

PEARL SCHOOL OF BUSINESS

Global Business & Management Leadership

MBA (Management & Entrepreneurship) Programme

Unlock Your Mind



Pearl School of Business





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Overview of MBA (Management & Entrepreneurship) Programme

Pearl School of Business has designed the curriculum of MBA (Management & Entrepreneurship) programme in collaboration with two international institutions - Nottingham Trent University, UK and Babson College, USA. The Pearl MBA (Management & Entrepreneurship) degree will be awarded by Nottingham Trent University, UK. The MBA (Management & Entrepreneurship) programme is the first international masters programme in India with an added built-in focus on Entrepreneurship and concurrently running themes of Entrepreneurship, Internationalization and Innovation in all courses. The two-year programme combines classroom course work with practical projects, business plan development and internship.

The programme aims at equipping students with the knowledge, skills and qualities necessary for recognizing and exploiting new business opportunities in a sustained manner and ultimately lead global enterprises. Unlike other professional post-graduate management programmes, which train students only to fit into existing organizations, Pearl School of Business MBA (Management & Entrepreneurship) programme would add further value by enabling graduates to conceive, devise, set up and lead new innovative and/or high-tech enterprises and make them into stable business organizations. The general educational aims would emphasize independent thinking, creativity, ability to learn on one's own and distinguish appearance from reality.

Pearl School of Business MBA (Management & Entrepreneurship) programme structure is built around the following perspectives:

- **Management Foundation:** The programme will lay and strengthen the foundation of analytical skills and managerial professionalism for personal and organizational effectiveness and performing general management functions.
- **Balance between Theory & Practice:** The lesson to be learnt from the successful corporations in India and elsewhere in the world is to develop an understanding of theory as a careful and systematic way of thinking. The curriculum balances practical components with reflective and theoretical components.
- **Entrepreneurship and Leadership Development:** The programme orients participants for developing and assuming leadership capability in their respective positions and ultimately, in the top management position. Professional manager-participants will be oriented to act like owners and assume entrepreneurial and leadership role within their organizations. This element is woven into all the courses.



Value Proposition

The Pearl School of Business MBA (Management & Entrepreneurship) offers the art and craft of global business leadership to students who desire to build their careers in Business and Management and aspire to lead the high-performing domestic and multinational organizations or start their own enterprises. The programme has a unique integrated curriculum, oriented to the needs of global industry and start-up enterprises. Developed in partnership with leading international business schools and delivered by world class faculty, it blends entrepreneurial mindset, international outlook, innovation, social responsibility and ethics.

The Pearl MBA (Management & Entrepreneurship) is an international programme of the highest quality, leading to award of Masters Degree of Nottingham Trent University, U.K. which is rated highly for its Quality Standards in the U.K. and ranked number one in graduate employment. The distinctive MBA of Pearl School of Business gives opportunities for extensive contacts with global business, service, and consulting firms as well as entrepreneurs and thus will provide competitive advantage to Pearl School of Business students.



Programme Structure and Duration

Pearl MBA (Management & Entrepreneurship) programme features a modular approach to emphasize practical applicability of management concepts. The modules will, on a live experiential basis, demonstrate to the students the different stages of a business as well as its functional elements through a project. At an integrated level the project would offer a cohesive and tangible construct towards organization capability development as a learning framework.

The two - year programme is structured into two semesters per academic year. The first two semesters, comprising the first year, will be core courses. The last two semesters, comprising the second year, will also cover electives for specialization.

Specialization will also be at two levels (a) core themes (b) functional.

The core themes will cover:

- Entrepreneurship
- Innovation and Technology
- Internationalization of Business

The functional specialization will cover:

- Finance
- Marketing
- Human Resource Development
- Operations and Systems

The Programme is taught & assessed in English.

MBA (Management & Entrepreneurship) Programme

Semester 1

The first semester starting July to December would comprise four modules. Each module consists of three courses of 3-4 credits each.

