Readings and Book Chapter                            |
|          | <b>Module I: THEORY &amp; EVOLUTION</b><br>This four-session module will provide an introduction to theory and evolution of public policy as a discipline from different ideological approaches. |                                                      |
| 1        | Introduction to course and grading pattern<br><br>What is public policy?                                                                                                                         | To be distributed at the time of course registration |

|    |                                                                                                                                                                                                                                         |                                                                                                                                                             |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | What is the interface between corporate policy and public policy?<br><br>Public policy from multiple lenses: law, history, sociology, economics, science                                                                                |                                                                                                                                                             |
| 2  | What are the different approaches to knowledge?<br><br>Understanding scientific approach                                                                                                                                                | Chapter 1 (The Scientific Approach, Nachmias & Nachmias)                                                                                                    |
| 3  | Are humans rational or irrational?<br><br>Understanding rational choice model                                                                                                                                                           | Chapters 1-2 (Analyzing Politics; Shepsle & Bonchek)                                                                                                        |
| 4  | Seeing like a State<br><br>Understanding the emergence of State                                                                                                                                                                         | Chapters 1-4 (Seeing Like a State ; Scott)                                                                                                                  |
|    | <b>Module II: PUBLIC POLICY PROCESSES AND INSTITUTIONS</b><br>The various public policy processes and institutions involved would be covered in this six-session module.                                                                |                                                                                                                                                             |
| 5  | Identifying and defining a public policy problem                                                                                                                                                                                        | Reading: Dilemmas in a General Theory of Planning. <i>Policy Sciences</i> , 1973.                                                                           |
| 6  | Identifying the stakeholders in public policy and understanding the dynamics between them                                                                                                                                               | Readings to be compiled from multiple sources                                                                                                               |
| 7  | What is the economic rationale of government?<br><br>How does external environment impact businesses?                                                                                                                                   | Reading: The role of government in economic development                                                                                                     |
| 8  | Understanding government structure in India<br><br>Understanding impact of global policies and governance structure on India                                                                                                            | Readings to be compiled from multiple sources                                                                                                               |
| 9  | Evolutionary trends in governance and public policy in India<br><br>73 <sup>rd</sup> Amendment of the Constitution                                                                                                                      | Readings to be compiled from multiple sources                                                                                                               |
| 10 | Public expenditure and the budgeting process<br><br>Inter-governmental fiscal relations in India                                                                                                                                        | Chapters 1,2,6,7: (Federalism & Fiscal Transfers in India: Rangarajan & Srivastava)                                                                         |
|    | <b>Module III: PUBLIC POLICY-CORPORATE POLICY INTERFACE</b><br>In this module, emphasis will be given on providing an overview of various sectoral policies and understanding the interface between public policy and corporate policy. |                                                                                                                                                             |
| 11 | Public spending for social sectors<br><br>Food security in India: PDS and Direct cash-transfer<br><br>Identifying Opportunities and Challenges for Businesses                                                                           | Overview and Chapter 4(Perspectives on Poverty in India, The World Bank)<br><br>CASE: Aarogya Parivar: Novartis' BOP Strategy for Healthcare in Rural India |
| 12 | Employment & Livelihood: NREGS<br><br>Education Sector: Literacy for All<br><br>Identifying Opportunities and Challenges for Businesses                                                                                                 | CASE: Dharavi: Developing Asia's largest Slum                                                                                                               |
| 13 | Health and Family Welfare Policies                                                                                                                                                                                                      | Readings to be compiled from multiple sources                                                                                                               |

|              |                                                                                                                                                                                           |                                                                                                                                                                                                                                                       |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              | Food Safety and Standards Authority of India (FSSAI)                                                                                                                                      |                                                                                                                                                                                                                                                       |
|              | Identifying Opportunities and Challenges for Businesses                                                                                                                                   |                                                                                                                                                                                                                                                       |
| <b>14</b>    | Public Policy & Political Economy<br><br>Agricultural Sector Policies<br><br>Identifying Opportunities and Challenges for Businesses                                                      | Chapters 1,2,6,10 (The Political Economy of Agricultural Policy Reform in India: Birner, Gupta, & Sharma)                                                                                                                                             |
| <b>15</b>    | Environmental Sector Policies<br><br>Public Policy instruments for environmental management<br><br>Identifying Opportunities and Challenges for Businesses                                | CASE: Water Crisis in India<br><br>Chapters 11,26 (Policy Instruments for Environmental and Resource Management: Sterner)                                                                                                                             |
| <b>16</b>    | Energy Policy of India<br><br>Electricity Sector Policies: Electricity for All, JNNSM, Smart Grids Mission<br><br>Identifying Opportunities and Challenges for Businesses                 | Readings compiled from multiple sources                                                                                                                                                                                                               |
| <b>17</b>    | Policies for urbanization and urban areas<br><br>Public Transport, Smart Cities<br><br>Identifying Opportunities and Challenges for Businesses                                            | CASE: Indore City Bus Transport Service (B)                                                                                                                                                                                                           |
| <b>18</b>    | Policies for Digital India<br><br>Accountability of public services<br><br>Managing Corruption<br><br>E-governance and UID<br><br>Identifying Opportunities and Challenges for Businesses | Paul, S (1992). Accountability in Public Services: Exit, Voice and Control, <i>World Development</i> , 20(7), pp. 1047-1064.<br><br>Bardhan, P. The Economists' Approach to the Problem of Corruption, <i>World Development</i> , 34(2), pp. 341-348. |
| <b>19-20</b> | Policy Assessment<br><br>Group Project Presentations                                                                                                                                      |                                                                                                                                                                                                                                                       |