1 Course STRUCTURE

Year

Semester 2

The second semester starting January to May would comprise three modules plus Internship and Summer Project

Summer Project

Second year

Covers elective courses of 51 credits spread over 5 modules; 4 in third semester and 1 in the fourth. Specialization would be at two level, Core and Functional

Functional specialization

- Finance
- Marketing
- Human Resource Development
- Operations and Systems

2 Course STRUCTURE

Year

Core themes

- Entrepreneurship
- Innovation and Technology
- Internationalization of Business



Course Structure

The two- year MBA (Management & Entrepreneurship) programme would run in four semesters as follows

1

Year

| Semester | Period | Modules covered |
|----------|-----------------|---------------------|
| First | July - December | 110, 120, 130 & 140 |
| Second | January - May | 150, 160, 170 & 180 |
| Third | July - December | 210, 220, 230 & 240 |
| Fourth | January - April | 240, 250, 260 & 270 |

| Module | Title | Courses | Credits |
|--------|-------------------------------------|--|---------|
| 110 | Understanding Management Foundation | 111 Organizational Behaviour and Structure | 3 |
| | | 112 Markets and Competition | 4 |
| | | 113 Statistical Methods | 3 |
| 120 | Information and Decision Analysis | 121 Managing Information | 3 |
| | | 122 Financial Analysis & Reporting | 4 |
| | | 123 Quantitative Methods | 3 |
| 130 | Managing Resources | 131 Managing Human Capital | 4 |
| | | 132 Managerial Accounting | 3 |
| | | 133 Planning and Control Systems | 2 |
| | | 134 Managing Operations | 2 |
| 140 | Managing Human Processes | 141 Communication for Business | 4 |
| | | 142 Attitude, Personality & Behaviour | 3 |
| | | 143 Organization Design & Effectiveness | 3 |
| 150 | Managing Interfaces | 151 Customer Value & Marketing | 3 |
| | | 152 Strategy for Competitive Advantage | 4 |
| | | 153 Corporate Finance & Shareholder Value | 3 |
| 160 | Entrepreneurial Drive | 161 Foundations of Entrepreneurship | 5 |
| | | 162 New Venture Creation Learning from Experience | 10 |
| | | 163 Entrepreneurial Strategies | 5 |
| 170 | Managing Innovation | 171 Innovation & Creativity | 3 |
| | | 172 Managing Technology | 3 |
| | | 173 Research Design & Methodology | 4 |
| 180 | Application to a Real Business | 181 Summer Internship: Evolution and Development of Enterprise | 10 |

2 Year

| Module | Title | Courses | Credits |
|--------|-----------------------------------|---|---------|
| 210 | Competing Globally | 211 International Business Environment | 4 |
| | | 212 Internationalizing Business | 3 |
| | | 213 Cross Cultural Management | 3 |
| 220 | Leadership Development | 221 Strategic Leadership | 3 |
| | | 222 Entrepreneurs as Leaders Learning from Experience | 4 |
| | | 223 Leading people, Knowledge and Performance | 3 |
| 230 | Corporate Governance & Ethics | 231 Corporate Governance & Ethics | 3 |
| | | 232 Managing Corporate Values & Identity | 3 |
| | | 234 Corporate Social Responsibility | 4 |
| 240 | Functional Competence* | 241 Functional Elective 1 | 5 |
| | | 242 Functional Elective 2 | 5 |
| | | 243 Functional Elective 3 | 5 |
| | | 244 Functional Elective 4 | 5 |
| 250 | Managing Environment Interface | 251 Business & Government | 3 |
| | | 252 Business History & Evolution of Management Thought | 3 |
| | | 253 Culture, Society and Business | 4 |
| 260 | Managing Uncertainty | 261 Change & Transformation | 10 |
| 270 | Integrating Learning | 271 Business Plan | 20 |

Functional Specialization: Finance, Human Resource Development, Marketing, Operations and Systems

All modules are compulsory. Modules 110 to 180 would be conducted in the first year and Modules 210 to 270 would be conducted in the second year.

Interim awards are formulated as follows:

Postgraduate Certificate in Management and Entrepreneurship (60 M level credit points) would be awarded on completion of Modules 110 to 160.

Postgraduate Diploma in Management and Entrepreneurship (120 M level credit points) would be awarded on completion of 110 to 180 and Modules 210 to 230.



Admission Procedure

Eligibility

Graduates in any discipline with at least 50% marks in the bachelors degree are eligible for admission. Two years of relevant experience is highly desirable.

Degrees

On successful completion of the two year programme, students would be awarded Masters Degree by Nottingham Trent University, U.K.

Admission Requirements

Admission to Pearl MBA (Management & Entrepreneurship) Programme will be on merit based on multiple criteria. The applicants have to submit a completed application form with all credentials and testimonials duly attested.

Admission Test

We will consider those applicants who have appeared for CAT or GMAT. CAT applicants are advised to indicate their CAT 2007 registration number in the application form. GMAT candidates must report scores of all tests that they have taken.

Interviews and Group Discussion

Applicants will be short listed for Personal Interview (PI) and Group Discussion (GD) on the basis of admission test scores.

Essay

Applicants short listed for GD/PI should bring the following two brief essays while appearing before the panel.

1. Career objectives, and how pursuing an MBA at Pearl School of Business will help in the achievement of these objectives (200 words)
2. Three significant events, in which, the candidate has achieved something difficult and challenging; mastered a new and difficult subject; or learnt a new and difficult skills on their own.

English Proficiency

All candidates will be assessed for their proficiency in spoken and written English during the selection process.

Admission Criteria

Diversity of academic and social background is one of the key aspects considered during the admission process, so as to create a class of students with multiple, diverse perspectives. Hence, the Pearl School of Business encourages students from both rural and urban background to apply. However, during the selection process the Admission Committee will evaluate all the candidates in terms of their scholastic and intellectual ability, personal character and motivation, inter personal skill, clarity of career goals and objectives.

Applicants should ensure that all information contained in the application is completely true. Admission offers might be revoked if any information provided during the admission process or subsequently is found to be incorrect or concealed.

Course Fees

The course fees for the two-year programme shall be Rs. 3.60 lakhs per year. The fees are payable in four installments of Rs. 1.80 lakhs at the beginning of each semester. In addition a refundable deposit of Rs. 30,000 is payable at the time of admission towards Library and Computer Lab use. The amount would be refunded at the end of course after adjustments of dues, if any. The course fees cover tuition, course material, library and computer lab fees. Fees do not include cost of study tours in India and abroad. Fees once paid will not be refunded, as Pearl School of Business does not have a policy of subsequent admissions to seats vacated after admission.

Scholarships

The trustees of Little People Education Society (LPES) would grant scholarships to students with outstanding merit in studies and extra curricular who are in need of financial assistance for payment of tuition fees.

Application with documentary evidence of merit and financial needs should be submitted by candidates to Chief Financial Officer, LPES, 46 Institutional Area, Sector 32, Gurgaon 122 001.

Financial Assistance

Bank loans towards pursuing education in Pearl School of Business can be availed. The details of such loans will be available at the time of admission. Such loans are however purely at the discretion of the banks concerned.

Important Dates

| | |
|---|-------------------|
| Last date for receipt of application | December 31, 2007 |
| Group discussion and personal interview | February, 2008 |
| Final result | 30 April, 2008 |
| Last date of payment of fee | 31 May, 2008 |
| Commencement of orientation programme | 25 June, 2008 |
| Commencement of programme | 30 June, 2008 |

Ashok Bhattacharya

PGDM (XLRI)
Associate Professor
HR and OB



After his post-graduation in Personnel Management and Industrial Relations from Xavier Labour Relations Institute, Jamshedpur, he worked in several Indian and Multinational corporations in the area of HR. His career of about three decades was shaped in Service organizations like ITC Hotels and Manufacturing organizations like GE Plastics and HCL Technologies. He is trained in Process Work with Indian Society for Individual and Social Development and is a professional member of Parikrama.