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Each class is of 90 minutes duration.

## **IX.27 RESOURCE-BASED STRATEGY**

**[3 Credits]**

### **Course Objectives:**

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

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

### **SESSION WISE TOPICS AND CASES**

#### **I. Introduction**

1. Strategy and resources: an introduction
2. Resource based theory- views and counterviews
3. Identification and categorization of resources

#### **II. Key Resources**

4. Capabilities in managing operations and technology
5. Customer related resources
6. Culture and identify of the firm
7. Human resources
8. Knowledge management systems and processes
9. Innovation capability
10. Capability to capture value from innovation

#### **III. Resources in corporate strategy**

11. Corporate strategy- managing growth- stretch and leverage
12. Diversification, scope, synergy and parenting
13. M&A capabilities
14. Alliance management capabilities

#### **IV. Managing change**

15. Dynamic capabilities
16. History and path dependencies in firm responsiveness.
17. Building Organizational Ambidexterity
18. Integration of resources
19. Presentations
20. Presentations

## IX.28 STRATEGIC IMPLEMENTATION THROUGH SIMULATION

[3 Credits]

Any strategy, if it has to be successful, requires good formulation and implementation. Strategy formulation is taught in basic strategic management course. Strategy implementation is also taught through many courses as well as tools. There is an aspect of strategic implementation (though some may call it formulation itself, depending upon how the terms are understood), which is understood but left untouched in different courses. This aspect is that of strategy fit. Strategic fit refers to how business and corporate strategies fit other functional strategies like market entry, stage of PLC, stage of industry life cycle, type of production process, research and development, type of pricing, types of organizational structures, HR practices, financing strategies and ultimately bottom-line. The course is geared towards fulfilling this need. It is geared towards concretizing “Strategy”, so that students can see how strategy is linked to different facets in organization rather than being independent of ground realities. Six business strategies would be discussed along with their relationships to other functions.

These strategies are:

1. Broad Differentiation
2. Broad Cost Leadership
3. Focused Differentiation
4. Focused Cost Leadership
5. PLC based Differentiation
6. PLC based Cost Leaderships

At the corporate level, the strategies would be discussed in terms of ability of the corporate to maintain business portfolios of businesses.

### **Tentative Class wise Schedule (Likely to change in form but not in spirit)**

- Class1: Strategy introduction- Revisiting Strategic Management from the Core course
- Class2: Strategy: Visioning
- Class3: Strategy and Fit: Case study
- Class4 and 5: Introduction to Capstone-Round1
- Class6 and 7: Introduction to Capstone-Round2
- Class8: Introduction to Capstone-Round3
- Class9: Introduction to Capstone-Round4
- Class 10: Competition Round
- Class 11: Competition Round
- Class 12: Competition Round
- Class 13: Competition Round
- Class 14: Strategy in disruptive industries-1
- Class 15: Strategy in disruptive industries-2
- Class 16: Mergers and Acquisition Games
- Class 17: Implementing strategies with the help of scenarios
- Class 18: Using balanced scorecard to implement Strategies
- Class 19: Strategies in manufacturing industry (Guest Lecture)
- Class20: Presentations by students

## IX.29 STRATEGIC LEADERSHIP AND GOVERNANCE

[3 Credits]