He has conducted several management development programmes for working executives in large as well as medium scale companies. He has also lectured at MDI, Gurgaon and Tata Management Training Centre, Pune & other educational institutions.

His Consulting work has been in the area of Compensation & Benefits.

He is currently the Associate Dean at Pearl School of Business.



Ashutosh Bhupatkar

Ph D (University of Pune)
Professor
Management,
Organisational Studies


Prof. Ashutosh Bhupatkar holds a Master's Degree in Management from University of Mumbai and a Ph D from the University of Pune.

He worked in industry for ten years before moving into academics. In his role as Director he led the Institute for Management Development and Research for 16 years.

Pursuing his deeper interests in Systems Thinking, Process Consultation, Organization Studies and Indian Management, Prof. Bhupatkar has designed and introduced post-graduate courses in these areas. He is trained in Process Work with ISISD.

His research studies cover The Organization Agenda for a New Era, Ethical Awareness of Managers, Managerial Values, Aftermath of Voluntary Retirement Schemes, Identification of Competencies in young entrants and Evolution of Organization Capabilities.

He is an independent director on the Boards of manufacturing companies in India and abroad. Currently his responsibilities at Pearl School of Business include setting up the academic infrastructure for a school that would focus on Entrepreneurship studies.



Jagdeep S. Chhokar
Ph D (USA)
Distinguished Professor
Organisation Studies, Leadership



Jagdeep S. Chhokar was a professor (teacher, trainer, researcher, and advisor) of Management and Organizational Behaviour at the Indian Institute of Management, Ahmedabad, from 1985 till November 2006, when he retired. He is also a citizen-activist for improving democracy and governance in the country; a bird watcher and conservationist; and a trained lawyer.

His educational qualifications are LL.B. (2005); Ph D (1983), MBA (1977), Grad. Mech. Engg. (1967); Grad. Prod. Engg. (1967).

He has taught in several countries including Australia, France, Japan, and the US. His professional interests are eclectic covering all aspects of organizational functioning such as behaviour, structure, design, and effectiveness of organizations, and of people in organizations. Professional interests also include cross-cultural management; international marketing; international management; international business; human resource management; business strategy and policy; management in government, and in public systems/sector; and industrial and occupational safety.

His research has appeared in several international journals. He has also contributed chapters to edited books and has written several teaching cases.



Nisha Kohli

A.CA.
Associate Faculty
Accounting

She has exposure of both Industry as well as Academics. She worked with Hindustan Coca Cola, a unit of Coca Cola India, for a period of one year. She also worked with ICFAI as a Faculty of Finance and Accounts. She has taught subjects of Financial Accounting and Reporting, Financial Management, International Trade and Finance, and Management Accounting.

As a practicing CA, her working areas include Internal audits, and Valuations of Companies and IPRs.

Her research interest is in Corporate Governance and Market Valuations in Emerging Markets and Benefits of Corporate Governance.



Janakiraman Moorthy

FPM (IIM, Ahmedabad)
Professor
Marketing



After his Masters in Agriculture, Janakiraman worked in the industry for several years before enrolling for the doctoral programme at IIM, Ahmedabad. After completing the Fellow programme of the IIM, Ahmedabad, he worked in the industry for a couple of years. In 1997, he joined the faculty at Indian Institute of Management, Lucknow and has been an Associate Professor in the Marketing group.

He has taught the subjects of Product Management, New Product Development, Brand Management, Marketing Management, Marketing Strategy and Planning. He is a visiting faculty at the Asian Institute of Technology, Thailand.

His current research interests are in Customer-centric Organizations, creation and delivery of customer value and Leveraging internet for customer value. His consulting work is in the areas of developing market orientation, implementing CRM and new product development.

Prof. Janakiraman heads the Marketing group at Pearl School of Business.



I. M. Pandey

Ph D (Delhi School of Economics, DU)
Professor
Corporate Finance, Venture Capital,
Qualitative Research Methods

Professor Pandey, Chairman of the Pearl School of Business Academic Council, holds a Ph D in Corporate Finance from the Delhi School of Economics, University of Delhi, India.

He is Professor of Finance and Accounting at the Indian Institute of Management, Ahmedabad, where he has also served Dean, Officiating Director, Chairman of the Doctoral Program and Chairman of Finance and Accounting Area. He is on leave from IIM A, currently, he has also been the Dean, AIT School of Management.

He is also an adjunct professor at Universities 21 Global, Singapore. As a Visiting Professor, he has also taught at universities in the Asia (School of Management, University Science Malaysia; Independent University of Dhaka), Europe (ESCP, France; University of Birmingham, UK) and the US (College of Business Administration, Kansas State University).

Dr. Pandey's areas of research and teaching include corporate finance, emerging financial markets, management control system, entrepreneurial finance and corporate governance. He sits on the board of directors of Indorama Polymer Limited (Thailand), Hindustan Petroleum Company Limited (India), Industrial Finance Corporation of India and Cochin Shipyard Company (India). He was a member of the Controller of Capital Issues Committee, Government of India; and member of boards of directors of Gujarat Heavy Chemicals Limited; IDBI-Principal Asset Management Company; Industrial Development Bank of India Western Region Advisory Committee; National Institute of Bank Management; and Ahmedabad Stock exchange. Dr. Pandey has also served as a consultant and advisor to public and private sector organizations including the World Bank, the Asian Development Bank and the European Union.

He has published 10 books, six research monographs and about 70 articles and 40 management cases in refereed journals. His book, Financial Management, is a leading text in India and many other countries. His research papers have been appearing in the leading international journals.

Dr. Pandey was recipient of the "Teacher of the Year Award" from the School of Management, Asian Institute of Technology, Thailand and "Best Course and Teacher Award" from the Indian Institute of Management, Ahmedabad.

Gaur C. Saha

Ph D (AIT)
Associate Professor
Statistics, Quantitative Techniques,
Operations



Prof. Gaur Saha is a Ph D from the School of Management, Asian Institute of Technology, Thailand. He is an MBA from Institute of Business Administration, Dhaka University, Bangladesh.

He has been a Professor at Assumption University and has been teaching Business Research Methodology, Operations Management, Operations Research, Computer Applications in Business, Small Business Management.

His Research interests include Service Quality, Customer Satisfaction, Behavioural Intentions, Information Quality and content, Financial Statement Information for Management Control, Total Quality Management, Strategic Technology Management.

He has published several articles in the leading International journals.



Ashok Sanghi

MMS (Bajaj)
Associate Professor
Entrepreneurship, Information
Management

Prof. Ashok Sanghi holds a Master's Degree in Management from Jamnalal Bajaj Institute of Management, Mumbai

He has worked in the Industry at Thailand and India for a period of 30 years. He has been heading a consultancy organization since 2003 and providing Management Consultancy for setting up various Textiles and Infrastructure projects. The Consultancy services included Turnkey Projects where the services began with Architectural, Engineering, Machinery Evaluation, Production Planning and Control, Quality Control Systems, Marketing, Material Management, HRD Services and other systems of corporate Management.

Under his guidance a complete ERP Software meant for the Textile and Apparel Industry was developed which helps the organization to improve their productivity, quality and efficiency.

He has been working on Infrastructure Development of several large Textile Parks in Punjab, Andhra Pradesh and Maharashtra.

His areas of Research interest include Total Quality Management, Total Productive Maintenance, Performance Evaluation Management, Improving Productivity and Organizational Efficiency.

He is at present is independent Director of several companies and advises them on various areas of Management Systems improvement.