### Course Description:

Corporations have grown enormously and the revenues of some of the dominant companies exceed the GDP of sovereign nations. They create enormous national wealth and also have tremendous power to change society. As there is always a possibility of expropriation of the created wealth and wealth-creating assets by those who are in operational control of the organization; the traditional view of governance has primarily looked into how such misappropriation can be governed and monitored effectively. Yet there is more than just value misappropriation. Governance is also about power as much as it is about efficiency and effective leadership. Strategic leaders can create organizational structure, allocate resources and deliver innovative, value-added solutions for the business and their customers. They have an in-depth understanding of their organization's industry structure, external environment as well as its internal strengths and weaknesses. They are able to think ingeniously in formulating and implementing their strategies to ensure their organization's success in its industry. In this course, we will try to integrate this two seemingly diverse role of governance mechanisms to understand how strategic leaders function, express power and achieve, sometimes, efficient outcomes. Also, students will be engaged in strategic thinking, leading organizational change, creating a high-performance organization, and collaborative consensus building. They will gain insight into governance and exercising executive leadership that will result in productive and engaged top management team members and organizational success.

### Session Plan:

| Sessions | Topic                                                                                                                                                                   | Reading / Case                                                                                                                                                                                                                     |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1-2      | Introduction to the course<br>Preview of governance and management concepts                                                                                             | TB: Chapter 1                                                                                                                                                                                                                      |
| 3-4      | Theories and Philosophies of the separation between ownership and control<br>Ownership Interests, Incentives, and Conflicts<br>What is good governance?                 | Agency theory, Stewardship theory, stakeholder philosophies.                                                                                                                                                                       |
| 5-6      | Ownership - Types of shareholders and value creation through strategic decision making<br>Country-of-origin effects                                                     | TB: Chapter 2<br>What Good Are Shareholders?<br>HBR 2012                                                                                                                                                                           |
| 7-8      | Business Group Affiliates: Governance Structure, Business Strategy and value creation<br>Family Businesses: Governance Structure, corporate strategy and value creation | Corporate Governance of Business groups by Boyd & Hoskisson, The Oxford Handbook of Business Groups. Oxford University Press.<br>Case: CP Group: Balancing the Needs of a Family Business with the Needs of a Family of Businesses |
| 9-10     | The role of the corporate board in firm strategy: Integrating the willingness and ability perspectives<br>What boards do.....and often fail to do                       | Case: Infosys Transition at Top<br>Case: WorldCom Inc.<br>TB: Chapter 3                                                                                                                                                            |
| 11-12    | Governing across geographies: How MNCs manage subsidiary network in multiple geographies                                                                                | Case- McKinsey & Co: Protecting its reputation<br>TB: Chapter 5                                                                                                                                                                    |
| 13-14    | Top management team leadership                                                                                                                                          | Upper Echelon Theory                                                                                                                                                                                                               |

|              |                                             |                                                                                                                           |
|--------------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
|              | Executive compensation                      | Case: Lehman Brothers<br>TB: Chapter 4                                                                                    |
| <b>15-16</b> | Strategic Leadership: Theories and Practice | Strategic Leadership: The Essential Skills, HBR<br>What Leaders Really Do, HBR<br>Case: Silvio Napoli at Schindler India  |
| <b>17</b>    | Leading and Managing in Emerging Markets    | Case: Ellen Moore (A): Living and Working in Korea                                                                        |
| <b>18</b>    | Succession planning and transfer of power   | Transferring Power in The Family Business, HBR<br>Case: LG Investments, LLC: A Family Business in Generational Transition |
| <b>19-20</b> | Summary and Wrap up                         |                                                                                                                           |

### **Text Book**

Corporate Governance: Robert A. G. Monks and Nell Minow. Blackwell Publishing, 5th Edition.

### **Reference Book**

Boards that Deliver: Advancing Corporate Governance from Compliance to Competitive Advantage by Ram Charan, Willey Publishing

The Oxford Handbook of Corporate Governance, Edited by Mike Wright, Donald S. Siegel, Kevin Keasey, and Igor Filatotchev, Oxford University Press



## IX.30 STRATEGIES OF CO-OPERATION

[3 Credits]

### Objectives:

Strategies of co-operation can take several organisational forms – strategic alliances between two or more partners, or equity joint ventures – all of which, in terms of its legal and contractual nature, are hybrid forms of economic organisation; falling somewhere between arms-length market based interaction and hierarchical interaction within boundaries of a firm. Co-operative strategies, however, are not meant to supplant competitive strategies pursued by firms – they are rather ways to strengthen its competitive position.

The focus of the course, will be on developing an appreciation of the various contexts under which firms pursue strategies of co-operation – through strategic alliances, joint ventures or through participation in networks.

The course would also seek to sensitise participants to the complexities – about administrative structures, control systems etc. – in managing alliances with partners and effectively dealing with it.