He teaches Entrepreneurship Development and Management at Pearl School of Business.



Distinguished International Faculty

Abdul Ali

Ph D (Purdue, USA)
Associate Professor, Babson College
Marketing

Clemens Bechter

Ph D (University of St. Gallen, Switzerland)
Adjunct Faculty, AIT, Thailand
International Business, Marketing

Ramesh Bhat

Ph D (Delhi); Tekami Fellow (Harvard)
Professor, IIM, Ahmedabad
Finance, Health Care Management

Urs Bumbacher

Ph D (University of Basel, Switzerland)
International Management,
Service Marketing

Nicholas J. Dimmitt

Ph D (Ed. & Admin.) University of
Southern California, USA
Assistant Professor, AIT Thailand
Business Communication,
Business Ethics, Research Methods

Robert Eng

DBA (Indiana, USA)
Professor, Babson College, USA
Marketing

Jyoti Gupta

Ph D (Manchester, UK)
Professor Emeritus, ESCP-EAP, France
Finance

Vipin Gupta

Ph D (Wharton, USA)
Roslyn Solomon Jaffe Chair in Strategy
Simmons College, USA
Strategy, International Business

Nazrul Islam

D.Eng., M.Eng. (Industrial Engineering & Mgt.),
AIT, Thailand
Professor, AIT, Thailand
Technology Transfer,
Strategic Technology Management,
Technology Policy

Lalit M. Johri

Ph D (University of Delhi), ITP (Manchester)
Professor, AIT, Thailand & Fellow, Oxford University
International Business, Competitive Marketing,
Strategic Management

Ilkka Kauranen

D.Tech., Licentiate (Tech.)
Professor, Helsinki University of
Technology, Finland
Development and Management in Industry

Shishir Malde

ACA (ICAEW, UK)
Senior Lecturer, Nottingham Trent University
Accounting, finance

Sunil Maheswari

Fellow (IIM, Ahmedabad)
Professor, IIM, Ahmedabad
Human Resource Management

S. Manikutty

Fellow (IIM, Ahmedabad)
Professor, IIM, Ahmedabad
Strategic Management, Leadership

S. Ramnarayan

Ph D (Case Western, USA)
Director, Centre for Good Governance,
Hyderabad
Professor, ISB, Hyderabad
Organisation Behaviour

Lucas Scherer

DBA (Indiana, USA)
Professor, Babson College, USA
Marketing

Ravi Shankar

Ph D (IIT, Delhi)
Associate Professor, IIT, Delhi & AIT, Thailand
Operation Management, Supply Chain,
Retail Management

P. R. Shukla

Ph D (Stanford, USA)
Professor, IIM, Ahmedabad
Energy Management,
Technology Management

Fredric W. Swierczek

Ph D (Policy & Mgt.) (University of Pittsburgh, USA)
Associate Professor, AIT, Thailand
Behavioural Science, Organizational Development,
Cross-cultural Management

S Venkatesh

Fellow (IIM, Ahmedabad)
Associate Professor, AIT Thailand,
Accounting, Finance



Adjunct Faculty

Pulak Chakraborty

MBA (Calcutta)
Managing Director
Twohmp communications, Gurgaon
Marketing Communication

Pavan Choudary

MBA
CEO and Managing Director
Vygon, Gurgaon
Leadership

Vinod Dumblekar

Ph D (IIT, Delhi)
President, Mantis, New Delhi
Management simulation games

Kurien Joseph

B Tech (IIT-Kharagpur)
President, Komark Associates, New Delhi
Business Communication

S Naqvi

MBA
MD, Ultra Pure Technologies
Marketing

Sameer Prasad

MBA (AIT)
COO, Planet Retail Pvt Ltd.
Retail Business

Pearl School of Business

46, Institutional Area, Sector 32, Gurgaon - 122001 Haryana (India)
Tel: +91-124-4217500 Website: www.psbg.in