### Topics:

- Nature of the Firm : Markets and Hierarchies in Economic Organization
- Hybrid Forms of Economic Organization : Alliances, Networks and Equity Joint Ventures
- Typology of Strategic Alliances
- Significance of Networks as a Mode of Economic Organization
  - ✓ Knowledge Networks and Technological Innovation in Networks
  - ✓ Networks to Set Industry Standards
  - ✓ Social Networks : Competitive Significance of Relations Beyond Firm Boundaries
- Alliance Between Competitors
  - ✓ Pre-competitive Alliances
  - ✓ Market Sharing Alliances
- Organizational Learning Through Alliances
  - ✓ Structures and Systems for Effective Learning for Partners in Alliances
- Managing the Process of Alliance Formation : Partner Selection and Negotiation
- Contracts and Trust in Managing Partner Conflict in Alliances
- Evolution and Termination of Alliance Relationships

## IX.31 TRANSFORMATION FOR SUSTAINABLE SUPERIOR PERFORMANCE

[3 Credits]

### Course Objective:

Wide sweeping changes such as globalization, industry deregulation, blurring of industry boundaries, technological revolution and disintermediation are shaping the business landscape today and threatening to erode the competitive advantages of existing firms. In order to successfully navigate these radically changing circumstances and sustain superior performance, companies embark up on strategic transformations initiatives. But only a few succeed in achieving the desired outcome. The ability of managers to successfully plan and implement strategic transformation initiatives determines the sustainability of firm performance. It is imperative for the current breed of managers to be strongly equipped to participate in, manage and lead strategic transformations of business and non-business enterprises.

The objective of the course is to provide the students with a multidimensional perspective of process of strategic transformation and equip them with conceptual insights required to contribute to such processes. With such knowledge, current generation of managers will be able to play their respective roles more effectively. After completing the course the participants are expected to understand the complexity and challenges of reconfiguring the business; learn models of strategic transformation, how to control such process, roles internal and external stakeholders; and also develop an overall insight on why strategic transformation efforts fail.

| Session | Topic(s)                                                                                                    | Compulsory Reading/Cases                                  |
|---------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| 1.      | <i>Prerequisite</i><br>Organizational Stability, Inertia and Change                                         |                                                           |
| 2.      | <i>Introduction</i><br>• What is Strategic Transformation?                                                  | Blumenthal & Hapeslaugh (1994)<br>Pearce & Robbins (2008) |
| 3.      | <i>Complexities of Strategic Transformation</i><br>• Corporate Structure<br>• Changing the configuration    | Chandler (1991)<br>Tichy (1983)                           |
| 4.      | Case # 1                                                                                                    |                                                           |
| 5.      | <i>Complexities of Strategic Transformation</i><br>• Challenges of alliances<br>• Challenges of acquisition | Huges and Weiss (2007)<br>Hapeslaugh & Jemison (1991)     |
| 6.      | Case # 2                                                                                                    |                                                           |
| 7.      | <i>Implementing Strategic Changes</i><br>• Frame Bending Model                                              | Nadler & Tushman (1989)                                   |
| 8.      | Case # 3                                                                                                    |                                                           |
| 9       | <i>Implementing Strategic Changes</i><br>• Kotter's 8 point Model<br>• Improvisational Model<br>•           | Kotter (1996)<br>Orliwoski & Hofman (1997)                |
| 10.     | Case # 4                                                                                                    |                                                           |
| 11.     | <i>Implementing Strategic Changes</i><br>• Inspiring the Organization<br>• Role of Communication            | Spector (1989)<br>Young & Post (1993)                     |
| 12.     | Case # 5                                                                                                    |                                                           |
| 13.     | <i>The Change Agents</i><br>• Role of Managers                                                              | Kanter (1999)<br>Chakravarthy & Lorange (2008)            |
| 14.     | Case # 6                                                                                                    |                                                           |

|     |                                                                                                                                           |                                                  |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| 15. | <i>The Change Agents</i> <ul style="list-style-type: none"> <li>• Agents at grass root</li> <li>• External Agents – PE firms</li> </ul>   | Meyerson (2001)<br>Rogers, Holland & Haas (2002) |
| 16. | Case # 7                                                                                                                                  | HCL Technologies                                 |
| 17. | <i>Change recipients</i> <ul style="list-style-type: none"> <li>• Why employees resist change</li> <li>• Trust and empowerment</li> </ul> | Strebel (1996)<br>Mishra et al. (1998)           |
| 18. | Case # 8                                                                                                                                  |                                                  |
| 19. | Case # 9                                                                                                                                  |                                                  |
| 20. | Reflections                                                                                                                               |                                                  |

